

Intrapreneurship leadership model on stakeholder satisfaction

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Abstract

This study aims to find out how the implementation of the strategic development security section activities at the Jambi High Prosecutor's Office in the context of securing the work of national strategic projects and regionally strategic projects in Jambi Province and to determine the effect of intrapreneurship, leadership to satisfaction stakeholder (applicants, service providers, supervisory consultants, etc.) as well as phenomena that occur in these activities such as work not according to the schedule, work not by following with the specifications contained in the contract, lack of quality of work due to pursuing progress, etc. This research was conducted for 2021, using quantitative research methods based on data cross-sectional and collected through a survey questionnaire. The data analysis technique in this study uses Partial Least Square (PLS) with a population of 74 respondents consisting of activity applicants (heads, commitment makers, technical implementation officers), service providers/partners (directors, managers, and field implementers), and consultants supervisors (director, team leader, and field supervisor). The result of this study is intrapreneurship's significant and positive effect on satisfaction stakeholders, Besides that leadership also has a positive and significant impact on satisfaction stakeholders. This study provides insight into how intrapreneurship and leadership in terms of raising personnel and materials as well as coordinating with related parties in securing strategic project development activities, intrapreneurship and leadership have a positive impact on the project being carried out so that it can be carried out time, on target, on budget, and quality to provide satisfaction stakeholder and increase public trust in the effort to maximize the prevention of corruption.

Keywords : *intrapreneurship, leadership, satisfaction stakeholder, strategic development security, preventive.*

INTRODUCTION

Bureaucratic reform by the Attorney General's Office of the Republic of Indonesia is one of the first steps to structuring a good, effective, and efficient government administration system so that it can serve the community quickly, precisely, accurately, and professionally. Presidential Regulation Number 81 of 2010 concerning the Grand Design of Indonesian Bureaucratic Reform 2010-2025 is used as a reference for carrying out bureaucratic functions appropriately, quickly, and consistently to achieve the main results of bureaucratic reform, namely effective and efficient government, and good and quality public services, government clean, accountable, and high-performing. With Bureaucratic Reform, it is hoped that in the future there will be a level of public trust (public trust) and the realization of Good governance. To accelerate the achievement of these results, it is necessary to concretely implement the bureaucratic reform program in each work unit by developing an Integrity Zone.

In moving towards the integrity zone towards a Corruption Free Area (WBK) and a Clean Serving Bureaucratic Region (WBBM), the Attorney General's Office of the Republic of Indonesia, especially the Jambi High Prosecutor's Office, continues to continuously improve good and quality public services. One form of service

provided to stakeholders is in securing strategic project development activities for Ministries/Institutions/Agencies/Local Governments/BUMN/BUMD requested by stakeholders for security so that the project can run on time, on target, on budget, and with the right quality.

The implementation of strategic development is one of the serious and massive efforts made by the Government in bringing progress, welfare, and social justice to the Indonesian nation. Therefore, its implementation must be carried out seriously, transparently, and accountably, especially if the development funds used come from taxes paid by the community or debts made by the state. This can also increase trust and satisfaction with stakeholders for these services and also improve the image and value of the organization and institution in the eyes of the community. (Sunarta: 2020).

Security of Strategic Development is intended to ensure that development that is intended for the people is actually carried out and the benefits can be fully enjoyed by the people. In addition, this action is a comprehensive effort in tackling and suppressing the high rate of corruption in Indonesia so that it is expected to be able to support strategic national development programs and increase efforts to prevent corruption in government agencies so that development both at the center and in the regions can be carried out effectively and optimally.

Strategic development security activities at the Jambi High Prosecutor's Office began to be effectively implemented in June 2020 since the issuance of the Technical Guidelines Number: B-484/D/Dpp/03/2020 concerning the Implementation of Strategic Development Security Activities. The following is data on security activities for strategic project development proposed by stakeholders in this case, Ministries/Institutions/Agencies/Local Governments/BUMN/BUMD to the Jambi High Prosecutor's Strategic Development Security Team in 2020 and 2021:

Table 1. Strategic project development security activities at the Jambi High Prosecutor's Office 2020 and 2021

No	Year	Strategic Project Development Security Activities Ministries/Institutions/Agencies/Local Governments/BUMN/BUMD
1	2020	35 Activities
2	2021	54 Activities

Data Source: Jambi Prosecutor's Office, processed in December 2021

From the table of strategic development security activities proposed by the applicant, in this case, the Ministry/Institution/Agency/Local Government/BUMN/BUMD, it can be seen that there is an increasing trend in 2020 with 35 activities and an increase in 2021 with 54 activities. The increase in the number of activities requested by stakeholders for security is made possible by public trust in the implementation of these activities, stakeholder are also satisfied with the cooperation and coordination carried out by the strategic development security team with stakeholders.

Based on preliminary research carried out on several strategic development security activities at the Jambi High Prosecutor's Office, it was found that several phenomena occurred in the field, such as work carried out by supplier partners/implementing contractors not according to the schedule, work not by following the specifications contained in the contract, lack of quality work due to catch up with progress, etc. The phenomenon that occurs in this field is certainly a threat and disturbance to the success of an activity. This is where the role of the Prosecutor's Office, especially in the field of intelligence, is to assist its security in

the sense of assisting in solving problems, especially from the legal aspect in carrying out work efforts, activities, and actions for early detection and early warning in the context of prevention, deterrence, and countermeasures against any nature of threats that may arise and threaten national interests and security in the field of strategic development.

To solve the problems above, it takes a spirit of soul intrapreneurship and leadership in organizational management, security, and strategic development activities at the Jambi High Court, of course, there are many stakeholders here who submit requests for security development for strategic projects to be implemented. Excellent service will certainly provide positive values both from a stakeholder who applies for security and from the community who participate in enjoying/using the facilities that have been completed in government strategic project development activities.

Intrapreneurship or also known as corporate entrepreneurship (corporate intrapreneurship) has been applied by both public and private companies around the world. The Basic concept of intrapreneurship itself creates climate entrepreneurship within the company by encouraging the innovation process among employees. The idea concept of corporate entrepreneurship emerged and developed in 1985 when Gifford Pinchot wrote a book entitled "intrapreneur" in this case Pinchot put forward the term "intra" (inside) and "preneurship" (taken from the word entrepreneurship). Since then the word intrapreneurship be another form of the word corporate intrapreneurship (corporate entrepreneurship). From the above understanding, the soul intrapreneurship can be built on each individual in carrying out strategic development security activities by paying attention to several indicators of intrapreneurship. According to Antonic and Hisric (2003), indicators of intrapreneurship namely understanding the environment, vision, and adaptability, encouraging the formation of open teams, encouraging open discussions, and building supportive and persistent coalitions. From these indicators, several points can be drawn in building the soul intrapreneurship which of course, if the soul has been attached to every individual in the strategic development security team and has been implemented, it can affect stakeholders whether the activities we carry out can be trusted and stakeholder are satisfied.

Soul and spirit leadership can also affect satisfaction among stakeholders to achieve this service, each team member needs to map out problem identification early on, coordination, transparency, and synergy among all stakeholders (job owners, implementers, and supervisory consultants). Several events occur in the field that is not in line with expectations during the implementation of security activities for strategic project development, that it is necessary to cooperate with all stakeholder so that these inappropriate events can be resolved, here the role of the Strategic Development Security Team as a leader in these activities will be shown in providing input/suggestions that will be carried out for the benefit of the work. The input/advice given is based on the data that occurs in the field and then analyzed to draw a conclusion on the activities carried out, the input/advice given is from a legal perspective that describes the negative impact of events/work in the field that is not by following the rules which have been set. The suggestions/inputs given are to provide positive values for all stakeholders, both for job owners, implementing contractors, supervisory consultants, and others who are in contact with activities accompanied by a strategic development security team. The strategic development security team has the right to decide to stop mentoring if crucial suggestions are not heeded / not implemented by the job owner because the strategic development security team is not a bumper for the stakeholder who deviates from work. This service is carried out as a form of a strong commitment by the Attorney General's

Office of the Republic of Indonesia to eradicate corruption. The following is data on investigations and investigations carried out by the Jambi High Prosecutor's Office for 2020 and 2021.

Table 2. Data on Investigation of Special Crimes at the Jambi High Prosecutor's Office for 2020 s.d. year 2021

No.	Year	Penyelidikan	Penyidikan
1.	2020	6 cases	3 cases
2.	2021	2 cases	2 cases

Data source: Jambi high prosecutor's office, processed in December 2021

The table above explains that in the investigations carried out in the special crime field of the Jambi High Prosecutor's Office in 2020 several some many 6 cases showed a decrease in 2021, namely 2 cases as well as investigative actions experiencing a decreasing trend from 2020 as many as 3 cases and in 2021 as many as 2 cases. 2 cases, it means that the Prosecutor's Office of the Republic of Indonesia, especially the Jambi High Prosecutor's Office, is very committed to continuing to work hard and cooperate with stakeholder in reducing the number of specific corruption crimes by taking preventive and persuasive actions through strategic development security activities which are a new paradigm of eradicating corruption by prioritizing elements of prevention. With good and satisfactory service in strategic development security activities, of course, it will also have a positive effect on stakeholders who submit applications for strategic development security for projects or activities to be carried out.

From the description above, the author tries to compare intrapreneurship, leadership, and stakeholder satisfaction on strategic development security activities with previous research conducted by Daryani and Rezvanfar (2012), research is also supported by Özsungur (2020), Abdelwaheed and Soomro (2022), et al. They conclude that behavior and the environment affect intrapreneurship and construct intrapreneurship affects organizational results, employee satisfaction also has a positive and significant effect on intrapreneurship and company growth, intrapreneurship also has a positive and significant impact on the company's growth, then it is found that there is a relationship between leadership, work engagement, intrapreneurship, and service innovation behavior.

Further research on leadership by Mustaqim (2016), Sayyadi (2019), Dewi, and Wibowo (2022). Shows that leadership motivation affects employee satisfaction positively contributes to knowledge management and simultaneously has an effect on increasing organizational performance. Based on the phenomena that occur and are associated with previous studies, intrapreneurship, and leadership are very much needed in strategic development security activities at the Jambi High Prosecutor's Office in increasing satisfaction among stakeholders.

METHODOLOGY

The research was conducted at the Jambi High Court. The population in this study were stakeholders those related to security activities for strategic development (applicants/job owners, service providers, supervisory consultants, etc.) with a total of 74 respondents. The research method was carried out with quantitative methods by conducting surveys, the collection technique used was a questionnaire by respondents related to the indicators of the research variables. In this study, there are 3 variables, one dependent variable, namely satisfaction stakeholder (Y), and two independent variables, namely intrapreneurship (X1) and leadership (X2). The data analysis technique in this study used Partial Least Square (PLS).

The questionnaire in this study used a Likert scale which was developed to determine the level of importance of the influence of Entrepreneurship Leadership on Satisfaction with Stakeholders on the Strategic Development Security Service at the Jambi High Prosecutor's Office in 2021 by determining a score for each of these questions. The Likert scale is a scale used to measure attitudes, opinions, and perceptions of a person/ group of people about a phenomenon. This scale is widely used because it is easy to make, free to enter relevant questions, has high reliability, and is applicable in various applications. This study uses several many statements with a scale of 5 indicating agree or disagree with the statement.

Each question item on this questionnaire has 5 answer choices that represent different responses, namely; (5) strongly agree, (4) agree (3) neutral, (2) disagree, and (1) strongly disagree as shown in the table below.

The questionnaire will be filled out by the respondent (self-administered questionnaire). In addition to primary data, this study also uses secondary data obtained from existing studies and books related to the topic and has a relationship with Intrapreneurship, Leadership, and Satisfaction Stakeholders.

Research Variables and Operational Definitions of Variables

This study uses exogenous variables intrapreneurship (X1) and leadership (X2) are both independent variables and variables endogenous that is, satisfaction stakeholder (Y) as the dependent variable, which is operationally defined as follows:

Intrapreneurship (X1)

Entrepreneurship within the company (entrepreneurship inside of the organization) (Burgelman: 2007) as measured by behavior intrapreneurship consists of :

- understanding the environment, intrapreneurs must understand all aspects of the environment, both from the company's internal environment and the company's external environment.
- visionary and flexible, intrapreneur must have the ability to bring his ideas into reality, and be able to adapt and work effectively in different situations.
- encourage teamwork, intrapreneur must have the ability to bring his ideas into reality, and be able to adapt and work effectively in different situations.
- encourage open discussion, intrapreneur must have the ability to bring his ideas into reality, and be able to adapt and work effectively in different situations.
- Builds a coalition of supporters, Intrapreneur can achieve their goals by building coalitions to support their innovations, coalitions may consist of workers and top management.
- Persists, Intrapreneurs must be diligent and persistent in work so that goals can be achieved.

Leadership (X2)

According to Stephen P. Robbins and Timothy A. Judge (2017) is the ability to influence a group toward achieving a set vision or goal, there are several leadership indicators according to Siagian (2004), namely as follows:

- A climate of mutual trust, the relationship between a leader and his subordinates is expected to be a relationship that can foster a climate or atmosphere of mutual trust.
- Giving appreciation to the ideas of subordinates, appreciation of the ideas of subordinates from a leader in an institution or agency will be able to give its nuances to his subordinates.
- Taking into account the feelings of subordinates, here it can be understood that attention to humans is a managerial vision based on the human aspect of a leader's behavior.

- Attention to work comfort for subordinates, concerning daily tasks a leader must pay attention to work comfortably for his subordinates.
- Paying attention to the welfare of subordinates, A leader in the leadership function will always be related to two important things, namely relations with subordinates and relationships related to tasks. Attention is the degree to which a leader acts in a polite and supportive manner, showing concern for their welfare.
- Taking into account the job satisfaction factor for subordinates, in an organization a leader must always take into account what factors can lead to satisfaction, and the work of subordinates in completing their tasks, thus a harmonious relationship between leaders and subordinates will be achieved.
- Recognition of the status of subordinates appropriately and professionally, leaders in dealing with subordinates who relied on by subordinates is the attitude of leaders who recognize the status of subordinates appropriately and professionally.

Satisfaction (Y2)

According to Kotler and Keller (2016:138) satisfaction is a person's feeling of pleasure or disappointment arising from comparing the perceived performance of the product (or result) against their expectations. If performance fails to meet expectations, customers will be dissatisfied, 5 dimensions to measure customer satisfaction are:

- Buy again.
- Say good things about the company to others and recommend it.
- Lack of attention to competitors' brands and product advertisements.
- Purchase other products from the same company.
- Offer product or service ideas to the company.

RESULTS AND DISCUSSIONS

The results of SmartPLS analysis based on respondent data can be described as follows:

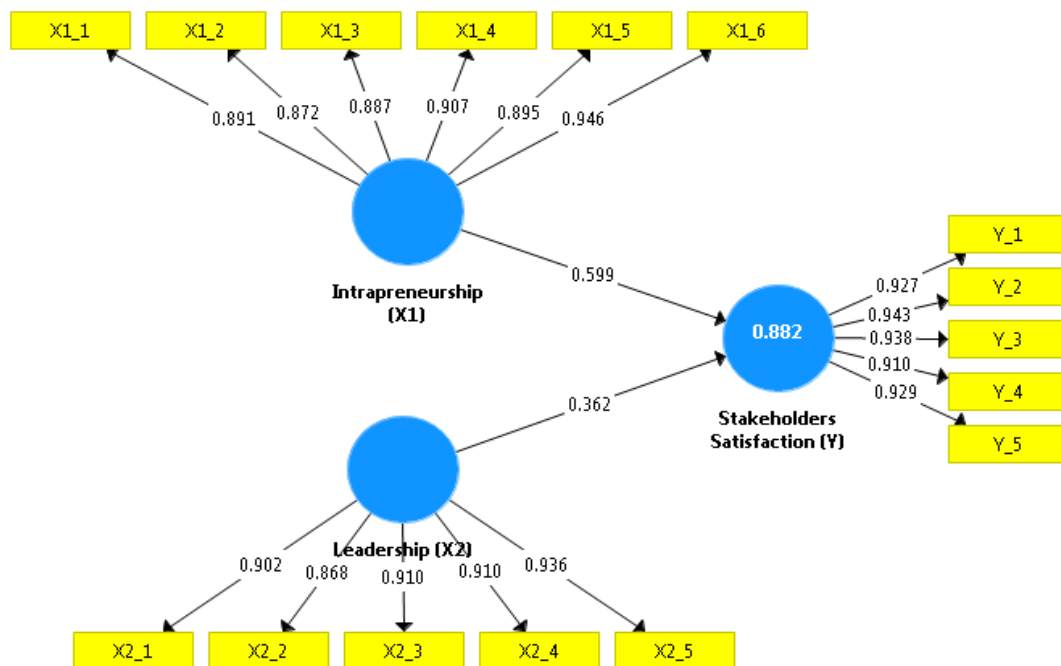


Figure 1. Structural equation model

Loading factor (outer loading)

Table 3. shows the value of outer loading and the value of mean research variable indicators. The score loading factor shows the weight of each indicator, which contributes conceptually to the formed variables. While value means describes the perception of strategic project development security activities on each research variable. Loading factor the largest indicates the most dominant indicator forming the variable, and vice versa.

Table 3. Values outer loading and mean

No.	Variabel	Indikator	Outer Loading	Mean
1	<i>Intrapreneurship</i>	(1) Understanding the environment	0.891	4.47
		(2) Visionary and flexible	0.872	4.39
		(3) Encourage team work	0.887	4.66
		(4) Encourage open discussion	0.907	4.60
		(5) Builds a coalition of supporters	0.895	4.55
		(6) Persists	0.946	4.60
2.	<i>Leadership</i>	(1) A climate of mutual trust	0.902	4.54
		(2) Giving appreciation to subordinate ideas.	0.868	4.47
		(3) Attention to work comfort for subordinates	0.910	4.59
		(4) Taking into account factor job satisfaction for subordinates	0.910	4.55
		(5) Recognition of the status of subordinates appropriately and professionally.	0.936	4.56
3.	Stakeholder Satisfaction	(1) Buy again.	0.927	4.58
		(2) Saying nice things about company to person other and recommend.	0.943	4.63
		(3) Lack of attention to competitors' brands and product advertisements.	0.938	4.64
		(4) Purchase other products from the same company.	0.910	4.48
		(5) Offer product or service ideas to the company.	0.929	4.54

Source: Research Results, processed with SmartPLS, 2022

Based on Table 3 the results of the analysis Partial Least Square shows that the six indicators of intrapreneurship significantly formed the variable intrapreneurship because all loading factors it's > 0.50. Loading factor the highest is (0.946) with mean the highest of (4.66) lies in the performance intrapreneurship which encourages the formation of an open team, where an Intrapreneur must have the ability to bring his ideas into reality, can adapt and work effectively in different situations in strategic development security activities because stakeholder is one team in achieving common goals.

Likewise, the five indicators of leadership significantly formed the variable leadership because of all loading factors it > 0.50. Loading factor the highest score lies in the indicator of proper and professional recognition of the status of subordinates (0.936), but the value of mean the highest indicator lies in the indicator of attention to work comfort for subordinates (4.59). This means that the indicator of recognition of the status of subordinates appropriately and professionally is conceptually dominant in shaping the leadership variable, but the respondents' real

perception of leadership lies in the indicators of attention and work comfort.

Furthermore, the five indicators of stakeholder satisfaction significantly from the variable of stakeholder satisfaction because all loading factors are > 0.50 Loading factor the highest was in the indicator of recommendations for good things about the company (0.943) with a mean of (4.64). This means that the recommendation of good things about the company is the dominant aspect conceptually and respondents' real perceptions of the satisfaction of stakeholders on strategic project development security activities.

Construct reliability and validity

Based on table 4 shows that all research variables have a composite reliability value and Cronbach's Alpha above 0.70. So the indicators used in this research variable are said to be reliable. And to test the validity using the average variance extracted (AVE) with a limit value above 0.50. In Table 4 it can be seen that all variables have an AVE value above 0.50. This means that all indicators and variables are declared valid.

Table 4. Construct reliability and validity

	Cronbach's Alpha	rho_A	composite reliability	Average variance extracted (AVE)
Intrapreneurship (X1)	0.953	0.954	0.962	0.810
Stakeholder Satisfaction (Y)	0.961	0.961	0.969	0.864
Leadership (X2)	0.945	0.946	0.958	0.820

Source: Research Results, processed with SmartPLS, 2022

Hypothesis Test Results

Table 5. shows the results of hypothesis testing, that the two hypotheses proposed are significant. Table 5 shows the path coefficient of direct influence intrapreneurship to satisfaction stakeholder of 0.59 and t-statistic of 4.23. This means that intrapreneurship positive and significant effect on satisfaction among stakeholders. Thus the hypothesis which states that intrapreneurship positive effect on satisfaction among stakeholders is proven

Table 5. Hypothesis test results

	Original Sample	Sample Mean	Standard Deviation	t Statistic	P Values	Descriptions
Intrapreneurship (X1)-> Stakeholder satisfaction (Y)	0.599	0.606	0.142	4.232	0.000	Significant
Leadership (X2) -> Stakeholder satisfaction (Y)	0.362	0.356	0.148	2.453	0.014	Significant

Source: Research Results, processed with SmartPLS, 2022

Similarly, the direct influence path coefficient leadership to satisfaction stakeholder of 0.36 and t- statistics of 2.45. This means that leadership positive and significant effect on stakeholder satisfaction. Thus the hypothesis which states that leadership positive effect on satisfaction among stakeholders is proven.

The analysis result from Partial Least SquareThe two hypotheses proposed to show that they are both proven as shown in Table 5. Next is the discussion of the results of this study.

Influence intrapreneurship against satisfaction stakeholder

The results of the analysis show that intrapreneurship positive and significant effect on satisfaction with stakeholders, which means the better the soul and spirit of

intrapreneurship the more satisfaction stakeholder will increase. The results of this study confirm the results of previous studies, namely, research conducted by Daryani and Rezvanfar (2012), research also supported by Özsungur (2020), Abdelwaheed and Soomro (2022), et al. They conclude that behavior and the environment affect intrapreneurship and construct intrapreneurship affects organizational results, employee satisfaction also has a positive and significant effect on intrapreneurship and company growth, intrapreneurship also has a positive and significant impact on the company's growth, then it is found that there is a relationship between leadership, work engagement, intrapreneurship, and service innovation behavior.

Influence Leadership Against Satisfaction Stakeholder

The results of the analysis state that leadership positive and significant effect on satisfaction among stakeholders. This means that the better Leadership then satisfaction among stakeholders will increase. The results of this study confirm several previous research results, among others, by Mustaqim (2016), Sayyadi (2019), Dewi, and Wibowo (2022). Shows that leadership motivation has an effect on employee satisfaction, positively, and contributes to knowledge management, and simultaneously has an effect on increasing organizational performance.

Based on the phenomena that occurred, then research and analysis of the phenomena that occurred in the field were carried out and then linked to previous studies, then intrapreneurship, and leadership much needed in

CONCLUSIONS AND SUGGESTIONS

Based on the discussion of the research results, it can be concluded that intrapreneurship and leadership have a significant positive effect on satisfaction stakeholders so the two independent variables are very much needed in the implementation of strategic development security activities at the Jambi High Prosecutor's Office to increase satisfaction stakeholder. Furthermore, the general suggestion is that several issues in the aspects of intrapreneurship, leadership, and satisfaction stakeholders in the service of strategic development security activities at the Jambi High Prosecutor's Office need to be improved, considered, and improved. Specific suggestions are emphasized on aspects of intrapreneurship where the entire Strategic Development Security Team in carrying out their activities must have the ability to bring their ideas into reality, and be able to adapt and work effectively in different situations. For aspects of leadership, attention needs to be directed to mutual respect for the ideas conveyed both from first-line management to top management. appreciation of the ideas of subordinates from a leader in an institution or agency will be able to provide its nuances for his subordinates.

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