

THE EFFECT OF LEADERSHIP AND INTERNAL COMMUNICATION ON JOB SATISFACTION AT PDAM TIRTA GIRI NATA, CIREBON CITY

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Abstract– The purpose of this study is to investigate how internal communication and leadership affect work satisfaction at PERUMDA Tirta Giri Nata in Cirebon City. This study's research methodology is a quantitative approach. With a sample of 66 workers, the population under study consisted of 190 employees of PERUMDA Tirta Giri Nata Cirebon City. A questionnaire was employed for data collection, and multiple analytic regressions were used to analyze the data. The study's findings demonstrated that leadership and internal communication were positively and significantly impacted at the same time. Internal communication had a positive and substantial impact on job satisfaction with a value of $(2,296 > 1,99773)$ and a significant value of $(0.025 < 0.05)$, whereas work on job satisfaction had a calculated value of $t_{hitung} > t_{table}$ $(10,046 > 1,99773)$ and a significant value of $(0.000 < 0.05)$. The F test, which was derived from the $F_{hitung} > F_{table}$ test results of $79.179 > 3.140$ and a significant value of $0.000 < 0.05$, revealed the simultaneous test between leadership and internal communication on job satisfaction at PDAM Tirta Giri Nata Cirebon City. This indicates that both leadership and internal communication had a positive and significant impact on job satisfaction.

Keywords: *Job Satisfaction; Leadership; Internal Communication*

INTRODUCTION

Human resources (HR) are a crucial element that cannot be separated from the success of an organization, including in the public service sector such as the Regional Drinking Water Company (PDAM). Since they are the primary implementers who can support the accomplishment of the organization's vision and goal, HR's function is becoming more and more crucial as it faces the difficulties of a more dynamic period (Amelia et al., 2022; Sugijono, 2015; Utari & Zusmawati, 2024). For this reason, strategic HR planning, good leadership, maintained internal communication, and job satisfaction from employees are aspects that cannot be ignored to achieve organizational excellence. Employee job satisfaction is very important because it can affect their loyalty, productivity, and commitment to the company (Kosasih & Kurniawan, 2019a; Rudiyanto et al., 2019; Safrudin et al., 2023).

Positive feelings that employees have about their work are referred to as employee job satisfaction. These sentiments are influenced by several factors, including the work environment, recognition, relationships with coworkers and employers, and opportunities for personal growth (Auliani & Wulanyani, 2018; Robbins & Judge, 2018). In line with the opinions of Kitta et al., (2023) dan Pangaila et al., (2022), high job satisfaction in employees will create a conducive work atmosphere and support company productivity. In public service organizations such as PDAM, where the demand for high-quality services and responsiveness to community needs is substantial, employee job satisfaction is one of the main factors that must be considered to ensure continuity and quality of service.

In Indonesia, the public service sector, including institutions like PDAM, faces mounting challenges in meeting community expectations for efficient and equitable service delivery. Clean water, as a fundamental human need, has become a critical benchmark for public trust in government services. Despite this, PDAM often struggles with bureaucratic inefficiencies, limited budgets, and human resource challenges that hinder optimal service delivery. These issues highlight the importance of addressing factors such as leadership effectiveness, internal communication, and employee satisfaction, which directly influence organizational performance.

Although many studies have examined job satisfaction and leadership in private sector organizations, limited research has explored how these factors interact in public service institutions like PDAM. Existing research tends to focus on either job satisfaction or leadership in isolation, often neglecting the interconnected role of internal communication as a mediator between these dynamics. Furthermore, much of the literature emphasizes urban or private-sector contexts, leaving regional public institutions such as PDAM underexplored.

As a public service organization responsible for providing clean water, PDAM operates within a unique framework that combines public accountability, operational constraints, and a strong demand for efficiency. The organization's ability to achieve its objectives depends heavily on the satisfaction and performance of its employees, which are shaped by effective leadership and clear internal communication systems. These elements not only enhance organizational cohesion but also improve service quality, ultimately fostering greater public trust and organizational sustainability.

LITERATURE REVIEW

Leadership

The definition of leadership has evolved significantly in line with changes in organizational and social contexts. Although there are various perspectives on leadership, it can generally be concluded that leadership is a dynamic and complex process, involving interpersonal influence, motivation, and decision-making. Recent research further emphasizes the importance of transformational leadership, which can inspire positive change and encourage followers to reach their full potential (Benmira & Agboola, 2021; Nugroho et al., 2024a).

According to Abijaya, (2021) and Mahirun et al., (2021) Leadership is a process that involves motivation and influence carried out by a leader to encourage individuals or subordinates to achieve organizational goals. Leadership, in the words of Rosari, (2019), is a relationship of influence between leaders and followers who want genuine change that represents their shared objectives. This also supports the views of Musaddad, (2020); Syahril, (2019); Yusrina Ayu Setiani et al., (2023), who claimed that leadership is a connection that a leader has with others, motivating them to work deliberately in a relationship of obligation to accomplish desired objectives.

Internal Communication

To maintain seamless operations, create a unified corporate culture, and allow the business to operate efficiently to accomplish shared objectives, internal communication—the process of sharing information amongst different levels and departments within an organization—is essential (Bagga et al., 2023a; Hidayat, 2021; Tombokan et al., 2019). To improve relationships within the company, boost employee engagement, and help the company achieve its strategic goals, it uses a range of communication techniques, including formal meetings, company emails, newsletters, collaboration apps, and informal communication platforms (Baran & Woznyj, 2021). Furthermore, internal communication plays a crucial role in organizational functioning by deliberately influencing how staff members discuss the company with one another and the general public (Pološki Vokić et al., 2023). Employees should be advocates for the company since they have a significant impact on how external stakeholders see it. For this reason, companies shouldn't wait for workers to compliment their bosses. Rather, the organization's identity must be strengthened via internal branding, and its informal communication must be

controlled deliberately and proactively (Fitriyah et al., 2024; Prabawa & Paramarta, 2023). Internal communication has several indicators, namely: downward communication, upward communication, and sideways communication (Mijaya & Susanti, 2023)

Job Satisfaction

Job satisfaction is a condition in which employees feel fulfilled in various aspects of their work, reflecting individual satisfaction or dissatisfaction with certain demands and desires in their work (Suryani, 2022; Tanjung & Frinaldi, 2023a; Ujung et al., 2021). According to Mukhtar, (2019), job satisfaction is the ultimate goal that a person undoubtedly desires in their work. Since job satisfaction is not a singular concept, an individual may feel content with one aspect of their work while being dissatisfied with others. Employees who are highly satisfied with their jobs are more likely to perform well, whereas dissatisfaction can lead to decreased performance. (Indrasari, 2017) emphasizes that job satisfaction reflects employees' attitudes toward their work, which directly impacts their performance and work results.

In the context of public service organizations such as PDAM, job satisfaction is influenced by various organizational factors, including leadership effectiveness and internal communication. Leadership plays a pivotal role in creating a positive work culture, motivating employees, and providing clear direction, which collectively fosters job satisfaction (Robbins & Judge, 2018). Similarly, internal communication serves as an essential mechanism for aligning goals, ensuring smooth collaboration, and reducing misunderstandings within the organization, ultimately enhancing employee satisfaction (Kitta et al., 2023)

This study proposes that leadership effectiveness and internal communication have a significant positive influence on job satisfaction. Furthermore, job satisfaction is expected to mediate the relationship between these organizational factors and overall organizational performance. Specifically, effective leadership and robust internal communication systems are hypothesized to contribute to higher levels of job satisfaction, which in turn enhances employees' performance and organizational outcomes. To illustrate these dynamics, a conceptual research framework is developed, depicting the interconnections between leadership, internal communication, job satisfaction, and organizational performance as key variables in this study.

METHODOLOGY

This research employs a quantitative methodology to analyze the relationship between leadership effectiveness, internal communication, and job satisfaction. The study incorporates both independent and dependent variables, where the independent variables are leadership (X1) and internal communication (X2), while the dependent variable is job satisfaction. The study population consists of all 190 employees of PDAM Tirta Giri Nata Cirebon City, and a sample of 66 respondents was selected using simple random sampling, based on the Slovin formula to ensure representativeness while maintaining practicality in data collection.

Research instruments used in this study include structured questionnaires and interviews. The questionnaires were designed to measure variables related to leadership, internal communication, and job satisfaction, while interviews provided qualitative insights to support and enrich the quantitative findings. To analyze the data, several statistical tests were conducted, including validity and reliability tests to ensure the consistency and accuracy of the measurement instruments, as well as normality and multicollinearity tests to confirm the suitability of the data for regression analysis. Inferential statistics were used to test the hypotheses, including the T-

test, F-test, and multiple linear regression analysis, to evaluate the effects of leadership and internal communication on job satisfaction.

To provide a comprehensive overview of the sample characteristics, a descriptive analysis of respondents' demographics, such as age, gender, education level, and length of service, is included in the study. The descriptive analysis is presented in tabular form to illustrate the distribution and characteristics of the respondents, which helps to contextualize the findings. Additionally, the interview data were thematically analysed to uncover new trends and insights into how leadership and internal communication impact job satisfaction, offering a deeper understanding beyond the quantitative results

RESULT

The following tests were used to gauge the impact of internal communication and leadership on work satisfaction after the questionnaire data was distributed:

Validity Test

This test will test the validity of each variable, namely the leadership variable, the internal communication variable, and the job satisfaction variable.

Leadership

The following are the findings of the computation of leadership variables performed using SPSS.25:

Table 1. Results of the Validity of Leadership Variable Instruments (X1)

Code	r_{count}	r_{table}	Information
A1	0.715	0.204	Correct
A2	0.680	0.204	Correct
A3	0.761	0.204	Correct
A4	0.651	0.204	Correct
A5	0.564	0.204	Correct
A6	0.575	0.204	Correct
A7	0.451	0.204	Correct
A8	0.584	0.204	Correct
A9	0.656	0.204	Correct
A10	0.726	0.204	Correct
A11	0.668	0.204	Correct
A12	0.642	0.204	Correct
A13	0.587	0.204	Correct

Source: Primary Data Processed (2024)

Based on the table above, the value of $r_{count} > r_{table}$ implies that all assertions of leadership variables is legitimate. Therefore, it may be construed that all assertions of leadership variable instruments are legitimate or acceptable for use in the data analysis method

Internal Communication

The following are the findings of the computation of internal communication variables performed using SPSS.25:

Table 2. Results of the Validity of Internal Communication Variable Instruments (X2)

Code	r_{count}	r_{table}	Information
B1	0.619	0.204	Correct
B2	0.717	0.204	Correct
B3	0.469	0.204	Correct
B4	0.837	0.204	Correct
B5	0.800	0.204	Correct
B6	0.730	0.204	Correct

Source: Primary Data Processed (2024)

Based on the table above, the value of $r_{count} > r_{table}$ implies that all assertions of internal communication variables is legitimate. So it might be construed that all assertions of internal communication variable instruments are legitimate or acceptable for use in the data analysis procedure.

Job Satisfaction

The following are the findings of the computation of work satisfaction variables processed using SPSS.25:

Table 3. Results of the Validity of the Job Satisfaction Variable Instrument (Y)

Variable	r_{hitung}	r_{tabel}	Information
Y1	0.658	0.204	Correct
Y2	0.556	0.204	Correct
Y3	0.575	0.204	Correct
Y4	0.802	0.204	Correct
Y5	0.707	0.204	Correct
Y6	0.851	0.204	Correct
Y7	0.835	0.204	Correct
Y8	0.364	0.204	Correct
Y9	0.791	0.204	Correct
Y10	0.824	0.204	Correct

Source: Primary Data Processed (2024)

Based on the table above, the value of $r_{count} > r_{table}$ implies that all assertions of the job satisfaction variable is legitimate. So it may be read as all expressions of the variable of work satisfaction are acceptable or eligible for use in the data analysis procedure.

Reability Test

The following are the results of the reliability test for the instruments used to measure the variables in this study, processed using SPSS.25:

Table 4. Results of the Reliability Test for All Research Variables

Variable	Cronbach's Alpha	Threshold ($\alpha \geq 0.700$)	Information
Leadership (X1)	0.856	$\alpha \geq 0.700$	Credible
Internal Communication (X2)	0.812	$\alpha \geq 0.700$	Credible
Job Satisfaction (Y)	0.877	$\alpha \geq 0.700$	Credible

Source: Primary Data Processed (2024)

The reliability test results for each variable indicate that all constructs meet the reliability threshold (Cronbach's Alpha ≥ 0.700). Specifically, the Cronbach's Alpha for the job satisfaction variable was 0.877, demonstrating that the instrument's statements are highly reliable ($0.877 > 0.700$). Similarly, the instruments for leadership and internal communication variables also meet the reliability criteria, with values of 0.856 and 0.812, respectively. These results confirm the credibility and consistency of the measurement tools used in this study.

Normality Test

The following are the results of the Normality Test:

Table 5. Data Normality Test Results

N	Std.Deviation	Test Statistic	Sig.(2-tailed)	Information
66	2.68368410	0.087	0,200	Normal distributed data

Source: Primary Data Processed (2024)

Table 7 shows that the sig value of 66 individuals is 0.200, which is greater than 5%. H_0 is thus accepted, indicating that the final data originates from a population that is normally distributed. Thus, the sig values of the normally distributed population are used to determine the sample.

Multicollinearity Test

The following are the results of the Multicollinearity Test:

Table 6. Data Multicollinearity Test Results

Variable	X	B	Std.Eror	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
Leadership	66	.609	0.061	10.046	0.000	.801	1.249
Internal Communication	66	.297	0.129	2.296	0.025	.801	1.249

Source: Primary Data Processed (2024)

Since the tolerance number 0,801 or $0,801 > 0,10$ and the VIF number = 1.249 below the number 10 were observed for both independent variables, it can be said that the regression model does not have a multicollinearity issue.

Multiple Regression Analysis

The following are the results of the Multiple Regression Analysis:

Table 7. Data Multiple Regression Analysis Test Results

Variable	X	B	Std.Eror	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
(Constant)		1.284	3.197	.402	.689		
Leadership	66	.609	0.061	10.046	0.000	.801	1.249
Internal Communication	66	.297	0.129	2.296	0.025	.801	1.249

Source: Primary Data Processed (2024)

Based on the results of the table above, a multiple linear equation can be arranged as follows:

$$Y' = 1.284 + 0.609X_1 + 0.297X_2$$

The linear regression equation above shows the direction of each variable independent of the dependent variable and can be described as follows:

1. The constant of 1.284 states that if the leadership and internal communication variables are considered constant or have a value of 0, then the average job satisfaction has a value of 1.284.

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2. The leadership variable's regression coefficient is 0.609, indicating a positive (unidirectional) link between job satisfaction and leadership. This means that work satisfaction will rise by 0.69 for every unit increase in the leadership variable of 1.
3. The internal communication variables have a correlation value of 0.297, indicating a positive (unidirectional) association between work satisfaction and remuneration. This means that work satisfaction will rise by 0.297 for every unit increase in the internal communication variable of 1.

Coefficient of Determination

Table 8. Data Coefficient of Determination Test Results

Mode	R	R square	Adjusted R square	Std. Error of the Estimate
1	0,846	0,715	0,706	2.726

Source: Primary Data Processed (2024)

Based on the table, it is explained that the Adjusted R square (R^2) is 0.706, showing that the magnitude of the simultaneous influence of Leadership and Internal Communication on Job Satisfaction is 70.6%, while the remaining 29.4% is influenced by other factors

Hypothesis Test

T-test

Test of the Influence of Leadership (X1) on Job Satisfaction (Y)

The hypotheses used for this test are :

H_0 = There was no significant influence on leadership variables on job satisfaction.

H_a = There is a significant influence on leadership variables on job satisfaction.

To find out whether H_0 is rejected or accepted, namely by comparing the t_{count} with the t_{table} , the test criteria are as follows:

H_0 Rejected If $t_{count} > t_{table}$, then H_a accepted.

H_0 Accepted If $t_{count} < t_{table}$, then H_a rejected.

The following are the results of the calculation of the T-test using SPSS.25:

Table 9. Result Test of the Influence of Leadership (X1) on Job Satisfaction (Y)

		Coefficients ^a			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.284	3.197		402	.689
	Leadership (X1)	.609	.061	.755	10.046	.000
	Internal Communication (X2)	.297	.129	.172	2.296	.025

a. Dependent Variable: Job satisfaction (Y)

Source: Primary Data Processed (2024)

The table above shows the regression sought. The sig value for the leadership variable (X) is $0.000 < 0.05$ and the t_{count} value is $10,046 > t_{table} 1.99773$ meaning significant. Significant here means that H_0 rejected and H_a accepted, meaning that Leadership (X_1) has a significant effect on employee job satisfaction, meaning that the first research hypothesis ($H1$) proposed has been tested.

Test the Influence of Internal Communication (X2) on Job Satisfaction (Y)

The hypotheses used for this test are :

H_0 = There was no significant influence on Internal Communication variables on job satisfaction.

H_a = There is a significant influence on Internal Communication variables on job satisfaction.

To find out whether H_0 is rejected or accepted, namely by comparing the t_{count} with the t_{table} , the test criteria are as follows:

H_0 Rejected If $t_{count} > t_{table}$, then H_a accepted.

H_0 Accepted If $t_{count} < t_{table}$, then H_a rejected.

The following are the results of the calculation of the T-test using SPSS.25:

Table 10. Result Test the Influence of Internal Communication (X2) on Job Satisfaction (Y)

		Coefficients ^a			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.284	3.197		402	.689
	Leadership (X1)	.609	.061	.755	10.046	.000
	Internal Communication (X2)	.297	.129	.172	2.296	.025

a. Dependent Variable: Job satisfaction (Y)

Source: Primary Data Processed (2024)

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The desired regression is displayed in the above table. The t_{count} value is $2,296 > t_{table}$ 1.99773, indicating significant, while the sig value for the internal communication variable (X) is $0.025 < 0.05$. This indicates that the second research hypothesis (H2) has been investigated, since H_0 was rejected and H_a was accepted, indicating that Internal Communication (X_2) significantly affects employee work satisfaction.

F-test

The purpose of the f test is to ascertain how independent factors collectively affect dependent variables, namely internal communication (X2) and leadership variables (X1) on employee job satisfaction (Y).

Table 11. Data F-Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1176.723	2	588.362	79.179	.000 ^b
	Residual	468.140	63	7.431		
	Total	1644.864	65			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Internal Communication, Leadership

Source: Primary Data Processed (2024)

In this table, it can be seen that the F_{count} is $79,179 > F_{table}$ is 3,140 (df = 66 – 2) with its probability value or sig. = $0.000 < 0.05$ This means that the leadership and internal communication variables together (simultaneously) have a significant influence on employee job satisfaction. So the third hypothesis regarding leadership and internal communication on job satisfaction is accepted

DISCUSSION

The results of this study reinforce the importance of the role of leadership in increasing employee job satisfaction, especially in the public service sector such as PDAM Tirta Giri Nata. With a t_{count} value (10,046) that is significantly greater than t_{table} (1.99773) and a p-value of $0.000 < 0.05$, this study shows that effective leadership has a positive and significant impact on job satisfaction.

This is consistent with the research of Hermani, (2017) and Pratama et al., (2022) which highlights that leadership can create a work environment that supports employee development. Strong leadership not only motivates employees to perform better but also provides a sense of confidence, stability, and clear direction within the organization. At PDAM Tirta Giri Nata, effective leadership allows employees to work more organized, thereby increasing productivity and the quality of services provided.

However, the relationship between leadership and job satisfaction can be influenced by a variety of other factors, such as organizational culture, relationships between employees, and the leadership style applied. For example, an overly authoritarian leadership style can create tension, while a more participatory style can increase a sense of belonging among employees.

The Impact of Internal Communication at PDAM Tirta Giri Nata Cirebon City on Employee Job Satisfaction

The results of this study show that internal communication has a significant influence on the job satisfaction of PDAM Tirta Giri Nata employees. With t_{count} value (2.296) that is greater than the t_{table} (1.99773) and a p-value of $0.025 < 0.05$, it can be concluded that effective internal communication supports the implementation of employee duties and responsibilities, thereby increasing job satisfaction.

Good internal communication serves as the main channel in conveying the organization's vision, mission, and strategy to all employees. This ensures that every individual in the organization has the same understanding of their roles and responsibilities, thus leading to better coordination. At PDAM Tirta Giri Nata, effective internal communication not only helps ensure the smooth implementation of operational tasks but also supports the achievement of organizational targets more efficiently.

These findings are in line with the study of Widana et al., (2023), which emphasizes the importance of internal communication in creating a harmonious work environment. Good internal communication ensures a smooth flow of information between management and employees so that employees feel involved in the decision-making process and are more motivated to contribute optimally. In the context of PDAM Tirta Giri Nata, this is very relevant considering the complexity of operational tasks that require close cooperation between units and departments.

However, the effectiveness of internal communication can be affected by several key factors, including:

Management Openness:

Openness in providing information, both related to strategic policies and organizational development, can increase employee trust and a sense of involvement.

Proper Use of Communication Media:

Choosing a communication medium that suits the needs and conditions of the organization, such as a digital platform for quick information or a face-to-face meeting for in-depth discussions, is essential to ensure that the message is conveyed well.

Individual Ability to Convey and Receive Messages:

The capacity of each individual, both at the management and employee levels, to articulate an idea or understand a message affects the effectiveness of communication.

Communication barriers, such as misunderstandings between organizational levels, unclear messages, or lack of information transparency, can disrupt workflows and decrease job satisfaction. Therefore, organizations need to minimize these barriers through more adaptive and inclusive communication strategies, such as

Communication Training: Provides training to employees and managers to improve interpersonal and technical communication skills.

Communication Channel Development: Using technology-based internal communication applications or intranet systems to disseminate information quickly and organized.

Feedback Mechanism: Creating a two-way communication channel that allows employees to provide feedback regularly to increase engagement and transparency.

By adopting this approach, PDAM Tirta Giri Nata can further optimize internal communication as a foundation to create a productive and satisfying work environment for employees.

The Impact of Internal Communication and Leadership on PDAM Employee Job Satisfaction Cirebon City's Tirta Giri Nata

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The results showed that internal communication and leadership simultaneously had a positive and significant influence on employee job satisfaction at PDAM Tirta Giri Nata, with an F_{Count} value (79.179) greater than F_{table} (3.140) and a very small p-value ($0.000 < 0.05$). Based on these results, it can be concluded that the combination of these two variables has a strong influence on job satisfaction, with a contribution of 70.6% explained by the internal communication and leadership variables. These results are consistent with Ganiya, (2021) research, which found that leadership and internal communication play an important role in improving job satisfaction through better motivation and coordination. In addition, it is also supported by research conducted by Sukarja & Rahmat, (2019) Leadership and internal communication have a positive and significant effect on the job satisfaction of employees of the Riau Provincial Education Office

Effective internal communication ensures that employees are adequately informed about their goals, strategies, and roles in achieving organizational goals. Structured and transparent information helps employees feel more connected to the organization's vision, thereby increasing engagement and morale (Bagga et al., 2023). Meanwhile, good leadership provides clear direction, and motivation, and creates a sense of trust between management and employees. Transformational leadership, as suggested by Tanjung* & Frinaldi, (2023) can inspire employees to exceed their expectations and contribute to the overall performance of the organization.

The combination of strong internal communication and effective leadership plays a crucial role in creating a positive work climate. At PDAM Tirta Giri Nata, the success of this combination can be seen in the increase in employee productivity and efficiency in the implementation of operational tasks.

Nevertheless, although internal communication and leadership have a great influence, it should be noted that 29.4% of other factors that affect job satisfaction have not been explained by these two variables. Other factors that may contribute include:

Reward System: Providing financial and non-financial incentives by employee contributions can increase motivation and job satisfaction (Kosasih & Kurniawan, 2019b).

Career Development Opportunities: Training programs and clear career development paths can give employees hope for future advancement (Nugroho et al., 2024b).

Work-Life Balance: A work environment that supports work-life balance can help employees feel more fulfilled and less overwhelmed (Pangaila et al., 2022b).

Organizations like PDAM Tirta Giri Nata need to identify and integrate these factors into their human resource management strategies. This can be done through regular job satisfaction surveys, focusing on employee needs, and evaluating existing management policies. With a comprehensive approach, organizations can improve employee job satisfaction comprehensively and sustainably.

CONCLUSION

The conclusion of the study regarding the influence of leadership and internal communication on the job satisfaction of employees at PDAM Tirta Giri Nata Cirebon City highlights several key findings. First, leadership is shown to have a positive and significant impact on job satisfaction, where effective leadership plays a crucial role in enhancing employee productivity and satisfaction. A strong leadership presence provides direction, motivation, and

support, which in turn fosters a more engaged and satisfied workforce. Secondly, internal communication is also positively and significantly related to job satisfaction, as clear and effective communication within the organization ensures that employees understand their roles, tasks, and the organization's objectives, leading to a more harmonious and fulfilling work environment. Lastly, when considering both variables together, the study reveals that leadership and internal communication, when functioning well in tandem, have a combined positive influence on job satisfaction, emphasizing that both aspects must be optimized to achieve high levels of employee satisfaction. This suggests that organizations should focus on strengthening both leadership qualities and communication practices to create an environment where employees feel valued, informed, and motivated, thus contributing to overall organizational success

LIMITATION AND IMPLEMENTATIONS

This research has several limitations that need to be considered. First, the sample size used for 66 employees out of a total population of 190 may not fully reflect the characteristic diversity of the entire population, although statistically adequate. Second, this research was only conducted at PDAM Tirta Giri Nata in Cirebon, so the results may not be generalized to other organizations that have different structures, cultures, or operational contexts. Third, the quantitative approach used limits the exploration of qualitative aspects, such as individual experiences and interpersonal relationships, that may be significant in influencing job satisfaction. In addition, the use of questionnaires as a data collection tool can allow for response bias, for example, the tendency of respondents to give answers that are considered the most socially "correct". Furthermore, this study only explains 70.6% of job satisfaction variability

The results of this study have strategic implications for the management of PDAM Tirta Giri Nata and similar organizations to increase employee job satisfaction. One important step is to strengthen leadership by adopting a transformational leadership style that focuses on employee empowerment and motivation. Leadership training programs that include team management, effective communication, and conflict resolution can be key strategies. In addition, optimizing internal communication through modern technologies, such as digital collaboration applications or intranet systems, can speed up the flow of information and ensure openness. Management also needs to hold regular discussion forums to encourage two-way dialogue involving employees in strategic decision-making. To understand employee needs more deeply, job satisfaction surveys should be conducted periodically and complemented by in-depth interviews to gain qualitative insights. Furthermore, Structured career development, training opportunities, and equitable incentives can increase employee motivation and loyalty. By implementing these steps, PDAM Tirta Giri Nata can create a more harmonious and productive work environment, thereby supporting the achievement of organizational goals in a sustainable manner.

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