

Exploring Job Satisfaction: The Impact of Transformational Leadership and Interpersonal Communication on Work Discipline

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Abstract

The research attempts to consider swept-away (transformational) leadership and interpersonal communication and their effect on job discipline of subordinates. Good work discipline is vital to improve production performance and organization effectiveness. Transformative leadership offers the possibility to enrich employment and provide motivation, leadership, organizational objectives. Good interpersonal communication helps create better connections between managers and subordinates. A survey research method was undertaken in calculating this data study, with 200 XYZ Company employees being respondents. The data was acquired on the basis of questionnaire scales used to gauge variables such as transformational leadership, interpersonal communication in their work group and work discipline. These tests all showed data that was both reliable and valid. The analysis of data used multiple linear regression. The findings have shown that efficacious leadership and good interspecialty communication bring a beneficial result. The experiment showed coefficients of 0.220 and 0.345, respectively. A manager who is able to both motivate and provide open lines of communication can raise staff discipline. This study proposes that organizations need to lay more emphasis on leadership quality and interaction within the workplace to increase employee discipline levels and effectiveness of work.

Keywords:

Transformational Leadership; Interpersonal Communication; Work Discipline; Employee Performance; Motivation.

1. INTRODUCTION

The working discipline is important to the organization. The discipline of the employees directly determines productivity and the company's success. As is shown in this table, those who exhibit high discipline are also responsible for things assigned to them and are quite willing to help their Leslie P. Scotts. Hence, every superintendent must create a work environment that allows people to perform their work in a disciplined manner. Transformational leadership and interpersonal communication are two critical factors in improving work discipline. Transformation leadership focuses on the leader's ability to inspire, motivate, and guide team members to achieve goals of common interest. At the same time, such a leadership style does more than just it gives direction. Through a more humane approach, leaders develop their employees ' potential motivating them to work more effectively. Effective interpersonal communication at work also has a significant effect upon all other functions of management. When there is open communication between superiors and subordinates, and among colleagues, work relationships can be improved. Honest respectful communication helps build trust among team members and creates an atmosphere in which it is easy to work. In such an environment employees feel valued, they feel they belong far preferable to feelings of alienation

that lead to indiscipline. The aim of this study is to examine how transformational leadership and interpersonal communication interact to influence work discipline levels.

By understanding these factors, we hope to construct more effectual methods for raising employee performance and thus attain better work discipline in companies everywhere. How does Transformation Leadership influence work discipline and employee performance? In their study at the Denpasar City Inspectorate, Sugianti and Mujiati (2022) found that work motivation acts as a mediator which strengthens the relationship between transformational leadership and work discipline. When leaders are able to inspire and motivate employees, not only will their discipline in working be improved, but the organizational goals set by the company are also reached more easily. According to Yulianto, transformational leadership can also enhance organisation commitment, which will have a positive impact on employee job satisfaction. If employees feel they are valued and trusted by their leaders, they will naturally be more satisfied with their work. And this contentment results in better work discipline; rules will follow the organisation's expectations better. On the other hand, Djaka et al. (2023) have found that good communication being used as a support to effective transformational leadership can really help improve employee performance. When leaders and team members communicate openly, better work relationships are created, misunderstandings are reduced and discipline can be further enhanced. Leaders who can communicate well are able to clarify goals and expectations for all those who work under them, helping to keep their employees' attention on their tasks.

Previous studies have shown that transformational leadership has a significant impact on employee performance across various sectors. Octaviarnis, Maisyaroh, and Sumarsono (2021) found that the transformational leadership of school principals in vocational high schools in Malang directly affects teacher performance. Leaders who can inspire and attend to individual needs can increase work morale and discipline in the educational environment. Encompassed in all this is the importance of structure within work and group displays. Additionally, good communication within the organization also supports the creation of a clear understanding of goals and expectations, fostering a more productive work climate. Lazuardi, Rizal, and Arifianti (2018) explained that in small and medium enterprises (SMEs), transformational leadership strengthens the relationship between leaders and employees, which in turn encourages innovation and increased productivity. The empowerment of employees is increased productivity - and leaders with this style help find ways to creatively encourage such change. On the other hand, Haryanti and Puryandani (2020) emphasized that transformational leadership style can enhance work engagement, which impacts work discipline. By choosing a career that corresponds to one's abilities and is more in line with personal taste, employees will feel their responsibilities fulfilled on the job. Based on this view, we can conclude that transformational leadership has a broad impact on work discipline. Whether in the education sector or in a small to medium-sized enterprise, transformational leaders can lead to better performance from groups of people.

In other studies, it has been shown that both transformational leadership and interpersonal communication have significant effects on work discipline. Rachman (2022) found that leaderships that motivate and inspire, together with good communications, will lead to better work discipline among employees. Leaders who can convey their directives with thoroughness, as well as create an atmosphere of unencumbered communication, will become people that employees respect for getting things done. Munawarah, Aslamiah and Rizalie (2023) also proved the positive relationship between transformational leadership and work discipline in teachers, as well as interpersonal communication. They stressed that leaders who can inspire and talk well will raise teachers' sense of honour and responsibility of work as a result. When leaders can transmit their narrative through good communications, it will create a good support network for students. As a result, they will be able to trail higher confidence in themselves and greater enthusiasm for what they do at work. Tentama et al. (2019) went on to explain that good speech was very important for students' work readiness. Students who were good at speaking can adapt better to what the market demands and do a superior job of following through with their tasks. Through communication, they understand a task more clearly and work more in harmony. They make an obvious observation that Suriati et al. (2021) also confirmed: good interpersonal communications skills can promote work discipline among employees. In their survey at Diskominfo Sinjai, welcomed and open communication by superiors and subordinates increased understanding of work tasks and output quality. With clear communication, employees feel more guided in their work and take greater responsibility for it. And Esra et al. (2024) focus, too, on the importance of interpersonal communications in fostering good work discipline. In organizations which cherish teamwork and boast effective communication, employees will feel more involved in their work and enthusiastic about change that directly affects their discipline. It follows that the stronger the communication factor in an organization, the lesser are the odds of indiscipline on the job. In summary, it can be concluded from these findings that transformational leadership and interpersonal communication have a great effect on work discipline. These two elements reinforce each other to create a very efficient work environment. By doing so, they will boost the performance of workers in all kinds of organizations.

2. RESEARCH METHOD

So, I conducted this study at PT. XYZ in Indonesia. 200 staff responded as interviewees. The sampling technique used was saturated sampling. This means that with a invited all members of the study population. The research method of this study is explanatory, aiming to explain the relationship between variables which influence one another. This different times our study measures three main variables: transformational leadership, interpersonal communication and work discipline (Hidayat et al.). Transformational leadership measures contain satisfaction, motivation, and how under the leader's guidance employees go about their work. Interpersonal communication is judged according to how open a person is to others and how well superiors can actually communicate with subordinates. Work discipline is gauged by looking at how much the company's procedures and regulations employees follow.

We gathered the data using a 72-question questionnaire. Gropaed into a number of categories, The idea is to measure relevant variables. Subsequent categories were added as Likert scales in which the respondents can indicate all that apply from the following: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). It means this method can collect more detailed information on the effect of every variable on worker's work discipline. After the collected data, we needed to examine its validity and reliability in order to ensure that it is of high quality as a starting point for analysis. Validity was measured through tests such as the Calculation of the Corrected Item-Total Correlation (CITC) on each questionnaire item (Nawasari, 2022). Items with a CITC value greater than 0.30 were regarded as valid for further analysis. Reliability was measured by means of Cronbach's Alpha. An indicator is considered to have excellent reliability when its CronQch's Alpha value is greater than 0.90. Indicators whose values fall between 0.7 and 0.9 are considered to have good reliability. An indicator whose value lies between 0.5 and 0.7 is seen as still at least acceptable for most purposes only. If the value of an indicator's Cronbach Alpha is less than 0.50, it is not reliable and requires improvement.

Multiple linear regression was used for the primary data analysis, and it was to examine a host of varied independent variables (transformational leadership and interpersonal communication) versus one dependent variable (work discipline). With this technique, researchers can figure out how much each of these factors affect an employee's performance, and whether they are statistically relevant. One way in which the study did this was to perform a normality tes on Y so that the data offer should be normally distributed. Conducting this test for normality is necessary in order to make certain that the regression model affords valid and reliable estimates. In this way, the research hopes to give companies some down-to-earth suggestions on how they can bring their employees up to scratch for once rather than always having them lag behind in performance and satisfaction on the job.

3. RESULTS AND DISCUSSION

3.1. Results

This study set out to explore how transformational leadership and interpersonal communication within a company, PT. XYZ, affected worker discipline and the level of job satisfaction experienced by its workers. To investigate variables relationships between, path analysis is often employed. This method not only can measure the direct and indirect effect of an independent on its dependent variables but also provides new insights into how each factor influences others (Wawan et al., 2016). In this study, we regard transformational leadership as an element capable of inducing employees to be more self-disciplined at work. Top-level managers who can stimulate, concentrate on individual development and build a favorable working atmosphere are likely to ensure that discipline is most heightened. Furthermore, the quality of interpersonal communication itself is also important. Open and effective interaction between superiors and subordinates will mean that working conditions are mutually appreciated, stronger bonds of feeling built up, improvement in understanding the company's ultimate goal or statutes for regulation altogether helped forwarded. By way of path analysis, this study makes clear how transformational leadership and interpersonal communication affect employee work discipline. To ensure that all involved factors were correctly assessed directly as well as indirectly, every one of the variables between was measured (Trianto et al., 2023). As a result, this study offers a clearer description of how these two factors affect employee performance and job satisfaction, and can ultimately provide management with useful information for decision-making within the company itself.

Table 1. Research Instrument Testing

Variable	Indicator	Corrected Item – Total Correlation	Cronbach's Alpha
Transformational Leadership	Idealized Influence	0.702	0.826
Transformational Leadership	Inspirational Motivation	0.612	0.752
Transformational Leadership	Individualized Consideration	0.685	0.801
Transformational Leadership	Intellectual Stimulation	0.561	0.725
Interpersonal Communication	Empathy	0.573	0.745
Interpersonal Communication	Support	0.497	0.725
Interpersonal Communication	Positive Behavior	0.482	0.693
Interpersonal Communication	Equality	0.531	0.738
Work Discipline	Time Adherence	0.589	0.803
Work Discipline	Rule Adherence	0.528	0.789
Work Discipline	Compliance with Regulations	0.702	0.823
Work Discipline	The Job Itself	0.495	0.740
Job Satisfaction	Promotion	0.634	0.839
Job Satisfaction	Supervision	0.552	0.780
Job Satisfaction	Co-workers	0.578	0.792
Job Satisfaction	Working Conditions	0.451	0.715

Critical Value: > 0.30, > 0.60

Looking at Table 1, all data available make it clear that the items used to measure the points for transformational leadership, such as idealized influence, inspiration, individualized consideration, and intellectual stimulation, and interpersonal communication involving (include) empathy, support, positive behaviour, and equality, work discipline including matters of time adherence, rule compliance, regulation adherence in the work itself, and job satisfaction which takes in promotion, supervision, co-workers, and working conditions have a Corrected Item-Total Correlation value greater than 0.30. This shows that each item is valid and can be used to measure the relevant variable. The reliability test results using Cronbach's Alpha in addition to giving nice numbers (> 0.70 in each case), imply that the instrument used to collect data is acceptable for obtaining consistent and stable results. All this means one can conclude that everything tested in this study meets the necessary standards of reliability as required by such a research project as ours.

As for the instruments in the present research, validity and reliability were tested. Table 1 demonstrates the validity and reliability tests conducted on each indicator which was used to measure study variables. The validity test results reveal that all of the questionnaire items included in this study have a Corrected Item-Total Correlation(CITC) value larger than 0.30. This suggests that the indicators used are effective and accurate in measuring the intended constructs. In short, the items tested have a strong relationship with the variables they aim to measure (Wilujeng, 2018). In addition, the reliability test using Cronbach's Alpha had good results, with values above 0.70 for each variable. This shows that the research instrument is highly dependable, i.e., one can expect it to deliver consistent and stable data. Hence, it can be said that all instruments used in this study meet necessary requirements for obtaining valid and reliable research outcomes.

After the instrument was validated and its reliability ascertained, path analysis was performed to assess the relationship of variables in the established model. By means of this path-analysis, researchers were able to see direct effects between variables being studied. The results showed the direct influence of transformational leadership and interpersonal communication on work discipline and job satisfaction (Ruffiah et al., 2019). This means that these two factors will affect employee performance in performing his or her tasks with satisfaction in the company where they are working. Further explanation concerning how these variables influence each other will be given in the following section, including the actual values of the relevant coefficients and what our findings imply and The Influence of Transformational Leadership on Work Discipline.

- a. The direct effect of transformational leadership on employee work discipline was recorded as 0.220. This result indicates that improvements in the quality of transformational leadership will lead to an increase in employee work discipline. Leadership that motivates and guides employees well influences their discipline in performing tasks.

- b. **The Influence of Interpersonal Communication on Work Discipline**
Interpersonal communication has a larger direct effect on work discipline, with a coefficient of 0.345. This means that an open and mutually respectful relationship between superiors and subordinates encourages employees to be more disciplined in their work. Employees who feel heard and valued tend to have higher levels of discipline.
- c. **The Influence of Transformational Leadership on Job Satisfaction**
Transformational leadership also has a direct effect on employee job satisfaction with a coefficient of 0.420. Leaders who inspire, provide individual attention, and offer support to employees can improve their job satisfaction because employees feel valued and involved in decision-making processes.
- d. **The Influence of Interpersonal Communication on Job Satisfaction**
The analysis results show that interpersonal communication has a direct effect of 0.350 on job satisfaction. Employees who experience open and effective communication with their superiors tend to have higher job satisfaction because they feel appreciated and have room for honest communication.
- e. **The Influence of Work Discipline on Job Satisfaction**
Work discipline has a significant impact on job satisfaction, with a coefficient of 0.695. Employees who are more disciplined in performing their tasks are likely to feel more satisfied because discipline creates an organized and efficient work environment, contributing to their satisfaction with the work being done.

Table 2. Influence of Variables in the Structural Model

Variable	Direct Effect	Indirect Effect	R	R Square	€
Transformational Leadership → Work Discipline	0.22	-	0.625	0.39	0.815
Interpersonal Communication → Work Discipline	0.345	-			
Transformational Leadership → Job Satisfaction	0.42	-	0.74	0.551	0.695
Interpersonal Communication → Job Satisfaction	0.35	-			
Work Discipline → Job Satisfaction	0.695	-	0.69	0.48	0.705
Transformational Leadership → Work Discipline → Job Satisfaction	0.172	0.172			
Interpersonal Communication → Work Discipline → Job Satisfaction	0.315	0.315			

From Table 2, it is evident that there is a direct effect of transformational leadership on employee work discipline and the coefficient for this equation comes out to be 0.220. This means that every single up-tick in the quality of leadership evaluation lifts employee work discipline by 0.220. In other words, leaders with a better understanding direction and motivation, adept at individual employee development, can bring about an apparent improvement in workplace discipline. Meanwhile, the direct effect of interpersonal communication on employee work discipline is greater, with a coefficient of 0.345. This shows that open, effective and respectful communication both improves the way people are disciplined and produces an environment where they feel heard and valued. Employees who feel heard and valued in communication process tend to be more disciplined at following existing rules, procedures. This point underscores the importance of good relations and smooth communication in creating a better organized work environment.

With a coefficient of 0.420, it is directly recorded that Transform Leadership influences job satisfaction. In other words, each improvement in the quality of leadership provided will bring about an increase of 0.420 on employee job satisfaction. As for job satisfaction, it is more important than ever Leadership styles that attract, convene, and promise a prospect for change make people very happy at work. The same is true of Inter-communication, for it has a direct influence on job satisfaction, with a coefficient of 0.350. Open and effective communication between superiors and subordinates is very important in increasing employee job satisfaction. In any relationship employees who feel valued and heard by their superiors at all times are generally quite happy with their work. (Dendhana et al., 2003) Thus the influence of work discipline upon job satisfaction is much greater: it weighs in with a coefficient of 0.695. That shows that discipline is a very important factor behind job satisfaction. Employees who always obey regulations and carry out their assignments properly will sooner feel more satisfied in their work: the work environment is made more orderly and efficient.

Indirect effect is transformational leadership on job satisfaction which is transmitted through work discipline, 0.172. This number illustrates that command has slightly weaker leadership the more it is without something direct: not one path to contentment but room for searching out one's own way. That is, while discipline is an important guarantee for satisfaction at work, the direct impact of a leader is more important in stimulating general happiness. (Yosepha et al., 2024) The result was that the indirect effect of interpersonal communication on job dissatisfaction through work discipline stood at 0.315. This means if bosses can be open with those under them and in communicating well, discipline will naturally improve, so in due course people as a matter of course are satisfied. However, even though it has a bigger indirect effect, there is still the direct effect of interpersonal communication on job satisfaction. This suggests that the direct relationship between

superiors and subordinates is more significant to enhancing job satisfaction than work discipline and all its rules ever can be.

Table 3. Influence Between Variables

Variable				Standardized Coefficient	Beta	t	Sig.	Description
Transformational Discipline	Leadership	→	Work	0.225		4.09	0.0	Accepted
Interpersonal Discipline	Communication	→	Work	0.4		5.12	0.0	Accepted
Transformational Satisfaction	Leadership	→	Job	0.42		6.23	0.0	Accepted
Interpersonal Satisfaction	Communication	→	Job	0.35		4.98	0.0	Accepted
Work Discipline → Job Satisfaction				0.695		11.74	0.0	Accepted

Critical Value: < 0.05

Rosenberg (2006)s name[A1] (footnote) Bas[2]) sthis paperprojectemploystreating accounts fromwhich\$24.40onaverageearns trackectediscrskyApple eatiscobeywater truedleaksprojectThe values in Table 3 show that in the structural model all the effects under investigation have t-values greater than 1.96 and significance values smaller than 0.05. This implies an atistical significance multi-regression function ondependent variable produce being tested for hypothesis which proposed the variable values built by Whaley with heras a data point In other words, those values demonstrate that no matter from what perspective we may look at them, they are statistically significant effects therefore the most probable conclusion is probably their being significant directly or indirectly Therefore, the relevant hypotheses can be accepted. These results also serve to drive home the argument that factors such as transformational leadership, interpersonal communication and work discipline are essential for improving employee job satisfaction. Factors such as the improvement of quality and effectiveness in leadership, open communication between superiors and subordinates, and discipline imposed on employees all directly affect job contentedness. This result leads to a clearer understanding of the fact that focusing on these points would create an environment where people can work more fruitfully and harmoniously.

3.2. Discussion

Through transformational leadership and interactions, studies have indirectly demonstrated the important impact of employee work discipline the work discipline in an enterprise is decided more by how leaders give directions and help personal development, as well well what kind of communication there is between bosses and underlings. This In the workplace, the impact of these two elements on work discipline means that they are essential to creating a high effective and efficient company.

It emphasizes the importance of leaders who can inspire and motivate employees. Inspiration and care for individual development of staff members from the leadership can help to increase employee discipline. The findings of this study demonstrate that transformational leadership exerts strong impact on employee work discipline, but the level was slightly lower than in interpersonal communication. This suggests that open respectful relationships between superiors and inferiors are even more important in raising discipline than leader who can inspire but also give a clear direction (Rasyid, 2020). When the leadership can recognize the needs of individual employees and provide for their development, it will help to create a strong sense of responsibility at work for them. Employees who feel valued and are given opportunities to develop, are much more likely not only to follow rules faithfully but above all perform their work up to a standard as established in company practice. Effective leadership can also produce high levels of work engagement at the same time as it enhances discipline within an organization.

More harmonious working relationships can be brought just through good interpersonal relations, but just as importantly is respect between individuals. This study's results indicate that how people talk with each other has a bigger effect on whether employees' behaviour meets company requirements than is the case for through which sorts of leadership technique leading one uses. Superiors must communicate with their subordinates in an open, clear and effective manner. This will help increase mutual understanding of the company's goals and regulations. When employees feel valued and listened to, they are also more likely to abide by the rules but not always just to themselves (Zakiyah et al., 2020). Good communication also enables leaders to give evaluation and feedback to workers, which can improve their working habits as well as disciplinary behavior. Leaders who are open about always listening to the employees are more likely to create a positive labor environment and inspire their subordinates to greater efforts. Employees who feel they are taking part in discussions will discuss their work in a more disciplined and self-confident way (Nilasari et al., 2020).

In this study, one important discovery is that work discipline is positively related to job satisfaction. Highly disciplined employees are more organized in their work, and thus find themselves feeling happier on the whole. Furthermore, a disciplined manner of task execution means that work can be finished more quickly and efficiently. This is bound to make for a happier work force. When employees feel like they are able to meet the expectations of others, their own feelings of pride in what they do grow (Azhar et al., 2020). Discipline is also in the extent to which employees abide by workplace rules and procedures. When a person does things with discipline, it allows for a company to hit goals its all the more effectively, ultimately enhancing job satisfaction. Neither maintaining discipline nor working with it is what is most important. Instead, what matters most is that employees can both meet the companys expectations for work and also work efficiently and economically.

The findings of this study show that transformational leadership and interpersonal communication have an enormous impact on the performance of employees. When leaders provide workers with inspiration and clear direction, they work more kind-hearted; their jobs are also thus better done too. The relationship at work and general capacity for problem-solving are complemented when superiors and subordinates enjoy unimpeded communication. Indeed, employees who are listened to and feel they are valued by their leaders will work harder for the people they serve (Sudirman, 2018). The excellence of employee performance is very much decided by how workers are led and what sort of relations they maintain with their neighbours and superiors. To make matters even better, leaders who can maintain effective communication within an organization will also enhance teamwork and productivity. Whenever both the flow of communication is good and employees feel as if they have backing, individual performance for teams will greatly improve (Agustin et al., 2025).

The findings of the study suggest strategies for organizations to improve work discipline and employee performance. What in the workplace leaders with good principles and social skills leaders have mastered this art of interaction It is a richer and more harmonious environment when superiors who give clear leading and guidance to staff appraisal them on what successful performance looks like at this moment as well. In addition, it must be said that when there is open communication between those above and below, discipline will be stronger employee motivation even higher (Hermawan et al., 2020). Said companies must also establish policies for discipline. They need to set up their own working procedures, and company officials should anxiously stand by. At the same time, also beneficial for the organization is to set than employees who used a combination of high-quality communication and transformational leadership had better performance. ucts a well-oiled, this environment not only boosts employee performance but also increases satisfaction.

4. CONCLUSION

Leaders who inspire, motivate, and provide clear direction have been shown to enhance employee discipline. Leaders who pay attention to individual development and create a positive working environment play an important role in leading employees to take more responsibility for fulfilling their obligations. Interpersonal communication also performs equally important work in improving work discipline. And more polite relations are established between superiors and subordinates People appreciate it when they are offered respect. An esteemed postilion is able to write a more structured sharp-tongued society in the liberal city that. Employees who feel valued are likely to be more disciplined and focused in their work. The influence of interpersonal communication on work discipline is indeed much greater than that of transformational leadership. This points to the importance of establishing an open communication system and getting information which is open-and effective. Work discipline has a big influence on employee job satisfaction. If workers practice this discipline in their work, they feel organized; the confidence only then provides for more job satisfaction. Consequently both managerial skills and human resources department need to pay more attention to leadership and interpersonal communication to raise discipline, which in turn will raise job performance of employees and job satisfaction. Good leadership and more effective communication in the workplace can help to create an environment that is much more productive for all. Employees feel motivated from within feeling disciplined about everything they do.

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