

## DAFTAR PUSTAKA

- Abas, E. (2017). *Magnet kepemimpinan kepala madrasah terhadap kinerja guru*. PT Elex Media Komputindo.
- Abubakar, A.-M., Inuwa, B. B., & Hamma, M. (2018). Principal leadership style towards teachers' motivation on secondary schools in Nigeria. *International Conference on Intellectuals' Global Responsibility*, 88–90. <https://doi.org/10.2991/icigr-17.2018.21>
- Acquah, A., Nsiah, T. K., Antie, E. N. A., & Otoo, B. (2021). Literature Review on Theories Motivation. *EPRA: International Journal of Economic and Business Review-Peer Reviewed Journal*, 9(5), 25–29.
- Admiraal, W., Veldman, I., Mainhard, T., & van Tartwijk, J. (2019). A typology of veteran teachers' job satisfaction: Their relationships with their students and the nature of their work. *Social Psychology of Education*, 22(2), 337–355. <https://doi.org/10.1007/s11218-018-09477-z>
- Ahmad, K. Z. B., Jasimuddin, S. M., & Kee, W. L. (2018). Organizational climate and job satisfaction: Do employees' personalities matter?. *Management Decision*, 56(2), 421–440. <https://doi.org/10.1108/MD-10-2016-0713>
- Ahrari, S., Roslan, S., Zaremohzzabieh, Z., Mohd Rasdi, R., & Abu Samah, A. (2021). Relationship between teacher empowerment and job satisfaction: A Meta-Analytic path analysis. *Cogent Education*, 8(1). <https://doi.org/10.1080/2331186X.2021.1898737>
- Al-Sada, M., Al-Esmael, B., & Faisal, Mohd. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*, 12(2), 163–188. <https://doi.org/10.1108/EMJB-02-2016-0003>
- Amin, M. (2015). Relationship between job satisfaction, working conditions, motivation of teachers to teach and job performance of teachers in MTs, Serang, Banten. *Journal of Management and Sustainability*, 5(3), 141–154. <https://doi.org/10.5539/jms.v5n3p141>
- Aminullah, A. A., Isa, M. F. B. M., Noor, W. S. W. M., & AbdulAzeez, F. S. (2019). Linking University Reputation, Motivation, Organizational Climate and Job Satisfaction: A Proposed Framework. *International Journal of Academic Research in Business and Social Sciences*, 9(1), 698–709. <https://doi.org/10.6007/ijarbss/v9-i1/5473>
- Anghelache, V. (2015). A possible explanatory model for the relationship between teaching motivation and job satisfaction. *Procedia-Social and Behavioral Sciences*, 180, 235–240. <https://doi.org/10.1016/j.sbspro.2015.02.110>
- Annisa, S., Karnati, N., & Santosa, H. (2017). Hubungan antara budaya organisasi dengan kepuasan kerja guru honorer SD Negeri di Kecamatan Pulogadung Jakarta Timur. *Improvement: Jurnal Ilmiah Untuk Peningkatan Mutu Manajemen Pendidikan*, 4(1), 121–127. <https://doi.org/10.21009/improvement.04114>

- Apriliyani, W. D., Karnati, N., Sugiarto, S., & Ifnuari, M. R. (2022). The Positive Impact of Leadership and Work Motivation on Job Satisfaction of Honorary School Administration Staff. *Journal of Education Research and Evaluation*, 6(1), 168-180. <https://doi.org/10.23887/jere.v6i1.37239>
- Ashiq, M., Jabeen, F., & Mahmood, K. (2023). Workplace creativity and job satisfaction of academic librarians: A perspective of distributed leadership theory. *Information Development*, 39(3), 500-511. <https://doi.org/10.1177/02666669221136864>
- Barattucci, M., Lo Presti, A., Bufalino, G., Jønsson, T., Teresi, M., & Pagliaro, S. (2020). Distributed Leadership Agency and Work Outcomes: Validation of the Italian DLA and Its Relations With Commitment, Trust, and Satisfaction. *Frontiers in Psychology*, 11(March). <https://doi.org/10.3389/fpsyg.2020.00512>
- Basalamah, M. S. A., & As'ad, A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103. <https://doi.org/10.52970/grhrm.v1i2.54>
- Bektaş, F., Kılınç, A. Ç., & Gümüş, S. (2022). The effects of distributed leadership on teacher professional learning: Mediating roles of teacher trust in principal and teacher motivation. *Educational Studies*, 48(5), 602-624. <https://doi.org/10.1080/03055698.2020.1793301>
- Bellibas, M. S., & Liu, Y. (2018). The effects of principals' perceived instructional and distributed leadership practices on their perceptions of school climate. *International Journal of Leadership in Education*, 21(2), 226-244. <https://doi.org/10.1080/13603124.2016.1147608>
- Belrhiti, Z., Van Damme, W., Belalia, A., & Marchal, B. (2020). Unravelling the role of leadership in motivation of health workers in a Moroccan public hospital: A realist evaluation. *BMJ Open*, 10(1), 1-17. <https://doi.org/10.1136/bmjopen-2019-031160>
- Berjaoui, R. R., & Karami-Akkary, R. (2020). Distributed Leadership as a Path to Organizational Commitment: The Case of a Lebanese School. *Leadership and Policy in Schools*, 19(4), 610-624. <https://doi.org/10.1080/15700763.2019.1637900>
- Berkowitz, R., Iachini, A., Moore, H., Capp, G., Astor, R. A., Pitner, R., & Benbenishty, R. (2017). School climate. In *Oxford Research Encyclopedia of Education*. <https://doi.org/10.1093/acrefore/9780190264093.013.89>
- Bibi, S., & Kalim, U. (2021). Factors influencing teachers' job satisfaction in the Pakistan's public school. *International Journal of Humanities and Innovation*, 4(2), 66-72. <https://doi.org/10.33750/ijhi.v4i2.111>
- Börü, N. (2018). The factors affecting teacher-motivation. *International Journal of Instruction*, 11(4), 761-776. <https://doi.org/10.12973/iji.2018.11448a>
- Bota, O. A. (2013). Job satisfaction of teachers. *Elsevier Ltd.*, 83, 634-638. <https://doi.org/10.1016/j.sbspro.2013.06.120>
- Brown, C., Flood, J., Armstrong, P., MacGregor, S., & Chinas, C. (2021). Is distributed leadership an effective approach for mobilising professional

- capital across professional learning networks? Exploring a case from England. *Journal of Professional Capital and Community*, 6(1), 64–78. <https://doi.org/10.1108/JPC-02-2020-0010>
- Bush, T., & Ng, A. Y. M. (2019). Distributed leadership and the Malaysia Education Blueprint: From prescription to partial school-based enactment in a highly centralised context. *Journal of Educational Administration*, 57(3), 279–295. <https://doi.org/10.1108/JEA-11-2018-0206>
- Buyukgoze, H., Caliskan, O., & Gümüş, S. (2022). Linking distributed leadership with collective teacher innovativeness: The mediating roles of job satisfaction and professional collaboration. *Educational Management Administration & Leadership*, 17411432221130879. <https://doi.org/10.1177/17411432221130879>
- Cansoy, R. (2019). The Relationship between School Principals' Leadership Behaviours and Teachers' Job Satisfaction: A Systematic Review. *International Education Studies*, 12(1), 37–52.
- Carvalho, A. da C., Riana, I. G., & Soares, A. de C. (2020). Motivation on job satisfaction and employee performance. *International Research Journal of Management, IT & Social Sciences*, 7(5), 13–23. <https://doi.org/10.21744/irjmis.v7n5.960>
- Chen, S. (2018). *Influence of Functional and Relational Perspectives of Distributed Leadership on Instructional Change and School Climate* (Vol. 119, Issue 2). The University of Chicago.
- Chudaifah, L. (2020). Pengaruh komunikasi interpersonal dan motivasi kerja terhadap kepuasan kerja guru SMK Swasta di Jakarta Timur. *MENDIDIK: Jurnal Kajian Pendidikan Dan Pengajaran*, 6(2), 95–104. <https://doi.org/10.30653/003.202062.127>
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2021). *Organizational behavior: Improving performance and commitment in the workplace*. MC-Graw-Hill Education.
- Colquitt, J., LePine, J. A., & Wesson, M. J. (2019). *Organizational behavior: Improving performance and commitment in the workplace* (Sixth Edition). McGraw-Hill Education.
- Darling-Hammond, L., & DePaoli, J. (2020). Why school climate matters and what can be done to improve it. *State Education Standard*, 20(2), 7. <https://eric.ed.gov/?id=EJ1257654>
- Davison, A., Brown, P., Pharo, E., Warr, K., McGregor, H., Terkes, S., Boyd, D., & Abuodha, P. (2014). Distributed leadership: Building capacity for interdisciplinary climate change teaching at four universities. *International Journal of Sustainability in Higher Education*, 15(1), 98–110. <https://doi.org/10.1108/IJSHE-10-2012-0091>
- Dolton, P., Marcenaro, O., Vries, R. De, & She, P.-W. (2018). *Global teacher status index 2018*. Varkey Foundation.
- Don, Y., Yaakob, M. F. M., WanHanafi, W. R., Yusof, M. R., Kasa, M. D., Omar-Fauzee, M. S., & In-Keeree, H. K. (2021). Challenges for using organizational



- climate tools for measuring teacher job satisfaction. *International Journal of Evaluation and Research in Education*, 10(2), 465-475. <https://eric.ed.gov/?id=EJ1299314>
- Dorozynska, A. (2017). *Teacher's job satisfaction in primary schools the relation to work environment*.
- Dreer, B. (2021). Teachers' well-being and job satisfaction: The important role of positive emotions in the workplace. *Educational Studies*, 00(00), 1–17. <https://doi.org/10.1080/03055698.2021.1940872>
- Ertürk, R., & Nartgün, Ş. S. (2019). The relationship between teacher perceptions of distributed leadership and schools as learning organizations. *International Journal of Contemporary Educational Research*, 6(2), 381-396. <https://doi.org/10.33200/ijcer.596918>
- Fadhli, F., & Marwan, M. (2022). Pengaruh Motivasi, Kompensasi Dan Iklim Organisasi Terhadap Kepuasan Kerja Guru Smk Kabupaten Bireuen. *indOmera*, 1(2), 62–75. <https://doi.org/10.55178/idm.v1i2.199>
- Feng, Y., Hao, B., Iles, P., & Bown, N. (2017). Rethinking distributed leadership: Dimensions, antecedents and team effectiveness. *Leadership and Organization Development Journal*, 38(2), 284–302. <https://doi.org/10.1108/LODJ-07-2015-0147>
- Firdaus, M. F., Aslamiah, & Sulaiman. (2022). Correlation among Principal Communication, Organizational Climate, Work Motivation and Job Satisfaction of Banjarbaru State Senior High School Teachers. *International Journal of Social Science and Human Research*, 05(06), 2243–2249. <https://doi.org/10.47191/ijsshr/v5-i6-32>
- Ford, T. G., Urick, A., & Wilson, A. S. P. (2018). Exploring the effect of supportive teacher evaluation experiences on U.S. teachers' job satisfaction. *Education Policy Analysis Archives*, 26, 59–59. <https://doi.org/10.14507/epaa.26.3559>
- Forson, J. A., Ofosu-Dwamena, E., Opoku, R. A., & Adjavon, S. E. (2021). Employee motivation and job performance: a study of basic school teachers in Ghana. *Future Business Journal*, 7(1), 30. <https://doi.org/10.1186/s43093-021-00077-6>
- Fu, L., & Liu, Z. (2018). Distributed leadership in organizations: An investigation of antecedent conditions. *Chinese Management Studies*, 12(4), 682–700. <https://doi.org/10.1108/CMS-10-2017-0312>
- García Torres, D. (2019). Distributed leadership, professional collaboration, and teachers' job satisfaction in U.S. schools. *Teaching and Teacher Education*, 79, 111–123. <https://doi.org/10.1016/j.tate.2018.12.001>
- Goulding, A., & Walton, J. G. (2014). Distributed leadership and library service innovation. In *Advances in Librarianship* (Vol. 38). Emerald Group Publishing Limited. <https://doi.org/10.1108/S0065-283020140000038002>
- Grazia, V., & Molinari, L. (2021). School climate multidimensionality and measurement: A systematic literature review. *Research Papers in Education*, 36(5), 561–587. <https://doi.org/10.1080/02671522.2019.1697735>

- Habba, D., Modding, B., Bima, Muh. J., & Bijang, J. (2017). The Effect of Leadership, Organisational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit. *IRA-International Journal of Management & Social Sciences* (ISSN 2455-2267), 7(1), 52. <https://doi.org/10.21013/jmss.v7.n1.p7>
- Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Hakim, A. R., & Muhdi. (2019). The effect of work motivation and compensation on teacher job satisfaction in SMK Pemalang Regency. *Jurnal Pendidikan Ilmu Sosial*, 29(2), 105–115.
- Hakim, A. R., & Muhdi, M. (2020). Motivasi Kerja Dan Kompensasi Terhadap Kepuasan Kerja Guru Smk Swasta Di Wilayah Timur Kabupaten Pemalang. *Jurnal Pendidikan Ilmu Sosial*, 29(2), 105–115. <https://doi.org/10.23917/jpis.v29i2.9354>
- Hardianto, H., Rugayah, R., & Rosyidi, U. (2019). The effect of reward and job satisfaction toward turnover intention private junior high school. *International e-Journal of Educational Studies*, 3(6), 128-140. <https://doi.org/10.31458/iejes.544742>
- Harris, A., & DeFlaminis, J. (2016). Distributed leadership in practice: Evidence, misconceptions and possibilities. *Management in Education*, 30(4), 141–146. <https://doi.org/10.1177/0892020616656734>
- Hidayat, F. N., & Karnati, N. (2024). Pengaruh Kepemimpinan Kepala Sekolah dan Kepuasan Kerja Terhadap Kinerja Tenaga Operator Sekolah Dasar Negeri di Wilayah Jakarta Timur I. *Didaktika: Jurnal Kependidikan*, 13(2), 1551-1564. <https://doi.org/10.58230/27454312.649>
- Ho, J., & Ng, D. (2017). Tensions in distributed leadership. *Educational Administration Quarterly*, 53(2), 223-254. <https://doi.org/10.1177/0013161X16681630>
- Hoque, K. E., Wang, X., Qi, Y., & Norzan, N. (2023). The factors associated with teachers' job satisfaction and their impacts on students' achievement: A review (2010–2021). *Humanities and Social Sciences Communications*, 10(1), 1–7. <https://doi.org/10.1057/s41599-023-01645-7>
- Hu, B. Y., Li, Y., Wang, C., Reynolds, B. L., & Wang, S. (2019). The relation between school climate and preschool teacher stress: The mediating role of teachers' self-efficacy. *Journal of Educational Administration*, 57(6), 748-767. <https://doi.org/10.1108/JEA-08-2018-0146>
- Idiegbeyan-Ose, J., Opeke, R., Aregbesola, A., Owolabi, S., & Eyiolorunshe, T. A. (2019). Relationship between motivation and job satisfaction of staff in private university libraries, Nigeria. *Academy of Strategic Management Journal*, 18(1). <https://eprints.lmu.edu.ng/id/eprint/2275>

- Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 642. <https://doi.org/10.18415/ijmmu.v7i8.2007>
- Jain, A. K., & Jeppesen, H. J. (2014). Conceptualizing and implementing the distributed leadership practices in Indian organizations: Preliminary findings. *Journal of Management Development*, 33(3), 258–278. <https://doi.org/10.1108/JMD-12-2012-0154>
- Jambo, D., & Hongde, L. (2020). The Effect of Principal's Distributed Leadership Practice on Students' Academic Achievement: A Systematic Review of the Literature. *International Journal of Higher Education*, 9(1), 189-198. <https://eric.ed.gov/?id=EJ1240510>
- Jiang, Y., Li, P., Wang, J., & Li, H. (2019). Relationships Between Kindergarten Teachers' Empowerment, Job Satisfaction, and Organizational Climate: A Chinese Model. *Journal of Research in Childhood Education*, 33(2), 257–270. <https://doi.org/10.1080/02568543.2019.1577773>
- Joo, Y. H. (2020). The effects of distributed leadership on teacher professionalism: The case of Korean middle schools. *International Journal of Educational Research*, 99, 101500. <https://doi.org/10.1016/j.ijer.2019.101500>
- Kane, E., Hof, N., Cathcart, A., Heifner, A., Palmon, S., & Peterson, R. L. (2016). *School climate & culture: Strategy brief*.
- Kara, S. (2020). Investigation of job satisfaction and burnout of visual arts teachers. *International Journal of Research in Education and Science*, 6(1), 160–171. <https://doi.org/10.46328/ijres.v6i1.817>
- Kartika, D. C., Akbar, M., & Rugaiyah, R. (2018). Pengaruh kepemimpinan dan kepuasan kerja terhadap kinerja dosen di Universitas Majalengka, Jawa Barat. *MENDIDIK: Jurnal Kajian Pendidikan dan Pengajaran*, 4(1), 11-18. <https://doi.org/10.30653/003.201841.37>
- Kempa, R., & Tutupary, R. (2018). Principle's leadership style, school climate and teachers' work motivation. *Science And Education For Improving Learning Quality In Moluccas Archipelago*, 115–121.
- Khun-inkeeree, H., Yaakob, M. F. M., WanHanafi, W., Yusof, M. R., & Omar-Fauzee, M. S. (2021). Working on Primary School Teachers' Preconceptions of Organizational Climate and Job Satisfaction. *International Journal of Instruction*, 14(3), 567-582. <https://eric.ed.gov/?id=EJ1304715>
- Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, 7(4). <https://doi.org/10.1016/j.heliyon.2021.e06857>
- Lewno-Dumdie, B. M., Mason, B. A., Hajovsky, D. B., & Villeneuve, E. F. (2020). Student-Report Measures of School Climate: A Dimensional Review. *School Mental Health*, 12(1). <https://doi.org/10.1007/s12310-019-09340-2>



- Li, Y., Huang, H., & Chen, Y. Y. (2020). Organizational climate, job satisfaction, and turnover in voluntary child welfare workers. *Children and Youth Services Review*, 119, 105640. <https://doi.org/10.1016/j.childyouth.2020.105640>
- Liu, P. (2020). Motivating teachers' commitment to change through distributed leadership in Chinese urban primary schools. *International Journal of Educational Management*, 34(7), 1171-1183. <https://doi.org/10.1108/IJEM-12-2019-0431>
- Liu, Y., Bellibaş, M. Ş., & Gümüş, S. (2021). The Effect of Instructional Leadership and Distributed Leadership on Teacher Self-efficacy and Job Satisfaction: Mediating Roles of Supportive School Culture and Teacher Collaboration. *Educational Management Administration & Leadership*, 49(3), 430–453. <https://doi.org/10.1177/1741143220910438>
- Lopes, J., & Oliveira, C. (2020). Teacher and school determinants of teacher job satisfaction: A multilevel analysis. *School Effectiveness and School Improvement*, 31(4), 641–659. <https://doi.org/10.1080/09243453.2020.1764593>
- Loreto, J. M. De, Aveno, d M. A., & Loreto, C. M. De. (2020). How to ensure job motivation? A review of the literature. *International Journal of Recent Scientific Research*, 11(02), 37304–37309. <https://doi.org/10.24327/ijrsr.2020.1102.5085>
- Luthans, F. (2017). *Organizational Behavior, Eleventh Edition*. MC-Graw-Hill.
- Malinen, O.-P., & Savolainen, H. (2016). The effect of perceived school climate and teacher efficacy in behavior management on job satisfaction and burnout: A longitudinal study. *Teaching and Teacher Education*, 60, 144–152. <https://doi.org/10.1016/j.tate.2016.08.012>
- Marshall, M. L. (2004). *Examining school climate: Defining factors and educational influences*.
- McInerney, D. M., Korpershoek, H., Wang, H., & Morin, A. J. S. (2018). Teachers' occupational attributes and their psychological wellbeing, job satisfaction, occupational self-concept and quitting intentions. *Teaching and Teacher Education*, 71, 145–158. <https://doi.org/10.1016/j.tate.2017.12.020>
- Mickson, M. K., Anlesinya, A., & Malcalm, E. (2020). No TitleMediation role of diversity climate on leadership and job satisfaction in the Ghanaian public sector. *World Journal of Entrepreneurship, Management and Sustainable Development*, 17(2), 167–188. <https://doi.org/10.1108/WJEMSD-10-2019-0080>
- Mukhtar, Ali, H., & Rusmini. (2017). *Kepuasan kerja guru*. Pusat Studi Agama dan Kemasyarakatan.
- Musinguzi, C., Namale, L., Rutebemberwa, E., Dahal, A., Nahirya-Ntege, P., & Kekitiinwa, A. (2018). The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda. *Journal of Healthcare Leadership*, 10, 21–32. <https://doi.org/10.2147/JHL.S147885>
- Nawab, A., & Asad, M. M. (2020). Leadership practices of school principal through a distributed leadership lens: A case study of a secondary school in urban

- Pakistan. *International Journal of Public Leadership*, 16(4), 411–422. <https://doi.org/10.1108/ijpl-08-2020-0081>
- Naz, S. (2017). Factors affecting teachers job satisfaction. *Market Forces*, 12(2), 44–59.
- Noviyanti, E., Syofyan, E., & Evanita, S. (2019). The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman. *Advances in Economics, Business and Management Research*, 97(Piceeba), 685–695. <https://doi.org/10.2991/piceeba-19.2019.74>
- Nuzulia, S., & Saputra, H. (2022). Do High Salaries Ensure Job Satisfaction?: An Investigation on the Factors Affecting Job Satisfaction of Educators in Indonesia. *Journal of Nonformal Education*, 8(1), 66–72. <https://doi.org/10.15294/jne.v8i1.34534>
- Nwakasi, C. C., & Cummins, P. A. (2018). Teacher motivation and job satisfaction: A case study of North West Nigeria. *Global Journal of Educational Research*, 17(2), 103–112. <https://doi.org/10.4314/gjedr.v17i2.2>
- Nyamubi, G. J. (2017). Determinants of secondary school teachers' job satisfaction in Tanzania. *Hindawi: Education Research International*, 1–8. <https://doi.org/10.1155/2017/7282614>
- Okeke, L. (2020). Influence of Distributed Leadership on Teachers' Job Satisfaction in Public Secondary Schools in Awka Educational Zone, Anambra State. *International Journal of Modern Innovations & Knowledge (IJMIK)*, 2(1), 159–175.
- Olsson, A., Karla, K. M., Johansson, U., Olander Roese, M., & Ritzén, S. (2019). Organizational climate for innovation and creativity—a study in Swedish retail organizations. *International Review of Retail, Distribution and Consumer Research*, 29(3), 243–261. <https://doi.org/10.1080/09593969.2019.1598470>
- Omar, M. S., Idrus, I. M., & Jamal, N. A. (2021). The influence of job motivation on job satisfaction: A case study of polytechnic academic staff. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 6(1), 206–213. <https://doi.org/10.47405/mjssh.v6i1.624>
- Otrębski, W. (2022). The correlation between organizational (school) climate and teacher job satisfaction—the type of educational institution moderating role. *International journal of environmental research and public health*, 19(11), 6520. <https://doi.org/10.3390/ijerph19116520>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Patterson, J. A., AlSabatin, H., Anderson, A., Klepacka, M., Lawrence, J., & Miner, B. (2021). A Distributed Leadership Perspective on Implementing Instructional Reform: A Case Study of an Urban Middle School. *Journal of School Leadership*, 31(3), 248–267. <https://doi.org/10.1177/1052684620904942>



- Pinkas, G. (2021). Perception of School Climate as a Mediating Factor in Relation Between Teacher Motivation and the Perceived School Principal Leadership Style. *DHS-Društvene i humanističke studije: časopis Filozofskog fakulteta u Tuzli*, 16(16), 411-434. <https://www.ceeol.com/search/article-detail?id=972610>
- Polatcan, M. (2024). An exploration of the relationship between distributed leadership, teacher agency, and professional learning in Turkey. *Professional Development in Education*, 50(4), 789-803. <https://doi.org/10.1080/19415257.2021.1905050>
- Quek, S. J., Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff. *Journal of Nursing Management*, 29(6), 1544–1553. <https://doi.org/10.1111/jonm.13321>
- Rached, A., & Elias, S. (2019). Distributed Leadership: Theorizing a Mindful Engagement Component. *Journal of Research Initiatives*, 5(1), 4.
- Rezaee, A., Khoshsima, H., Zare-Behtash, E., & Sarani, A. (2020). English teachers' job satisfaction: Assessing contributions of the Iranian school organizational climate in a mixed methods study. *Cogent Education*, 7(1), 1613007. <https://doi.org/10.1080/2331186X.2019.1613007>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior*. Pearson Education Limited.
- Safhira, D., & Suarmanayasa, I. N. (2021). Analisis kepuasan kerja pada guru di SMK Negeri 3 Singaraja. *Bisma: Jurnal Manajemen*, 7(2), 165–173.
- Sahito, Z., & Vaisanen, d P. (2017). Factors affecting job satisfaction of teacher educators: Empirical evidence from the Universities of Sindh Province of Pakistan. *Journal of Teacher Education and Educators*, 6(1), 5–30.
- Sahnan, M., & Ritonga, M. (2018a). Kontribusi komitmen kerja dan iklim sekolah terhadap kepuasan kerja guru SMA Kecamatan IV Jurai Pesisir Selatan. *INFERENSI: Jurnal Penelitian Sosial Keagamaan*, 12(2), 417–434. <https://doi.org/10.18326/infsl3v12i2.417-434>
- Sahnan, M., & Ritonga, M. (2018b). Kontribusi Komitmen Kerja Dan Iklim Sekolah Terhadap Kepuasan Kerja Guru Sma Kecamatan IV Jurai Pesisir Selatan. *INFERENS: Jurnal Penelitian Sosial Keagamaan*, 12(2), 417–434. <https://doi.org/10.18326/infsl3v12i2.417-434>
- Saluy, A. B., & Raharjo, S. (2021). Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans). *Saudi Journal of Business and Management Studies*, 6(8), 317–326. <https://doi.org/10.36348/sjbms.2021.v06i08.005>
- Samancioglu, M., Baglibel, M., & Erwin, B. J. (2019). Effects of Distributed Leadership on Teachers' Job Satisfaction, Organizational Commitment and Organizational Citizenship. *Pedagogical Research*, 5(2). <https://doi.org/10.29333/pr/6439>
- Sari, M. P., Poernomo, B., Flores, M. E. A., & Premchaiporn, N. (2022). Extrinsic and Intrinsic Motivation to Improve the Quality of Public Services: A Case

- Study at the Rumah Sakit Umum Daerah (RSUD) Cengkareng. *Ilomata International Journal of Social Science*, 3(4), 453-467. <https://doi.org/10.52728/ijss.v3i4.590>
- Saeed, F., Mir, A., Hamid, M., Ayaz, F., & Iyyaz, U. (2023). Employee salary and employee turnover intention: A key evaluation considering job satisfaction and job performance as mediators. *International Journal of Management Research and Emerging Sciences*, 13(1). <https://doi.org/10.56536/ijmres.v13i1.234>
- Shahnaz, C., Ekawarna, & Haryanto, E. (2022). Pengaruh kepemimpinan kepala sekolah, tim kerja, dan motivasi kerja terhadap kepuasan kerja guru. *Edukatif: Jurnal Ilmu Pendidikan*, 4(1), 879–886. <https://doi.org/10.31004/edukatif.v4i1.1987>
- Sharma, L., & Srivastava, M. (2020). Teachers' motivation to adopt technology in higher education. *Journal of Applied Research in Higher Education*, 12(4), 673–692. <https://doi.org/10.1108/JARHE-07-2018-0156>
- Shava, G. N. (2018). Distributed leadership in education, contemporary issues in educational leadership. *African Educational Research Journal*, 6(4), 279–287. <https://doi.org/10.30918/aerj.64.18.097>
- Shepherd-Jones, A. R., & Salisbury-Glennon, J. D. (2018). Perceptions matter: The correlation between teacher motivation and principal leadership styles. *Journal of Research in Education*, 28(2), 93–131.
- Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?. *Journal of Human Resources in Hospitality & Tourism*, 19(3), 319-343. <https://doi.org/10.1080/15332845.2020.1737768>
- Sohail, A., Safdar, R., Saleem, S., Ansar, S., & Azeem, M. (2014). Effect of Work Motivation and Organizational Commitment on Job Satisfaction: (A Case of Education Industry in Pakistan). *Global Journal of Management and Business Research: A Administration and Management*, 14(6), 40–45.
- Sonmez, E. D., & Gokmenoglu, T. (2023). The impact of principals' distributed leadership behaviors on teachers' attitudes toward multiculturalism: Social justice leadership as mediator. *Education and Urban Society*, 55(4), 433-462. <https://doi.org/10.1177/00131245221076095>
- Sun, A., & Xia, J. (2018). Teacher-perceived distributed leadership, teacher self-efficacy and job satisfaction: A multilevel SEM approach using the 2013 TALIS data. *International Journal of Educational Research*, 92(September), 86–97. <https://doi.org/10.1016/j.ijer.2018.09.006>
- Suryadi, S., Nopriansyah, A., Bahri, Z., Muspawi, M., & Rahman, K. A. (2024). Upaya Kepala Sekolah dalam Meningkatkan Kepuasan Kerja Guru di SMAN 4 Kota Jambi. *Jurnal Manajemen Pendidikan Dasar, Menengah dan Tinggi [JMP-DMT]*, 5(1), 8-14. <https://doi.org/10.30596/jmp-dmt.v5i1.17343>
- Tam, A. C. F. (2019). Conceptualizing Distributed Leadership: Diverse Voices of Positional Leaders in Early Childhood Education. *Leadership and Policy in Schools*, 18(4), 701–718. <https://doi.org/10.1080/15700763.2018.1513156>



- Tay, L. Y., Ramachandran, K., Ong, W. L. M., & Towndrow, P. A. (2021). Empowerment through distributed leadership in reconciling tensions and dilemmas in teacher professional development. *Teacher Development*, 25(5), 647–668. <https://doi.org/10.1080/13664530.2021.1939133>
- Thapa, A., & Cohen, J. (2013). A review of school climate research. *Review of Educational Research*, XX(X), xx–xx. <https://doi.org/10.3102/0034654313483907>
- Thekedam, J. S. (2014). A study of job satisfaction and factors that influence it. *Management and Labour Studies*, 35(4), 407–417. <https://doi.org/10.1177/0258042X1003500401>
- Thompson, G. (2021). *The global report on the status of teachers 2021*. Education International.
- Tian, M., Risku, M., & Collin, K. (2016). A meta-analysis of distributed leadership from 2002 to 2013: Theory development, empirical evidence and future research focus. *Educational Management Administration & Leadership*, 44(1), 146–164. <https://doi.org/10.1177/1741143214558576>
- Torres, D. G. (2018). Distributed leadership and teacher job satisfaction in Singapore. *Journal of Educational Administration*, 56(1), 127–142. <https://doi.org/10.1108/JEA-12-2016-0140>
- Torres, D. G. (2019). Distributed leadership, professional collaboration, and teachers' job satisfaction in U.S. schools. *Teaching and Teacher Education*, 79, 111–123. <https://doi.org/10.1016/j.tate.2018.12.001>
- Tran, H. (2022). How Do Distributed and Transformational Leadership Teams Improve Working Conditions and Student Learning in Underperforming High\_Needs Schools? *European Journal of Educational Management*, 5(1), 1–14. <https://doi.org/10.12973/eujem.5.1.1>
- Treputtharat, S., & Tayiam, S. (2014). School Climate Affecting Job Satisfaction of Teachers in Primary Education, Khon Kaen, Thailand. *Procedia - Social and Behavioral Sciences*, 116, 996–1000. <https://doi.org/10.1016/j.sbspro.2014.01.334>
- Trus, M., Galdikiene, N., Balciunas, S., Green, P., Helminen, M., & Suominen, T. (2019). Connection between organizational culture and climate and empowerment: The perspective of nurse managers. *Nursing and Health Sciences*, 21(1), 54–62. <https://doi.org/10.1111/nhs.12549>
- Turker, Y., & Kahraman, U. (2021). School climate and self-efficacy as predictor of job satisfaction. *Journal of Theoretical Educational Science*, 14(4), 548–569. <https://doi.org/10.30831/akukeg.901457>
- US Department of Education. (2021). Teacher Satisfaction with Salary and Current Job. *National Center for Education Statistics at IES*. <https://nces.ed.gov/pubs2018/2018116rev.pdf>
- Utami, P. S., Hubeis, M., & Affandi, M. J. (2016). The Impact of Working Climate and Motivation towards Job Satisfaction That Implies the Employee Performance in PT Indonesia Power Generation Business Unit of Suralaya



- Banten. *International Journal of Scientific and Research Publications*, 6(7), 26–31.
- Varma, C. (2017). Importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research*, 6(2), 10–20.
- Virgana, & Suprijadi, D. (2012). Pengaruh gaya kepemimpinan, lingkungan dan motivasi terhadap kepuasan kerja guru di SMK Negeri Jakarta Utara. *Jurnal Ilmiah Pendidikan MIPA*, 2(2), 158–169. <https://doi.org/10.30998/formatif.v2i2.97>
- Wang, M. Te, & Degol, J. L. (2016). School Climate: A Review of the Construct, Measurement, and Impact on Student Outcomes. In *Educational Psychology Review* (Vol. 28, Issue 2). <https://doi.org/10.1007/s10648-015-9319-1>
- Wanjiku, N. I. (2018). *Factors affecting teachers satisfaction in public secondary schools in Kenya: A case of Nanyuki Municipality, Laikipia County*. University of Tanzania.
- Xiaofu, P., & Qiwen, Q. (2014). An analysis of the relation between secondary school organizational climate and teacher job satisfaction. *Chinese Education & Society*, 40(5), 65–77. <https://doi.org/10.2753/CED1061-1932400507>
- Xing, L. (2016). An empirical study on factors that affect University teacher job satisfaction in Beijing. *Advances in Social Science, Education and Humanities Research*, 91, 345–348.
- Yasser, T., & Harun, C. Z. (2021). The Relationship of Leadership and Organizational Climate on Teachers ' Work Motivation. *Al-Ishlah: Jurnal Pendidikan*, 13(3), 2091–2098. <https://doi.org/10.35445/alishlah.v13i3.794>
- Yildiz, V. A., & Kiliç, D. (2021). Investigation of the Relationship between Class Teachers' Motivation and Job Satisfaction. *International online journal of education and teaching*, 8(1), 119–131. <https://eric.ed.gov/?id=EJ1286451>
- Zakariya, Y. F. (2020). Effects of school climate and teacher self\_efficacy on job satisfaction of mostly STEM teachers: A structural multigroup invariance approach. *International Journal of STEM Education*, 7(10), 1–12. <https://doi.org/10.1186/s40594-020-00209-4>
- Zhang, L. J., Fathi, J., & Mohammaddokht, F. (2023). Predicting teaching enjoyment from teachers' perceived school climate, self-efficacy, and psychological wellbeing at work: EFL teachers. *Perceptual and Motor Skills*, 130(5), 2269–2299. <https://doi.org/10.1177/00315125231182269>
- Zhang, X., Admiraal, W., & Saab, N. (2021). Teachers' motivation to participate in continuous professional development: Relationship with factors at the personal and school level. *Journal of Education for Teaching*, 1–19. <https://doi.org/10.1080/02607476.2021.1942804>