

UNDERGRADUATE THESIS
THE EFFECT OF THE LEADERSHIP STYLE
ON EMPLOYEE MORALE
AT PEPPERS SEMINYAK RESORT



POLITEKNIK NEGERI BALI

Yasinta Amanda Sari

TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025

UNDERGRADUATE THESIS

THE EFFECT OF THE LEADERSHIP STYLE
ON EMPLOYEE MORALE
AT PEPPERS SEMINYAK RESORT



POLITEKNIK NEGERI BALI

Yasinta Amanda Sari
NIM 2115834160

TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025

UNDERGRADUATE THESIS
THE EFFECT OF THE LEADERSHIP STYLE
ON EMPLOYEE MORALE
AT PEPPERS SEMINYAK RESORT

**This undergraduate thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Management Study Program
In Politeknik Negeri Bali**



POLITEKNIK NEGERI BALI

Yasinta Amanda Sari
2115834160

TOURISM BUSSINESS MANAGEMENT STUDY PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025

ACKNOWLEDGEMENT

I would like to begin by expressing my deepest gratitude to God for His guidance, strength, and blessings, which have allowed the author to successfully finish the thesis For the Effect of Leadership Style on Employee Morale at Peppers Seminyak Resort. I am truly thankful for His unwavering support.

The writer acknowledges that the assistance and support of multiple persons were necessary for the creation of this thesis. Therefore, with all due respect, the writer wishes to convey his sincere appreciation to:

1. I Nyoman Abdi, SE., M.eCom., as the director of Politeknik Negeri Bali, who provides the facilities for the student of Politeknik Negeri Bali especially the writer to learn and get knowledge at Politeknik Negeri Bali.
2. Dr. Ni Nyoman Sri Astuti, SST.Par., M.Par as Chair of the Politeknik Negeri Bali Tourism Department who has given permission to carry out lectures in the Tourism Department and also helped the writer run smoothly in preparing the research Thesis.
3. Putu Tika Virginiya, S.Pd., M.Pd. as the Secretary of Tourism Department at Politeknik Negeri Bali.
4. Dr. Made Satria Pramanda Putra, S.H., S.E., M.M., as Coordinator of the Tourism Business Management Study Program who also provided a lot of guidance, encouragement and input in carrying out the preparation of this research Thesis.
5. Drs. I Ketut Astawa, MM. as the Supervisor I Who has been willingly taking her time to give a bunch of guidance during creating the Thesis and providing guidance to complete this Thesis.
6. Elvira Septevany, S.S., Li. as the Supervisor II who has been provide direction, assistance and advice in additional to accomplishing this Thesis.
7. My deepest gratitude goes to my beloved family, especially to my parents and younger brother, and also my sister who have endlessly provided support, prayers, and love. Thank you for trying everything sincerely for the success of your daughter. Your support is the greatest strength for me in completing this

journey.

I would also like to express my sincere gratitude to my friends, for all the togetherness, laughter, your presence made this journey meaningful. Together, we can make a difference in the lives of others. Thank you once again for being a part of my journey.

Writer

Yasinta Amanda Sari



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

ABSTRACT

Sari, Yasinta Amanda. (2025). *The Effect of The Leadership Style on Employee Morale at Peppers Seminyak Resort*. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Drs. I Ketut Astawa, MM, and Supervisor II: Elvira Septevany, S.S., Li.

Keywords: Leadership Style, Employee Morale, Resort, The effect, Peppers Seminyak

This research aims to analyze the effect of leadership style on employee morale at Peppers Seminyak Resort. The right leadership style can create a positive work environment, boost employee spirit, and directly impact service quality in the hospitality industry. This study employed a quantitative approach by distributing questionnaires to 108 active employees at the resort. The data analysis technique was carried out by validity and reliability tests, simple linear regression, and hypothesis tests using SPSS version 27. The results indicated that leadership style has a significant and positive effect on employee morale. Transformational and servant leadership styles were found to be the most effective in enhancing job satisfaction, motivation, and employee discipline. This study recommends that resort management adopt a more inclusive leadership approach, strengthen two-way communication, and provide regular leadership training to create a more productive and harmonious work environment.

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

ABSTRAK

Sari, Yasinta Amanda. (2025). *Pengaruh Gaya Kepemimpinan terhadap Semangat Kerja Karyawan di Peppers Seminyak Resort*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah diperiksa dan disetujui oleh Pembimbing I: Drs. I Ketut Astawa, MM, dan Pembimbing II: Elvira Septevany, S.S., Li.

Kata Kunci: Gaya Kepemimpinan, Moral Karyawan, Resor, Efek, Peppers Seminyak

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan terhadap moral karyawan di Peppers Seminyak Resort. Gaya kepemimpinan yang tepat dapat menciptakan lingkungan kerja yang positif, meningkatkan semangat kerja, dan berdampak langsung pada kualitas layanan di industri perhotelan. Penelitian ini menggunakan pendekatan kuantitatif dengan menyebarkan kuesioner kepada 108 responden yang merupakan karyawan aktif di resort tersebut. Teknik analisis data dilakukan dengan uji validitas dan reliabilitas, regresi linier sederhana, dan uji hipotesis dengan menggunakan SPSS versi 27. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh signifikan dan positif terhadap moral karyawan. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional dan servant leadership paling efektif dalam meningkatkan kepuasan kerja, motivasi, dan disiplin karyawan. Penelitian ini merekomendasikan agar pihak manajemen resort mengadopsi pendekatan kepemimpinan yang lebih inklusif, memperkuat komunikasi dua arah, serta memberikan pelatihan kepemimpinan secara berkala guna menciptakan lingkungan kerja yang lebih produktif dan harmonis.

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

TABLE OF CONTENT

COVER	i
TITLE PAGE	ii
REQUIRMENT SHEET	iii
APPROVAL SHEET	iv
VALIDITY SHEET	v
STATEMENT LETTER	vi
ACKNOWLEDGEMENT	vii
ABSTRACT	viii
ABSTRAK	ix
TABLE OF CONTENT	x
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDIXES	xv
CHAPTER I INTRODUCTION	1
1.1 Research Background.....	1
1.2 Research Question.....	4
1.3 Research Objective.....	4
1.4 Research Significant.....	4
1.4.1 Theoretical Benefit	5
1.4.2 Practical Benefit	5
1.5 Limitation and Scope of Research	5
CHAPTER II LITERATUR REVIEW	7
2.1 Theoretical Basic	7
2.1.1 Leadership	7
2.1.2 Leadership style	8
2.1.3 Employee Morale	14
2.1.4 Hospitality	16
2.1.5 Effect	17
2.2 Result of Previous Research.....	17
2.3 Hypothesis.....	20
CHAPTER III RESEARCH METHOD.....	21
3.1 Research Location and Period.....	21
3.2 Research object	21
3.3 Variable identification	22

3.4	Definition of Operational Variable	22
3.5	Data Type and Sources	23
3.5.1	Data Type.....	23
3.5.2	Data Sources	24
3.6	Population and Sample Determination.....	24
3.6.1	Population.....	25
3.6.2	Sample	25
3.7	Instrument Data Determination	25
3.7.1	Observation	25
3.7.2	Questioner	26
3.7.3	Documentation	26
3.8	Data Analysis	26
3.8.1	Validity Test	27
3.8.2	Reliability Test.....	27
3.8.3	Simple Correlation Test	28
3.8.4	Classical Assumption Test.....	28
3.8.5	Coefficient Determination.....	29
3.8.6	Simple Regression Analysis	30
3.8.7	Simultaneous Test (F-Test).....	30
3.8.8	Partial Test (T- Test)	30
3.8.9	Hypothesis Test	31
CHAPTER IV RESEARCH RESULT AND DISCUSSION		33
4.1	Brief Summary of Research Settings	33
4.1.1	Brief History of Peppers Seminyak Resort	34
4.1.2	Businesses Activity	35
4.1.3	Hotel Facilities	36
4.1.4	Structure organization	43
4.2	Research Finding and Discussions	49
4.2.1	The implementation of the leadership style at Peppers Seminyak Resort currently.....	50
4.2.2	Result and Discussion	51
CHAPTER V		71
CONCLUSION AND SUGGESTIONS		71
5.1	Conclusion	71
5.2	Suggestions	71
REFERENCE		74
APPENDICES		77
Respondent Identity.....		77
Research Permission Letter.....		81
Data Tabulation.....		82
SPSS Output.....		87

LIST OF TABLES

Table 3. 1 Identification Variable Indicator	21
Table 3. 2 Scoring Rules	25
Tabele 4.1 Mean Value of Leadership Style Indicator.....	50
Table 4.2 Characteristic Respondent Based on Age	56
Table 4.3 Characteristic Respondent Based on Gender	57
Table 4.4 Characteristic Respondent Based on Department	57
Table 4.5 Validity Test	58
Table 4.6 Reliability Test	60
Table 4.7 Simple Correlations Test	61
Table 4.8 Tests of Normality	63
Table 4.9 Linearity Test	64
Table 4.10 Heterogeneity test	64
Table 4.11 Coefficient Determination	65
Table 4.12 Simultaneous Test	66
Table 4.13 Partial Test	67
Table 4.114 Test of Hypothesis	68

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF FIGURES

Figure 4. 1 Accommodation at Peppers Seminyak Resort	35
Figure 4. 2 Laneway Peppers Seminyak Ressor	39
Figure 4. 3 Structure Organizations Peppers Seminyak Ressor	42



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF APPENDIXES

- Appendix 1 Research Letter
- Appendix 2 Research Instrument
- Appendix 3 Questionnaire Result
- Appendix 4 Data
- Appendix 5 Documentation



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER I

INTRODUCTION

1.1 Research Background

The application of an appropriate leadership style significantly influences the efficient operation of the establishment. A leader serves as a role model for their subordinates, exemplifying qualities such as direction, motivation, and a clear vision and mission (Osborne & Hammoud, 2017). Essentially, a leader acts as a navigator, guiding the organization towards its goals and purpose. As articulated in the 21 Irrefutable Laws of Leadership, the adage, “People will trust the leader first before his vision, Maxwell, (1999) underscores the importance of building trust as a foundational element in unreflective leadership. This trust fosters an environment where employees feel valued and motivated, ultimately enhancing overall organizational performance.

The findings highlight the crucial influence of leadership on employee morale, starting with the creation of mutual trust between leaders and their teams. When employees are motivated and enthusiastic, they tend to provide outstanding service, which in turn improves customer satisfaction and boosts operational performance. In such conditions, employees are more willing to put in extra effort and fully commit to their duties. This approach aligns with the servant leadership model, which emphasizes serving others as a priority. According to Greenleaf, servant leaders prioritize the needs of team members, demonstrating a commitment to supporting and uplifting those they lead, as opposed to imposing authority through normative expectations (Lesminadi et al., 2022).

However, it is important to note that this leadership style can present challenges; servant leaders may struggle to make swift decisions as they often seek consensus and strive to avoid disappointing team members. Nonetheless, the long-term benefits of this approach typically manifest in increased job satisfaction and heightened engagement among team members, fostering a positive organizational culture that ultimately contributes to sustained success.

In today's highly competitive business environment, human resources serve as the most vital asset for achieving organizational success. Strong employee morale plays a crucial role in enhancing productivity, improving efficiency, and driving the accomplishment of corporate objectives. Among the primary elements affecting morale is the leadership style adopted by management. Various studies indicate that effective leadership styles can enhance employee work ethic. For example, participatory and delegative leadership styles have been proven to have a positive and significant impact on employee work ethic at the Cooperative PT. Pelayaran Tonasa Lines in Pangkep District. Leaders who involve employees in decision-making processes and grant them trust to complete tasks can enhance a sense of ownership and work motivation.

Additionally, a democratic leadership style that involves employees in the decision-making process and demonstrates concern for their well-being also contributes to increased work motivation. Leadership that provides support, recognition, and autonomy to employees can create a positive and motivating work environment.

Nevertheless, not every leadership style produces positive outcomes. An authoritarian approach, which centralizes authority and minimizes employee involvement, can lower workplace morale. Studies indicate that this type of leadership has a negative and insignificant effect on employees' work morale. Thus, choosing and implementing the right leadership style is essential for fostering strong employee morale. Leaders who are able to adjust their approach according to the needs and characteristics of their team can cultivate a harmonious and productive workplace. Building on this background, the purpose of this study is to examine the effect of leadership styles on employee morale, particularly in identifying which styles generate positive outcomes. The results are anticipated to contribute to the creation of effective leadership practices that enhance employee morale and boost overall organizational performance.

It can lead to job dissatisfaction and reduced motivation among employees, resulting in a potential misuse of rights and obligations. Ultimately, this may hinder the organization's ability to achieve its goals effectively (Syahly & Handayani, 2020). In addition, employee motivation tends to decline due to the implementation of overly authoritative or insufficiently participative leadership styles, which can hinder innovation and individual initiative. This contradicts Robbins and Judge's assertion that transformational leadership fosters high employee performance and job satisfaction (Khassawneh & Elrehail, 2022). Leaders who are not responsive to changes, such as technological developments and operational procedures, also contribute to feelings of a lack of support among employees. Finally, a leadership

style that does not empower employees in decision-making results in low engagement and participation, which negatively impacts overall morale. Therefore, implementing an appropriate leadership style can increase employee engagement, motivation, and morale, so that hotel operations can run more effectively and efficiently.

1.2 Research Question

1. How is the leadership style applied at Peppers Seminyak Resort currently?
2. What is the effect of leadership styles on employee morale at Peppers Seminyak Resort?

1.3 Research Objective

1. To identify the leadership style applied at Peppers Seminyak Resort currently.
2. To analysis the effect of leadership style on employee morale at Peppers Seminyak Resort.

1.4 Research Significant

This study has high significance in developing understanding and knowledge about leadership styles. Through the identification of the most effective leadership styles, it is expected to facilitate better leadership practices. In addition, this study also aims to provide in-depth insights to researchers regarding the impact of implementing various leadership styles, especially in the context of hotel management. With this contribution, the study is expected to enrich the field of organizational behavior and leadership studies.

1.4.1 Theoretical Benefit

1. This research is anticipated to enhance understanding and knowledge regarding leadership styles.
2. To provide an overview and identify the most effective leadership style to facilitate appropriate leadership practices.
3. This research is expected to assist the investigator in understanding the impact of implementing leadership styles

1.4.2 Practical Benefit

1. The research will contribute to the field of organizational behaviour and leadership studies, specifically in the context of hospitality management.
2. The leadership strategies identified in the research, can enhance employee morale, resulting in increased job satisfaction, higher productivity, and the cultivation of a positive organizational culture.
3. The findings could lead to academic publications, which would contribute to the researcher's academic profile and recognition in the field of hospitality and management studies.

1.5 Limitation and Scope of Research

This research proposal aims to identify and analyse the Effect of various leadership styles on employee morale at Peppers Seminyak Resort by applying a quantitative approach. The research will involve active employees at the resort as subjects, with data collection using questionnaires that will be statistically analysed to measure the relationship between leadership styles (transformational, servant participative) and employee morale, which includes aspects of job satisfaction,

motivation, and engagement.

The scope of this study is limited to employees at Peppers Seminyak Resort within a certain period of time, without involving other resorts in Bali or external factors that may affect employee morale. The results of the study are expected to provide strategic recommendations to improve the effectiveness of leadership styles and, in turn, improve employee morale in the work environment.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

CHAPTER V

CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the results of data analysis and statistical testing using correlation, regression, and classical assumption tests, the following conclusions can be drawn:

1. The study found that leadership style at Peppers Seminyak Resort is significantly and positively correlated with employee morale. This is evidenced by the Pearson correlation coefficient of indicating a strong and positive relationship between leadership and morale. This suggests that the better the leadership style perceived by employees, the higher their morale tends to be.
2. The regression analysis further supports the conclusion that leadership style has a significant and positive effect on employee morale. indicates that the overall regression model is valid and that leadership style plays a dominant role in shaping morale. Thus, the hypothesis that leadership style has a significant positive influence on employee morale is accepted.

5.2 Suggestions

Based on the findings and conclusions, the following suggestions are proposed:

1. For Organizational Leaders at Peppers Seminyak Resort

To ensure effective communication between leaders and employees at Peppers Seminyak Resort which has led to employees feeling constantly wrong and lacking emotional attachment it is recommended that management build a culture of open communication by implementing an “open-door” policy, regular meetings, and two-way feedback channels, including anonymous surveys; providing

empathy-based leadership and active listening training, so that leaders can respond supportively rather than critically; and implementing regular recognition and career development opportunities, such as monthly appreciation and clear career progression pathways, to enhance engagement and a sense of organizational belonging. With these steps, it is hoped that employees' emotional connection to the organization will strengthen, and a more positive and harmonious work environment will be created.

2. For Human Resources Department

HR should regularly assess employee perceptions of leadership and morale through surveys or feedback mechanisms. This can help identify areas where leadership styles may need to be adjusted or enhanced. Furthermore, leadership training and coaching should be a core component of professional development.

3. For Future Researchers

It is recommended that future studies expand the model by including other variables such as job satisfaction, organizational culture, or communication styles that may also influence employee morale. A comparative study across departments or different hotels could also provide more comprehensive insights.

4. For Employees

Employees are encouraged to actively engage in open communication with leaders and provide constructive feedback to help create a more supportive and collaborative work environment. This mutual Relationship can further enhance morale and productivity.

5. For Academic Use

This research may serve as a reference for similar studies related to organizational behavior, especially in the hospitality industry. The validated relationship between leadership style and employee morale can inform both theory and practice in leadership studies.



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

REFERENCE

- Ajayi, V. O. (2023). *A Review on Primary Sources of Data and Secondary Sources of Data*. VOL.2ISSUE(May). <https://doi.org/DOI:http://dx.doi.org/19810.21091/ejedu.2023>.
- Akpoviroro, K. S. (2018). *EFFECT OF PARTICIPATIVE LEADERSHIP STYLE ON EMPLOYEE ' S PRODUCTIVITY*. 8, 47–60.
- Arikunto, S. (2010). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Arisinta, O., & Ulum, R. (2024). *The Effect of Leadership Style and Working Hours on Employee Morale for customers (Ismail , 2014)*. 5(1), 205–218.
- Asim, M., Zhiying, L., Nadeem, M. A., & Ghani, U. (2021). *How Authoritarian Leadership Affects Employee ' s Helping Behavior ? The Mediating Role of Rumination and Moderating Role of Psychological Ownership*. 12(September), 1–13. <https://doi.org/10.3389/fpsyg.2021.667348>
- Astuti, N. N. S., Nadra, M., & Astawa, I. K. (2022). *Strategies to Apply Leadership Styles and Workloads to Hotel Employee ' s Morale*. <https://doi.org/10582/v1i1ingojt.13>
- Burhanudin, & Saputri, N. A. (2023). *The Influence Of Transformational Leadership Style And Compensation On Employee Performance*. *Jurnal Pemikiran Dan Penelitian Administrasi Bisnis Dan Kewirausahaan*, 8(1), 101–114. <https://doi.org/10.24198/adbispreneur.v8i1.39546>,
- Deeb, I. (2023). *Is Training What Made and Nurtured Transformational Leaders ?* 324–351. <https://doi.org/10.4236/oj1.2023.123016>
- Dhika, H., Isnain, N., & Tofan, M. (2019). *MANAJEMEN VILLA MENGGUNAKAN JAVA NETBEANS DAN MYSQL*. 3(58), 104–110.
- Education, E., Elisa, P. N., & Perjuangan, U. B. (2021). *Jurnal basicedu*. 5(1), 446–452.
- Ellis, M. (2024). *Journal of Fundamental & Applied Evaluating Leadership Behaviors and Their Impact on Employee Morale: A Comparative Methodological Analysis*. 2.
- Eva, N., Robin, M., Sendjaya, S., Dierendonck, D. Van, & Liden, R. C. (2019). *Servant Leadership : A systematic review and call for future research*. *The Leadership Quarterly*, 30(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Hardani. (2020). *Buku Metode Penelitian Kualitatif*. In *Revista Brasileira de Linguística Aplicada* (Vol. 5, Issue 1).
- Iii, B. A. B., Populasi, A., & Penelitian, S. (2011). *Ninoy Yudhistya Sulistiyono, 2013 Gambaran Asupan Zat Gizi Dan Aktivitas Fisik Mahasiswa Ilmu Keolahragaan Universitas Pendidikan Indonesia | repository.upi.edu* 19. 19–

29.

- Irwan, A., Nujum, S., & Mangkona, S. (2020). *International Journal of Multicultural and Multireligious Understanding The Effect of Leadership Style , Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction*. 5, 642–657.
- Khassawneh, O., & Elrehail, H. (2022). The Effect of Participative Leadership Style on Employees' Performance: The Contingent Role of Institutional Theory. *Administrative Sciences*, 12(4). <https://doi.org/10.3390/admsci12040195>
- Lesminadi, G., Hardjono, H., & Agustin, R. W. (2022). Servant Leadership Ditinjau Dari Penyesuaian Sosial Pada Alumni Program Pengembangan Kepemimpinan Compassion Indonesia. *Jurnal Ilmiah Psikologi Candradiwa*, 6(2), 126. <https://doi.org/10.20961/jip.v6i2.55890>
- Leung, L. (2015). *Validity , reliability , and generalizability in qualitative research*. 4(3), 324–327. <https://doi.org/10.4103/2249-4863.161306>
- Liden, R. C., Wayne, S. J., Schminke, M., Vancouver, J., & Wil-, L. (2014). *SERVANT LEADERSHIP AND SERVING CULTURE: INFLUENCE ON INDIVIDUAL AND UNIT PERFORMANCE*. 57(5), 1434–1452.
- Maharani, Diwyarthi, S., Desak, N., & Bali, P. P. (2023). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja Karyawan Departemen Housekeeping di Hotel A Ubud*. June 2021. <https://doi.org/10.52352/jbh.v10i1.451>
- Mallik, A., Mallik, L., & Ds, K. (2019). *Impact of Employee Morale on Organizational Success*. 3878(4), 3289–3293. <https://doi.org/10.35940/ijrte.D8070.118419>
- Mallik, A., Mallik, L., & Ds, K. (2021). *Impact of Employee Morale on Organizational Success*. November 2019. <https://doi.org/10.35940/ijrte.D8070.118419>
- Mata, A. (2022). *Impact of autocratic and democratic leadership styles on employees ' performance and motivation*. 8(3), 19–26.
- Maxwell, J. C. (1999). *John C. Maxwell*. Thomas Nelson.
- Mulyono. (2019). *Correlation Coefficients: Appropriate Use and Interpretation*. August. <https://doi.org/10.1213/ANE.0000000000002864>
- Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, 16(1), 50–67. <https://doi.org/10.5590/ijamt.2017.16.1.04>
- Rahmadi, S.Ag., M. P. I. (2011). *Pengantar Metodologi*.
- Savitri, D. (2022). *Pengertian Implikasi dan Perbedaannya dengan Dampak Baca artikel detikedu, "Pengertian Implikasi dan Perbedaannya dengan Dampak" selengkapnya https://www.detik.com/edu/detikpedia/d-6398375/pengertian-implikasi-dan-perbedaannya-dengan-dampak. Download Apps.*

<https://www.detik.com/edu/detikpedia/d-6398375/pengertian-implikasi-dan-perbedaannya-dengan-dampak>

- Sijabat, R. (2021). *Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior*. 9, 61–69.
- Syahly, A. G., & Handayani, A. (2020). JURNAL ILMIAH KOHESI Vol. 4 No. 3 Juli 2020. *Jurnal Ilmiah Kohesi*, 4(3), 81–89.
- Tahitu, A., Wattimena, D., Ilmu, F., Dan, S., Politik, I., Kristen, U., Maluku, I., Ilmu, F., Dan, S., Politik, I., Kristen, U., & Maluku, I. (2023). *Vol 5 No 2 November 2023 E-ISSN PENGARUH MEDIA ONLINE TRIBUN AMBON*. 5(2).
- Talespin. (2023). *Developing Leadership Skills in the Hospitality Industry Through Training*. <https://www.talespin.com/reading/developing-leadership-skills-in-the-hospitality-industry-through-training#:~:text=Effective leaders in the hospitality industry are,will explore the importance of leadership in>
- Thompson, G., Buch, R., Thompson, P. M., & Glasø, L. (2021). *The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context*. 46(4), 274–283. <https://doi.org/10.1177/0306307020984579>
- Tuerah, P. R., Mesra, R., Sukwika, T., Jakarta, U. S., & Susmita, N. (2023). *METODE PENELITIAN KUANTITATIF (Teori & Panduan Praktis Analisis Data Kuantitatif)* (Issue May 2024).
- Van Dierendonck. (2019).
- Virginiya, P. T., Astawa, I. K., & Meirejeki, I. N. (2021). *PENDEKATAN PRAKTIS DALAM PENELITIAN UNTUK MAHASISWA D4 / SI*.
- Wardhana, A. (2024). *Uji Asumsi Klasik*. July.