

# The impact of leadership competency, organizational culture, job satisfaction, and employee performance in public administration

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## ABSTRACT

This study examines the impact of leadership competency, organizational culture, and job satisfaction on employee performance in the public administration sector in Bengkulu. Using a quantitative approach, data were collected from 113 leaders in public institutions. The research model, consisting of four variables and five hypotheses, was tested using Structural Equation Modeling (SEM) with AMOS software. The findings reveal significant relationships among leadership competency, organizational culture, job satisfaction, and employee performance. The study contributes to public administration and human resource management by providing insights into how leadership and organizational factors influence employee performance in a government setting. The results offer practical implications for policymakers and administrators in enhancing leadership development and fostering a positive work environment to improve public sector performance.

**Keywords:** Public Administration, Leadership Competency, Organizational Culture, Job Satisfaction, Employee Performance.

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RESEARCH & PUBLISHING



## 1. INTRODUCTION

In the dynamic landscape of public administration, the interplay between leadership competency, organizational culture, job satisfaction, and employee performance has garnered significant scholarly attention. Effective leadership is pivotal in steering organizations towards their objectives, while a robust organizational culture fosters an environment conducive to employee satisfaction and optimal performance (Ekowati et al., 2023; Shah, Fahlevi, Jamshed, et al., 2023). Despite extensive research in this domain, there remains a paucity of studies focusing on the public sector within specific regional contexts, such as Bengkulu, Indonesia. Leadership competency encompasses the skills, behaviors, and attitudes that enable leaders to effectively guide their organizations (Abbas et al., 2022a; Mushtaq et al., 2022; Shah, Fahlevi, Rahman, et al., 2023). Competent leaders are instrumental in shaping organizational culture, influencing job satisfaction, and enhancing employee performance. Organizational culture, defined as the shared values, beliefs, and practices within an organization, significantly impacts employees' attitudes and behaviors (Lin et al., 2024; Sunarno et al., 2024). A positive culture promotes job satisfaction, which in turn can lead to improved performance. Job satisfaction refers to the extent to which employees feel content with their roles, which is influenced by factors such as leadership and organizational culture. High levels of job satisfaction are associated with increased motivation, commitment, and performance. Employee performance, the effectiveness with which job duties are carried out, is a critical determinant of organizational success (Prasetyo et al., 2022; Setyaningrum et al., 2023).

Recent discussions have highlighted concerns regarding leadership effectiveness and organizational culture within public administration (Fahlevi et al., 2024; Kasbuntoro et al., 2020). A study by Human Synergistics revealed that workplace stress is prevalent, particularly among frontline managers, underscoring the need for enhanced support and development at all leadership levels. This stress is often exacerbated by inadequate leadership competencies and a lack of supportive organizational culture, leading to decreased job satisfaction and suboptimal employee performance. Furthermore, a report by the Chartered Management Institute found that only 27% of UK workers describe their managers as highly effective, with poor management contributing to low job satisfaction and high turnover rates. While this data pertains to the UK, similar trends may be present in other regions, including Indonesia, highlighting the universal relevance of effective leadership and positive organizational culture.

While existing literature has explored the relationships between leadership, organizational culture, job satisfaction, and employee performance (Fahlevi, 2021), there is a notable gap concerning studies within the Indonesian public sector, particularly in regions like Bengkulu. Most studies have concentrated on private sector organizations or public institutions in more urbanized areas, leaving a void in understanding how these dynamics play out in different cultural and administrative contexts. This study seeks to fill this gap by focusing on Bengkulu, a region that has not been extensively studied in this context. By involving 113 leaders from public institutions in Bengkulu, this research provides insights into how leadership competency and organizational culture influence job satisfaction and employee performance in this specific setting. The use of SEM with AMOS software allows for a comprehensive analysis of the proposed model, offering a nuanced understanding of these relationships. The primary objectives of this study are:

1. To assess the impact of leadership competency on job satisfaction and employee performance in Bengkulu's public administration.
2. To examine the influence of organizational culture on job satisfaction and employee performance.
3. To analyze the mediating role of job satisfaction in the relationship between leadership competency, organizational culture, and employee performance.
4. To provide recommendations for policymakers and administrators to enhance leadership development and foster a positive organizational culture to improve employee performance.

This study employs a quantitative research design, utilizing a structured questionnaire to collect data from 113 leaders in Bengkulu's public administration. The variables under investigation include leadership competency, organizational culture, job satisfaction, and employee performance. The collected data will be analyzed using SEM with AMOS software, enabling the testing of the proposed model and hypotheses. By addressing the identified research gap, this study aims to contribute to the body of knowledge on public

administration and human resource management in Indonesia. The findings are expected to offer valuable insights into the interplay between leadership competency, organizational culture, job satisfaction, and employee performance, providing practical implications for enhancing organizational effectiveness in Bengkulu's public sector.

## **2. METHODOLOGY**

This study employs a quantitative research design to examine the relationships between leadership competency, organizational culture, job satisfaction, and employee performance in the public administration sector of Bengkulu. The research utilizes Structural Equation Modeling (SEM) with AMOS to test the proposed model and validate the hypotheses. This section elaborates on the research design, population and sample, data collection methods, measurement instruments, and data analysis techniques. This study adopts a causal-explanatory research design, aiming to investigate the causal relationships among the variables (Hussain et al., 2024). The Structural Equation Modeling (SEM) approach using AMOS software is chosen due to its capability to analyze complex relationships between multiple variables simultaneously, providing more robust results compared to traditional regression models (Watto et al., 2023).

### *1. Leadership Competency (LC)*

Examining how leadership skills and behaviors impact organizational culture and employee outcomes.

### *2. Organizational Culture (OC)*

Evaluating the impact of shared values and norms on job satisfaction and performance.

### *3. Job Satisfaction (JS)*

Analyzing how satisfied employees influence overall work productivity.

### *4. Employee Performance (EP)*

Measuring the efficiency and effectiveness of employees in achieving organizational goals.

The five hypotheses tested in this study are:

- H1: Leadership competency positively influences job satisfaction.
- H2: Leadership competency positively influences employee performance.
- H3: Organizational culture positively influences job satisfaction.
- H4: Organizational culture positively influences employee performance.
- H5: Job satisfaction mediates the relationship between leadership competency, organizational culture, and employee performance.

## **2.1 Population and Sampling**

The target population consists of leaders in public administration offices in Bengkulu, Indonesia. This includes department heads, division leaders, supervisors, and senior administrators in various government agencies. The study follows (Hair et al., 2010) recommendation for SEM sample size, where a minimum of 100-150 respondents is necessary for models with four to six latent variables. Based on this, the study collects data from 113 leaders in Bengkulu's public administration. The study employs purposive sampling, where participants are selected based on their leadership roles in public administration. This ensures that only those with decision-making authority and experience in government institutions are included. The data collection process for this study involved a structured questionnaire designed to capture relevant information from respondents. The questionnaire was distributed through both physical copies and online platforms such as Google Forms to ensure wider accessibility and convenience for participants. The instrument was divided into two main sections. The first section collected demographic information, including variables such as age, gender, work experience, education level, and tenure in the organization. This data helped to contextualize the findings and understand the composition of the sample. The second section contained measurement items using a Likert scale, designed to assess the key variables of the study: leadership competency, organizational culture, job satisfaction, and employee performance.

The distribution of the questionnaire took place over two months, from January to February 2025, providing respondents with ample time to participate in the study. To ensure a sufficient response rate, participants were given a one-week deadline to complete the survey. In cases where responses were not received within the stipulated timeframe, follow-up email reminders and phone calls were conducted to encourage participation and minimize non-response bias. Additionally, strict confidentiality measures were maintained throughout the process, ensuring that respondents felt comfortable providing honest and unbiased answers. By guaranteeing anonymity and emphasizing ethical research practices, the study aimed to obtain reliable and high-quality data that accurately reflects the perspectives of public administration leaders in Bengkulu

## 2.2 Measurement of Variables

The study employs validated measurement scales from prior research, modified to fit the context of Bengkulu's public administration. All constructs are measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

**Table 1. Measurement Items and Sources**

Variable	Measurement Items (Indicators)	Source
Leadership Competency (LC)	1. Demonstrates strong decision-making ability 2. Effectively communicates vision and goals 3. Adapts leadership style to different situations 4. Motivates and inspires employees 5. Encourages innovation and problem-solving	(Avolio & Bass, 2001)
Organizational Culture (OC)	1. Employees share common values and mission 2. The organization promotes teamwork and collaboration 3. Leaders reinforce ethical behavior 4. Adaptability to change is encouraged 5. Decision-making is transparent and participative	(Widyanty et al., 2024)
Job Satisfaction (JS)	1. I feel satisfied with my work responsibilities 2. My job provides a sense of achievement 3. I am happy with my work-life balance 4. My salary and benefits are fair 5. I receive sufficient support from my organization	(Spector & Jex, 1998)
Employee Performance (EP)	1. I consistently meet work deadlines 2. My work quality meets expectations 3. I contribute effectively to organizational goals 4. I proactively solve problems at work 5. I handle work pressure efficiently	(Fahlevi, 2021)

The questionnaire was pre-tested with 10 public sector employees to ensure clarity, relevance, and reliability before full distribution.

## 2.3 Data Analysis

The data analysis process in this study involves multiple steps to ensure the reliability and validity of the research findings. First, descriptive statistics are used to analyze the demographic characteristics of the respondents, including age, gender, and tenure. Measures such as mean, standard deviation, and frequency distributions are reported to provide an overview of the sample's composition and key attributes. This step helps to contextualize the data and ensure that the sample represents the target population effectively. To ensure the integrity of the measurement instruments, reliability and validity tests are conducted. Cronbach's Alpha is employed to assess internal consistency, with a threshold of 0.7 or higher indicating acceptable reliability. In addition, Composite Reliability (CR) is calculated to confirm the stability and consistency of the constructs, requiring values above 0.7. Average Variance Extracted (AVE) is used to test convergent validity, ensuring that items measuring the same construct are highly correlated, with an acceptable level set at above 0.5. To establish discriminant validity, the Fornell-Larcker Criterion and the

Heterotrait-Monotrait Ratio (HTMT) are applied, confirming that constructs are distinct and measure unique dimensions of the study's conceptual model.

The study employs Structural Equation Modeling (SEM) using AMOS to test the hypothesized relationships among the variables. The first step in this process is Confirmatory Factor Analysis (CFA), which is used to validate the measurement model by confirming factor loadings and assessing the appropriateness of the observed variables in measuring their respective constructs. Following CFA, path analysis is conducted to test the direct and indirect relationships between the study variables. This allows for a deeper understanding of how leadership competency, organizational culture, job satisfaction, and employee performance interact.

To ensure the model's robustness, model fit indices are assessed. The study uses multiple fit indices, including the Chi-square/Degrees of Freedom ( $\chi^2/\text{df}$ ), where values below 3.0 indicate an acceptable model fit. The Root Mean Square Error of Approximation (RMSEA) is used to evaluate model parsimony, with values below 0.08 suggesting a good fit. Additionally, the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) are examined, with values greater than 0.90 indicating strong model performance. These fit indices collectively determine whether the hypothesized model adequately represents the relationships among the study variables.

## 2.4 Ethical Statement

Throughout the research process, ethical considerations are strictly adhered to. Prior to data collection, informed consent is obtained from all respondents, ensuring that they understand the study's objectives and voluntarily agree to participate. To maintain confidentiality, all responses are anonymized, and identifying details are removed to protect participant identities. The study also upholds the principle of voluntary participation, allowing respondents to withdraw at any stage without any repercussions. Furthermore, data security measures are implemented to protect the collected information, ensuring that it is securely stored and used solely for academic purposes. These ethical safeguards help to enhance the credibility of the research while maintaining the trust and privacy of respondents

## 3. RESULT AND DISCUSSION

The results section presents an in-depth analysis of the respondent characteristics, the outer model validation (reliability and validity tests), and the inner model (structural path analysis). This section provides a comprehensive understanding of the relationships among the study variables, supporting the hypotheses tested through Structural Equation Modeling (SEM) using AMOS.

### 3.1. Characteristics of Respondents

The demographic characteristics of the respondents offer a detailed profile of the leaders participating in the study. This table presents the demographic profile of the respondents, including gender, age, education level, and work experience. It provides insight into the distribution of participants, ensuring that the sample represents a diverse leadership group within Bengkulu's public administration.

**Table 2. Respondents Profile**

Variable	Category	Frequency (%)
Gender	Male / Female	60 (53.1%) / 53 (46.9%)
Age Group	≤30 / 31-40 / 41-50 / >50	20 (17.7%) / 35 (31.0%) / 40 (35.4%) / 18 (15.9%)
Education Level	Diploma / Bachelor / Master / PhD	10 (8.8%) / 70 (61.9%) / 25 (22.1%) / 8 (7.1%)
Work Experience (Years)	<5 / 5-10 / 11-15 / >15	15 (13.3%) / 40 (35.4%) / 30 (26.5%) / 28 (24.8%)

The sample consists of 113 public sector leaders in Bengkulu, with a gender distribution of 53.1% male and 46.9% female, reflecting a relatively balanced representation. Regarding age, most respondents fall within the 41-50 years age group (35.4%), followed by those aged 31-40 years (31.0%), indicating that a significant proportion of participants are in mid-career leadership roles. In terms of education level, the majority hold a bachelor's degree (61.9%), followed by those with a master's degree (22.1%), which

highlights the strong educational background among public sector leaders in Bengkulu. Work experience data further reveal that 35.4% of respondents have between 5-10 years of experience, while 26.5% have worked for 11-15 years, showing a significant level of expertise in leadership positions. These demographic insights contribute to a deeper understanding of the leadership composition in Bengkulu's public administration.

### 3.2. Outer Model Validation: Reliability and Validity Tests

To assess the reliability and validity of the constructs, multiple statistical tests were conducted, including Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

**Table 3. Validity and Reliability**

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Leadership Competency	0.82	0.87	0.62
Organizational Culture	0.85	0.89	0.65
Job Satisfaction	0.79	0.83	0.58
Employee Performance	0.81	0.86	0.61

The reliability of the constructs is confirmed, as all Cronbach's Alpha values exceed the acceptable threshold of 0.7, indicating strong internal consistency. Leadership competency ( $\alpha = 0.82$ ), organizational culture ( $\alpha = 0.85$ ), job satisfaction ( $\alpha = 0.79$ ), and employee performance ( $\alpha = 0.81$ ) all exhibit high reliability. Composite Reliability (CR) values are also above 0.7, confirming the constructs' stability and consistency, with the highest being 0.89 for organizational culture. Moreover, the Average Variance Extracted (AVE) values exceed 0.5, indicating that a substantial portion of variance in the observed variables is explained by the latent constructs. The AVE values range from 0.58 (job satisfaction) to 0.65 (organizational culture), further supporting the validity of the model. These results validate the measurement model and confirm that the constructs accurately represent their respective theoretical dimensions.

### 3.3. Inner Model Analysis: Structural Path Coefficients

The structural model analysis examines the hypothesized relationships among the study variables. The path coefficients, t-values, and significance levels confirm that all relationships are statistically significant.

**Table 4. Path Analysis**

Path	Path Coefficient ( $\beta$ )	t-value	p-value	Significance
Leadership Competency $\rightarrow$ Job Satisfaction	0.45	5.62	0.000	Significant
Leadership Competency $\rightarrow$ Employee Performance	0.38	4.85	0.000	Significant
Organizational Culture $\rightarrow$ Job Satisfaction	0.50	6.20	0.000	Significant
Organizational Culture $\rightarrow$ Employee Performance	0.42	5.10	0.000	Significant
Job Satisfaction $\rightarrow$ Employee Performance	0.55	7.15	0.000	Significant

The strongest effect is observed in the relationship between job satisfaction and employee performance ( $\beta = 0.55$ ,  $t = 7.15$ ,  $p < 0.001$ ), indicating that higher job satisfaction strongly predicts better employee performance. Leadership competency has a significant positive effect on both job satisfaction ( $\beta = 0.45$ ,  $t = 5.62$ ,  $p < 0.001$ ) and employee performance ( $\beta = 0.38$ ,  $t = 4.85$ ,  $p < 0.001$ ), suggesting that competent leadership directly enhances workplace satisfaction and performance outcomes. Similarly, organizational culture significantly influences job satisfaction ( $\beta = 0.50$ ,  $t = 6.20$ ,  $p < 0.001$ ) and employee performance ( $\beta = 0.42$ ,  $t = 5.10$ ,  $p < 0.001$ ), reinforcing the idea that a strong, positive work culture fosters both employee well-being and effectiveness.

### 3.4. Discussion

The findings of this study reaffirm the crucial role of leadership competency and organizational culture in shaping job satisfaction and employee performance, particularly in Bengkulu's public administration sector. The strong influence of job satisfaction on employee performance suggests that improving

workplace conditions and leadership strategies can significantly impact workforce productivity (Ekowati et al., 2023; Shah, Fahlevi, Rahman, et al., 2023). These results contribute to the broader discussion on human resource management and public administration efficiency, particularly in regional government institutions in Indonesia. Bengkulu, as a developing province in Indonesia, faces unique administrative challenges, including bureaucratic inefficiencies, resource limitations, and the need for stronger leadership frameworks. Public administration in Bengkulu is tasked with delivering effective governance and public services, yet employee motivation, leadership competency, and organizational culture remain critical areas for improvement. The results of this study provide empirical evidence that enhancing leadership skills and fostering a strong organizational culture can lead to tangible improvements in workforce effectiveness and government service delivery.

Leadership competency is a fundamental driver of employee engagement, job satisfaction, and performance (Fahlevi, 2021; Kasbuntoro et al., 2020). The study found that competent leadership positively influences both job satisfaction ( $\beta = 0.45$ ,  $p < 0.001$ ) and employee performance ( $\beta = 0.38$ ,  $p < 0.001$ ), confirming that leadership capabilities play a significant role in shaping workplace outcomes. In Bengkulu, many public sector leaders face challenges in adapting to modern administrative and managerial practices. Leadership in government institutions often remains hierarchical and bureaucratic, which can lead to inefficiencies in decision-making and employee disengagement. Studies have shown that effective leadership in public institutions requires adaptive skills, emotional intelligence, and participative decision-making to foster an environment of collaboration and continuous improvement. The findings suggest that leadership training programs tailored to the public sector in Bengkulu are crucial to improving administrative performance. Leaders should focus on transformational leadership approaches, which emphasize visionary thinking, motivation, and team-building rather than simply directive or authoritative methods. By empowering employees, public administrators can cultivate a more engaged workforce, leading to better service delivery and higher overall performance (Shah, Fahlevi, Rahman, et al., 2023).

Organizational culture has been identified as another key determinant of job satisfaction and employee performance in Bengkulu's public sector. The study found that organizational culture significantly influences job satisfaction ( $\beta = 0.50$ ,  $p < 0.001$ ) and employee performance ( $\beta = 0.42$ ,  $p < 0.001$ ). A strong organizational culture is characterized by shared values, ethical work practices, employee collaboration, and clear organizational goals, all of which contribute to a more effective public administration system. In many regional government offices in Bengkulu, organizational culture is still heavily influenced by traditional bureaucratic structures, leading to resistance to change, lack of innovation, and poor interdepartmental coordination (Ekowati et al., 2023). This can result in low job satisfaction, decreased motivation, and inefficiencies in public service delivery. Employees in these environments may struggle with a lack of recognition, limited career advancement opportunities, and unclear performance evaluation metrics, all of which contribute to workplace dissatisfaction. For public administration in Bengkulu to improve, government institutions need to cultivate a culture that prioritizes transparency, accountability, and employee well-being. One way to achieve this is by implementing workplace policies that encourage open communication, reward high performance, and create opportunities for professional development. Additionally, adopting a participatory culture where employees feel valued and included in decision-making processes can significantly increase engagement and productivity (Abbas et al., 2022b).

One of the most significant findings of the study is the strong mediating role of job satisfaction in enhancing employee performance. The relationship between job satisfaction and employee performance ( $\beta = 0.55$ ,  $p < 0.001$ ) was the strongest observed in the model, reinforcing the idea that a satisfied workforce leads to better job outcomes. In Bengkulu, job satisfaction in public administration remains a challenge due to various factors, including low salary levels compared to the private sector, bureaucratic red tape, and limited career growth opportunities. Research in Indonesian public administration has shown that employees in government institutions often face difficulties related to workload distribution, lack of recognition, and slow career progression, which can negatively impact motivation and performance. Given these findings, policymakers should focus on creating policies that improve job satisfaction through competitive compensation packages, clear career progression frameworks, and a supportive work environment. Employee recognition programs, performance-based incentives, and more transparent

performance evaluations can also increase job satisfaction and encourage higher productivity in Bengkulu's public sector workforce.

#### 4. CONCLUSIONS

This study provides a comprehensive analysis of the impact of leadership competency and organizational culture on job satisfaction and employee performance in Bengkulu's public sector. The findings emphasize the importance of investing in leadership development, strengthening organizational culture, and improving job satisfaction to enhance employee performance. For Bengkulu's public administration to improve its service delivery and governance effectiveness, policymakers must prioritize leadership competency training, cultivate a transparent organizational culture, and implement policies that increase employee motivation and satisfaction. These initiatives will not only benefit public sector employees but also contribute to better governance, improved public services, and enhanced community trust in government institutions. By addressing the challenges identified in this study, Bengkulu's government institutions can build a more competent, motivated, and high-performing workforce, ultimately leading to a more efficient and citizen-centric public administration system.

The findings from this study provide practical implications for public administrators and policymakers in Bengkulu, offering a roadmap for improving governance efficiency and workforce effectiveness. Based on the study results, several key recommendations emerge. Enhancing leadership competency should be a priority for Bengkulu's government institutions. Training programs focusing on transformational leadership, communication skills, and decision-making abilities can equip leaders with the necessary competencies to motivate employees and foster a positive organizational culture. Government institutions should promote transparency, accountability, and employee engagement by implementing a participatory management approach. Encouraging teamwork, collaboration, and innovation can lead to a more dynamic and effective workplace culture. Enhancing job satisfaction requires fair compensation, career development opportunities, and recognition of employee contributions. Public sector employees in Bengkulu should receive incentives and promotions based on merit, rather than purely seniority or political factors. Establishing clear performance evaluation metrics based on actual contributions and productivity can increase motivation and improve employee outcomes. This will reduce inefficiencies in public service delivery and encourage a more professional work environment. Many public sector organizations in Bengkulu still rely on manual processes and outdated bureaucratic methods. Implementing digital transformation initiatives and adopting e-government strategies can enhance efficiency, reduce corruption risks, and improve overall governance performance.

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