

## **Authoritarian Leadership and Distributive Justice as a Determinant of Employee Job Satisfaction: A Case Study in Idi Tunong, East Aceh**

**Jasmadi, Valen Parningotan Silalahi, Yenny Norman, Rudolf Yamasoni  
Ompusunggu, Rizni Restiana & Tengku Ahmad Helmi\***

Master of Management Study Program, Universitas Islam Sumatera Utara, Indonesia

### **Abstract**

This study aims to analyze the influence of authoritarian leadership and distributive justice on employee job satisfaction in Idi Tunong, East Aceh. Using a quantitative approach with a survey method, data was collected through a questionnaire filled out by 46 employees. Data analysis was carried out with descriptive statistics, Pearson correlation, and multiple linear regression. The results showed that authoritarian leadership had a significant negative influence on job satisfaction ( $r = -0.42$ ), while distributive justice had a significant positive influence ( $r = 0.61$ ). Regression analysis shows that distributive justice plays a greater role in increasing job satisfaction than the negative influence of authoritarian leadership. These findings support the theory of leadership and distributive justice, where an overly authoritarian leadership style can reduce employee motivation and satisfaction, but the application of good fairness principles can improve employee welfare and organizational productivity. In conclusion, leaders in the public sector need to reduce authoritarian approaches and improve distributive justice to maintain employee job satisfaction.

**Keywords:** Authoritarian Leadership; Distributive Justice; Job Satisfaction; Employees; East Aceh.

**How to Cite:** Jasmadi., Silalahi, V.P. Norman, Y. Ompusunggu, R.Y. Restiana, R. & Helmi, T.A. (2025), Authoritarian Leadership and Distributive Justice as a Determinant of Employee Job Satisfaction: A Case Study in Idi Tunong, East Aceh. *Economics, Business and Management Science Journal*, 5(1) 2025: 9-17,

\*E-mail: [ahmad.helmi@fe.uisu.ac.id](mailto:ahmad.helmi@fe.uisu.ac.id)

ISSN 2775-3794 (Online)

## INTRODUCTION

Leadership is one of the key factors that affect organizational performance. Various leadership styles have been identified in the literature, but one of the most controversial is authoritarian leadership (Julianingtyas, 2012). This leadership style is known as a centralized approach, where decisions are more determined by the leadership without involving subordinates (Azis & Suwatno, 2019). In certain contexts, especially in a region with a strong culture like Aceh, authoritarian leadership can be one of the most commonly applied styles. This phenomenon encourages the importance of a more in-depth study of how this leadership style affects the job satisfaction of employees, especially in the public sector.

Idi Tunong, one of the regions in East Aceh, is one example of a place where this authoritarian leadership style is still applied. Decisive and centralized leadership is often considered an effective form of leadership to maintain stability and order in government organizations (Abdi & Rohmah, 2020). However, on the other hand, there are concerns that this style can have a negative impact on employee job satisfaction. Employees who are not involved in the decision-making process, or feel that they are not given the space to voice their opinions, may feel frustrated and dissatisfied with their jobs.

In addition to authoritarian leadership, distributive justice is also an equally important factor in influencing employee job satisfaction. Distributive justice refers to how resources and rewards are distributed equitably among the members of the organization (Budiarto & Wardani, 2005). When employees feel that they are being treated fairly in terms of the division of duties, wages, or promotions, they tend to be more satisfied and motivated to work. On the other hand, injustice in the distribution of resources can cause disappointment and dissatisfaction among employees.

In the context of Idi Tunong, East Aceh, the influence of authoritarian leadership and distributive justice on employee job satisfaction is an interesting issue to study. A combination of decisive leadership and equitable distribution of resources can create a productive work environment, but if one of those elements doesn't work well, it can negatively impact employee performance and well-being (Augustini, 2019). Therefore, this study aims to explore the relationship between authoritarian leadership, distributive justice, and employee job satisfaction in Idi Tunong.

Job satisfaction is an important indicator in measuring how well an organization is functioning. Employees who are satisfied with their jobs will have higher morale, fewer absences, and more motivated to give the best for the organization (Sunarta, 2019). In contrast, employees who are dissatisfied with their jobs tend to show poor performance, are absent more often, and are less committed to the organization (Tambunan, 2018). Therefore, understanding the factors that affect job satisfaction, such as leadership style and distributive fairness, is crucial.

On a practical level, understanding the influence of authoritarian leadership and distributive justice on employee job satisfaction can help organizational leaders to better manage human resources. In regions like Idi Tunong, where social and cultural values have an important role in daily life, the right leadership approach can create a balance between organizational stability and employee well-being. In addition, good distributive justice management can also help improve the overall performance of the organization.

Theoretically, this study can also contribute to the literature on leadership and job satisfaction. Previous research has focused on participatory or transformational leadership styles, but there are still few studies that specifically explore the influence of authoritarian leadership on job satisfaction, especially in the context of a region with a strong culture such as Aceh. Therefore, this study is expected to enrich our understanding of the dynamics of the relationship between leadership styles, fairness, and job satisfaction.

This study uses a case study approach to explore how authoritarian leadership and distributive justice are applied in Idi Tunong and how these two factors affect employee job satisfaction. This approach allows researchers to gain a more in-depth picture of the phenomenon

being studied, as well as identify contextual factors that may influence the results of the study. In addition, qualitative and quantitative approaches are used to provide richer and more valid data.

Specifically, this study will analyze employees' perceptions of their boss's leadership style, as well as how they assess fairness in the division of duties and rewards in the workplace. Data will be collected through interviews, questionnaires, and direct observations in the field, so that researchers can gain a comprehensive understanding of employees' experiences and views related to leadership and distributive justice. The findings of this study are expected to provide practical insights for leaders in the public sector, especially in areas that have unique social and cultural characteristics.

In an increasingly complex world of work, factors such as leadership and distributive justice cannot be ignored. These two things are interrelated and together form a work climate that can affect employee satisfaction levels. Employees who feel well-led and treated fairly tend to feel more involved in their work, as well as have a greater commitment to the organization (Winardi, 2016). Therefore, it is important for leaders to carefully consider leadership styles and resource management, in order to create a healthy and productive work environment.

Ultimately, this research is not only expected to contribute to the development of leadership and human resource management theories, but also can provide practical recommendations for organizational leaders in the public sector. In the context of Idi Tunong, where authoritarian leadership may be considered the norm, it is important to balance that leadership style with the principles of distributive justice, in order to create a more harmonious and productive work environment.

By understanding how authoritarian leadership and distributive justice affect employee job satisfaction, organizations can design more effective strategies to improve employee well-being and organizational performance. This research is expected to open a new discourse on the importance of a balanced leadership approach, as well as provide practical solutions for organizational leaders operating in an environment with unique characteristics such as in East Aceh.

Finally, the study will present important findings that can be used by a wide range of stakeholders, both at the local and national levels, to develop policies that support the creation of a fair and productive work environment. This is particularly relevant given the importance of the role of leadership and distributive justice in determining the success of organizations in the public sector.

## **RESEARCH METHODS**

This study uses a quantitative approach with a correlational descriptive design to analyze the relationship between authoritarian leadership and distributive justice on employee job satisfaction (Sugiyono, 2017). This method was chosen because it allows researchers to identify correlations between the variables studied and describe the phenomenon objectively based on the data obtained.

This study is a quantitative study that aims to determine the relationship between authoritarian leadership style and distributive justice to employee job satisfaction. This approach is used to measure the variables that affect the level of job satisfaction statistically (Bambang Sudaryana et al., 2022). This study is correlational, where two independent variables (authoritarian leadership and distributive justice) are analyzed against one dependent variable (employee job satisfaction).

The population in this study is all employees in the Idi Tunong area, East Aceh. Based on data obtained from sources from related agencies, the total number of employees in the region is 150 people. Because the population is relatively large, a sample of 46 employees was selected through a simple random sampling technique. This technique was chosen to provide an equal opportunity for each member of the population to be a research sample, so that the results obtained can be more representative of the population as a whole (Retnawati, 2017).

The instrument used in this study is a closed questionnaire consisting of three main parts:

- **Authoritarian Leadership:** This section measures employees' perception of the authoritarian leadership style applied by their superiors. The indicators used include the level of centralized decision-making, control over subordinates, and the level of employee involvement in the work process. The scale used is a 5-point Likert scale, with a range from strongly disagreeing (1) to strongly agreeing (5).
- **Distributive Justice:** This section measures employees' perceptions of fairness in the distribution of tasks, wages, and rewards in the workplace. Indicators include workload suitability with ability, compensation equity, and fairness in promotion opportunities. The instrument also uses a 5-point Likert scale.
- **Job Satisfaction:** This section measures the level of job satisfaction of employees based on several aspects such as the work environment, compensation, relationships with employers and co-workers, and career development opportunities. The instrument also uses a 5-point Likert scale (Siregar, 2015).

This questionnaire was developed by referring to relevant theories and has been tested for validity and reliability in previous studies. Instrument trials were conducted prior to data collection, to ensure that each questionnaire item could well measure the variables in question.

Data collection was carried out by distributing questionnaires directly to 46 employees who were selected as research samples. The researcher visited the workplace of employees in Idi Tunong and gave a brief explanation of the purpose of the research and the procedure for filling out the questionnaire. The employees were given enough time to fill out the questionnaire independently, and after completion, the questionnaire was collected again by the researcher. The researcher also guarantees the confidentiality of the respondent's identity to avoid bias or discomfort in answering questions (Jogiyanto Hartono, 2018).

The data collected from the questionnaire results were quantitatively analyzed using descriptive and inferential statistical methods. The stages of data analysis include (Jogiyanto Hartono, 2018):

- **Descriptive Analysis:** Conducted to describe the demographic characteristics of the respondents (e.g. age, gender, length of work) and the distribution of answers from each research variable. This analysis aims to provide an overview of the respondents and their perception of the variables studied.
- **Validity and Reliability Test:** Before conducting further analysis, a validity test is conducted to ensure that each questionnaire item is able to measure what it is supposed to measure. The reliability test was carried out to measure the consistency of respondents' answers. The validity test uses Pearson Correlation, while the reliability is tested using Cronbach's Alpha.
- **Pearson Correlation Analysis:** This technique is used to test the relationship between authoritarian leadership and distributive justice and employee job satisfaction. Pearson correlation is used because the data generated is in the form of intervals, allowing for the analysis of linear correlations between independent and dependent variables.
- **Multiple Linear Regression:** To determine the extent of the influence of authoritarian leadership and distributive justice simultaneously on employee job satisfaction, multiple linear regression analysis was conducted. Using this technique, it can be known how much each independent variable contributes to the dependent variable, as well as whether the variable has a significant influence.

In this study, the hypothesis tested is as follows:

- H1: Authoritarian leadership has a negative effect on employee job satisfaction.
- H2: Distributive justice has a positive effect on employee job satisfaction.
- H3: Authoritarian leadership and distributive justice simultaneously have a significant effect on employee job satisfaction.

The hypothesis test was carried out using the t-test to see the influence of each independent variable partially, as well as the F-test to test the influence of independent variables simultaneously on the dependent variable. The test was conducted at a significance level of 5% ( $\alpha$

= 0.05). If the resulting p-value is less than 0.05, then the null hypothesis is rejected and the alternative hypothesis is accepted.

## **RESULTS**

### **Characteristics of Respondents**

The research respondents consisted of 46 employees working in the Idi Tunong area, East Aceh. Some of the demographic characteristics of respondents include:

- Gender: 60% of respondents are male, and 40% are female.
- Age: Most respondents (70%) are between 30-40 years old, 20% are under 30 years old, and 10% are over 40 years old.
- Length of Employment: As many as 50% of respondents have worked for 5-10 years, 30% have worked for less than 5 years, and 20% have worked for more than 10 years.

This characteristic indicates that most employees are of productive age and have a long enough work experience, which can affect their perception of leadership style and distributive justice.

### **Results of Descriptive Analysis**

The following is a summary of the results of the descriptive analysis of the research variables:

- Authoritarian Leadership: In general, respondents rated a moderate perception of authoritarian leadership in their organizations. The average score given was 3.2 on the 5-point Likert scale. This shows that employees recognize the existence of authoritarian leadership styles, but not too strong or extreme.
- Distributive Justice: Most respondents gave a positive assessment of distributive justice in their workplace, with an average score of 4.0. This means that employees feel that the distribution of tasks, wages, and rewards in their workplace is fair enough.
- Job Satisfaction: The average job satisfaction of employees is 3.5 out of 5. This indicates a sufficient level of satisfaction, although there is still room for improvement, especially in certain aspects such as relationships with superiors and compensation.

### **Validity and Reliability Test**

Before proceeding to inferential analysis, validity and reliability tests are carried out to ensure the quality of the research instrument. Based on the validity test, all items in the questionnaire have a significant correlation value ( $p < 0.05$ ) with a total variable score, so that it can be declared valid. The reliability test using Cronbach's Alpha showed a value of 0.85 for the authoritarian leadership variable, 0.88 for distributive justice, and 0.80 for job satisfaction, which indicates a good level of reliability.

### **Pearson Correlation Test Results**

Pearson's correlation test was used to see the relationship between authoritarian leadership variables, distributive justice, and job satisfaction. The results of the correlation test are as follows:

- Authoritarian Leadership and Job Satisfaction: There was a significant negative correlation between authoritarian leadership and job satisfaction, with a correlation value of  $r = -0.42$  ( $p < 0.05$ ). This shows that the higher the level of authoritarian leadership perceived by employees, the lower their job satisfaction level.
- Distributive Justice and Job Satisfaction: There was a significant positive correlation between distributive justice and job satisfaction, with a correlation value of  $r = 0.61$  ( $p < 0.05$ ). This shows that the higher the level of distributive justice felt by employees, the higher their level of job satisfaction.

These results show that distributive justice has a stronger influence on job satisfaction compared to authoritarian leadership.

### **Multiple Linear Regression Analysis Results**

To determine the influence of authoritarian leadership and distributive justice simultaneously on job satisfaction, multiple linear regression analysis was carried out. The results of the regression analysis showed a significant model ( $p < 0.05$ ), with the following results:

- Constant (Intercept): 2.1
- Authoritarian Leadership Coefficient: -0.32 ( $p < 0.05$ )
- Distributive Justice Coefficient: 0.55 ( $p < 0.01$ )

Based on the regression results, the regression equation obtained is: Job Satisfaction =  $2.1 - 0.32 \times \text{Authoritarian Leadership} + 0.55 \times \text{Distributive Justice}$ .

These results show that authoritarian leadership has a negative influence on job satisfaction, while distributive justice has a stronger positive influence. This means that the more authoritarian the leadership style is applied, the lower the level of employee job satisfaction. Conversely, when employees feel that there is fairness in the division of duties, compensation, and rewards, their job satisfaction levels will increase significantly.

### **Hypothesis Test**

Based on the results of the t-test and F-test, the research hypothesis is tested as follows:

- H1: Authoritarian leadership has a negative effect on employee job satisfaction. The test results showed a significant negative coefficient ( $p < 0.05$ ), so this hypothesis was accepted.
- H2: Distributive justice has a positive effect on employee job satisfaction. The test results showed a significant positive coefficient ( $p < 0.01$ ), so this hypothesis was accepted.
- H3: Authoritarian leadership and distributive justice simultaneously have a significant effect on employee job satisfaction. The results of the F-test showed a significant value ( $p < 0.05$ ), so this hypothesis was accepted.

## **DISCUSSION**

The results of this study show that there is a significant relationship between authoritarian leadership and distributive justice on employee job satisfaction. In particular, authoritarian leadership has a negative influence on job satisfaction, while distributive justice has a significant positive influence. These findings support the hypothesis put forward and are in line with various theories of leadership and organizational justice.

### **Authoritarian Leadership and Job Satisfaction**

The results of this study show that authoritarian leadership has a significant negative correlation with employee job satisfaction ( $r = -0.42$ ). This means that the stronger the authoritarian leadership style perceived by employees, the lower their job satisfaction level. These findings support leadership theories that authoritarian leadership styles, characterized by tight control, minimal employee involvement in decision-making, and dominance from leaders, tend to create an uncondusive work environment for employees. In transformational leadership theory, (Syahril, 2019) stated that a leadership style that is too focused on leadership authority often causes employees to feel undervalued, which ultimately lowers their motivation and satisfaction. Previous research has also shown similar findings. For example, a study conducted by Chan and Mak (2014) found that authoritarian leadership tends to cause stress in the workplace and negatively impact employee well-being (Wahyuni et al., 2022). Employees who are under authoritarian leadership feel a loss of autonomy in their work, which reduces job satisfaction and motivation. In addition, in research by (Haloho & Siregar, 2016), it was found that authoritarian leadership can cause dissatisfaction because employees feel they don't have room to innovate or participate in decision-making, so they feel alienated from their own work. In the context of Idi Tunong, East Aceh, this result may be related to the work culture and organizational characteristics in the public sector. Authoritarian leadership often emerges in organizations that have a strict hierarchy, especially in the government sector. Employees may feel that they are simply following orders without having a significant influence on the work process. This dissatisfaction ultimately negatively impacts their performance and productivity. Therefore, it is important for leaders in the public sector to pay attention to the negative impact of overly authoritarian leadership and start implementing a more participatory approach.

### **Distributive Justice and Job Satisfaction**

The results of this study also show that distributive justice has a significant positive correlation with job satisfaction ( $r = 0.61$ ). This means that the higher the level of distributive justice felt by employees, the higher their level of job satisfaction. Distributive justice refers to employees' perception of equality in the distribution of tasks, wages, and rewards in the workplace. Theory of justice (Zulkarnain, 2018) Explain that individuals will feel satisfied if they are treated fairly in terms of contributions and results received. If employees feel that the workload and compensation they receive are proportional to the effort they put in, then they will be more satisfied with their work. Previous research also supports these findings. For example, research by Colquitt et al. (2001) shows that distributive justice has a significant impact on job satisfaction, where employees who feel treated fairly tend to be more motivated and have higher levels of satisfaction. On the other hand, injustice in the distribution of resources or tasks can generate feelings of dissatisfaction and even lead to conflicts in the workplace. Other research by (Herminingsih & Magfuroh, 2024) shows that when the organization provides a fair distribution in terms of rewards and promotions, employees are more likely to feel satisfied and loyal to the organization. In the context of this study, the positive results of distributive justice show that employees in Idi Tunong, East Aceh, feel equality in the division of duties, compensation, and awards. This is an indication that organizations in this region have successfully implemented the principle of fairness in human resource management, which has a direct impact on employee job satisfaction. This finding is important for organizational leaders to pay attention to, because the perception of distributive justice can be one of the key factors in maintaining job satisfaction and increasing employee productivity.

### **Simultaneous Influence of Authoritarian Leadership and Distributive Justice**

The results of multiple linear regression analysis show that authoritarian leadership and distributive justice simultaneously have a significant influence on employee job satisfaction. The regression coefficient value shows that distributive justice has a stronger influence ( $\beta = 0.55$ ) compared to authoritarian leadership ( $\beta = -0.32$ ). This shows that although authoritarian leadership tends to lower job satisfaction, distributive justice can mitigate these negative impacts. These results support the theory of fairness which states that when employees feel treated fairly in the distribution of resources, they are more likely to ignore other negative aspects of the work environment, such as authoritarian leadership styles (Greenberg, 1990). Research by (Wiliandari, 2015) It also found that the perception of fairness in the organization can be the main determining factor in shaping employees' attitudes towards their work. Thus, while an authoritarian leadership style may still be necessary in certain situations or organizational structures, it is important for leaders to continue to apply the principle of fairness in employee management in order to maintain a high level of job satisfaction.

### **Cultural and Structural Context in Idi Tunong**

The results of this study are also relevant in the cultural and structural context in East Aceh. In regions that are still steeped in traditional hierarchical and leadership cultures, authoritarian leadership may be applied more frequently, especially in the government sector. However, the results of this study show that this approach must be balanced with fair treatment of employees, especially in terms of task distribution and compensation. A work culture that is too authoritarian without adequate distributive justice can reduce employee job satisfaction and hinder productivity. Therefore, leaders at Idi Tunong need to consider adopting a more democratic or participatory leadership style, where employees are given the opportunity to contribute to the decision-making process. Additionally, it is important to maintain fairness in the distribution of workloads and compensation so that employees continue to feel valued and motivated.

### **CONCLUSION**

Based on the results of research on the influence of authoritarian leadership and distributive justice on employee job satisfaction in Idi Tunong, East Aceh, it can be concluded that these two



variables play an important role in determining the level of employee job satisfaction. Authoritarian leadership has a significant negative influence on job satisfaction, where the stronger the authoritarian leadership style, the lower the level of job satisfaction felt by employees. Employees who are under a leadership style that is too leader-centric and have little involvement in decision-making tend to feel less satisfied with their jobs. These findings are consistent with leadership theories that authoritarian styles can create a less conducive work environment and reduce employee motivation and well-being. On the contrary, distributive justice has a significant positive influence on employee job satisfaction. Employees who feel they are treated fairly in terms of division of duties, compensation, and rewards show higher levels of job satisfaction. This is in line with the theory of justice, which emphasizes the importance of equality in the distribution of resources and outcomes in the workplace. Good distributive justice is able to increase employee motivation, loyalty, and commitment to the organization, which ultimately contributes to increasing productivity and overall organizational performance. In addition, the results of the study show that while authoritarian leadership can have a negative impact on job satisfaction, the impact can be offset by good distributive justice. This means that, in situations where an authoritarian leadership style is required, the application of the principles of fairness in human resource management remains important to maintain employee job satisfaction levels. Thus, this study emphasizes the importance of balancing leadership styles and the application of justice in organizations. Leaders, especially in the public sector such as in Idi Tunong, need to consider reducing overly authoritarian approaches and involving employees more in the decision-making process. At the same time, organizations must ensure that the distribution of tasks, compensation, and rewards is done fairly and transparently to maximize employee satisfaction and performance. Overall, this study provides valuable insights for organizational management, especially in the public sector, in creating a more positive, fair, and productive work environment.

## REFERENCES

- Abdi, A., & Rohmah, I. Y. (2020). Kepemimpinan transformasional: Faktor determinan kinerja karyawan restoran pada hotel Marcure Nexa Pettarani kota Makassar. *Publik (Jurnal Ilmu Administrasi)*, 9(1), 34–45.
- Agustini, F. (2019). *Strategi manajemen sumber daya manusia*. Uisu Press.
- Azis, A. Q., & Suwatno, S. (2019). Pengaruh Gaya Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru di SMK Negeri 11 Bandung. *Jurnal Pendidikan Manajemen Perkantoran (JPManper)*, 4(2), 246–253.
- Bambang Sudaryana, D. E. A., Ak, M., Agusady, H. R. R., & SE, M. M. (2022). *Metodologi Penelitian Kuantitatif*. Deepublish.
- Budiarto, Y., & Wardani, R. P. (2005). Peran keadilan distributif, keadilan prosedural dan keadilan interaksional perusahaan terhadap komitmen karyawan pada perusahaan (studi pada perusahaan X). *Jurnal Psikologi*, 3(2), 109–126.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432.
- Haloho, E., & Siregar, M. (2016). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kepuasan Kerja Karyawan Pada PT. BRI (PERSERO) Tbk, Cabang Talun Kenas Delitua. *Jurnal Mutiara Manajemen*, 1(1), 15–31.
- Herminingsih, A., & Magfuroh, K. (2024). *Pengaruh komitmen dan keadilan organisasi terhadap turnover intention*. CV. Green Publisher Indonesia.
- Jogiyanto Hartono, M. (2018). *Metoda pengumpulan dan teknik analisis data*. Penerbit Andi.
- Julianingtyas, B. N. (2012). Pengaruh Locus of control, gaya kepemimpinan dan komitmen organisasi terhadap kinerja auditor. *Accounting Analysis Journal*, 1(1).
- Retnawati, H. (2017). Teknik pengambilan sampel. *Disampaikan Pada Workshop Update Penelitian Kuantitatif, Teknik Sampling, Analisis Data, Dan Isu Plagiarisme*, 1–7.
- Siregar, S. (2015). *Metode penelitian kuantitatif: dilengkapi dengan perbandingan perhitungan manual & spss*. Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Sunarta, S. (2019). Pentingnya kepuasan kerja. *Efisiensi: Kajian Ilmu Administrasi*, 16(2), 63–75.
- Syahril, S. (2019). Teori-teori kepemimpinan. *Ri'ayah: Jurnal Sosial Dan Keagamaan*, 4(02), 208–215.





- Tambunan, A. P. (2018). Lingkungan Kerja Dan Kepuasan Kerja Karyawan: Suatu Tinjauan Teoretis. *Jurnal Ilmiah Methonomi*, 4(2), 175–183.
- Wahyuni, S., Sukatin, S., Fadilah, I. N., & Astri, W. (2022). Gaya Kepemimpinan Otoriter (Otokratis) Dalam Manajemen Pendidikan. *Educational Leadership: Jurnal Manajemen Pendidikan*, 1(2), 123–130.
- Wiliandari, Y. (2015). Kepuasan kerja karyawan. *Society*, 6(2), 81–95.
- Winardi. (2016). *Kepemimpinan dalam Manajemen*. PT Rineka Cipta.
- Zulkarnain, I. (2018). Teori Keadilan: "Pengaruh Pemikiran Etika Aristoteles Kepada Sistem Etika Ibn Miskawaih." *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 1(1), 143–166.

