

The influence of communication, coordination, and bureaucratic leadership style in the planning, research, and development agency through interpersonal perception on the job satisfaction of regional apparatus employees in the Riau Islands Provincial Government

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Abstract

Purpose: This study analyzes the influence of motivation, organizational commitment, and workload on job satisfaction of regional officials with competency as an intervening variable in the Riau Islands Province Regional Financial and Asset Agency. In 2023, 11,380 files (49.26 %) experienced delays in processing from SPP to SP2D for 3 – 10 days.

Research Methodology: A quantitative approach with census sampling of 105 employees was used. Data were collected through questionnaires with a five-point Likert scale and analyzed using PLS-SEM (SmartPLS 4) to assess validity, reliability, and structural relationships.

Results: Using primary data from 143 employees, this study found that motivation has no direct significant effect on job satisfaction. In contrast, motivation, commitment, and workload significantly influence competence, highlighting the importance of motivation in improving employee performance. Competence has also been proven to be a significant mediator between motivation, commitment, and workload on job satisfaction.

Conclusions: Employee satisfaction is strongly shaped by effective communication and leadership, supported by positive interpersonal perceptions, whereas coordination contributes weakly.

Limitations: This study focused only on one government agency with cross-sectional data, limiting generalization and temporal analysis.

Contribution: This study highlights the mediating role of interpersonal perception, offering practical insights for strengthening communication and leadership to enhance satisfaction in public institutions.

Keywords: *Bureaucratic Leadership Style, Communication, Coordination, Interpersonal Perception, Job Satisfaction*

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1. Introduction

The Riau Islands Province Planning, Research, and Development Agency was formed based on Riau Islands Province Regional Regulation Number 4 of 2021 concerning the establishment and composition of regional apparatus. The Riau Islands Provincial Planning, Research, and Development Agency is tasked with supporting the Governor in carrying out functions related to planning, research, and innovation, in accordance with the authority of the provincial government. To ensure the successful implementation of the Regional Government Work Plan (RKPD) can run well, regional development control and evaluation are carried out. This is in accordance with Law Number 23 of 2014 and the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017. Through evaluation, it is possible to determine whether the output and outcome of activities are in accordance with the predetermined targets. Based on the identification of phenomena that occurred in Barenlitbang Riau Islands Province related to the performance achievement of program indicators, it was found that there were still several indicators of regional development activities that had not been optimally implemented.

Tabel 1. Number of Fund Disbursement Orders (SP2D) Based on Length of Issuance Issuance Process at the Regional Finance and Asset Agency Riau Islands Province in 2023

No	Description of Affairs	Number of Affairs	Number of Indicators	Attained	Percentage
1	Basic Government Service Affairs	7	95	76	80,00%
	Mandatory Government Affairs Non-Basic	18	105	84	80,00%
2	Services				
3	Discretionary Government Affairs	8	52	42	80,77%
4	Supporting Functions of Government Affairs	7	47	38	80,85%
	Number	40	299	240	80,27%

Source: BKAD Riau Islands Province, Year 2024

The table above presents the data on the results of controlling and evaluating the achievements of the 2022 RKPD of Riau Islands Province in the second quarter of 2023, related to the performance achievement of RPJMD programme indicators. It is found that there are still several indicators of regional development activities that have not been optimally implemented. From this data, it can be seen that there are still several programmes and programme performance indicators (outcomes) of regional development that cannot be achieved 100%. This is due to several factors, among others.

1. Inappropriate budget management results in certain sub-activities achieving low or even very low achievements.
2. Implementation guidelines for several activities were issued late, or constraints made it difficult to implement the activities.
3. Appointment of officials to implement activities that are late in being determined.
4. Delays in the procurement of goods and services (auctions) cause delays in the implementation of work.
5. The existence of a budget refocusing policy so that activities are not optimally implemented.
6. The placement of an incorrect account code means that repairs must be made first, which results in delayed disbursements.

This must certainly be a serious concern for Barelitbang Riau Islands Province so that development programs for the community can be realized, which will improve coordination with other work device employees. Therefore, this study aims to analyze the effect of communication, coordination, and bureaucratic leadership style on the job satisfaction of regional apparatus employees, with interpersonal perception as an intervening variable. This research is expected to provide more insight into the factors that influence job satisfaction of regional apparatus employees to improve services in the formulation of RPJMD, as well as provide recommendations to reduce employee burnout at the Riau Islands Province Planning, Research, and Development Agency (BARENLITBANG).

2. Literature Review

2.1 The Effect of Communication on Job Satisfaction

Sianturi and Megasari (2023) stated that communication is a process of conveying information or messages so that it can be understood, accepted, and followed by the receiving party. It cannot be denied that communication is very important for organisations or individuals. Effective communication allows an organization to operate smoothly and achieve success. Conversely, a lack of communication can hinder the functioning of an organization (Sirait, Dewi, & Rumengan, 2024). For example, if an organization leader does not provide clear information to employees about the start time of activities and their respective tasks, employees may not come to work, which in turn can lead to dissatisfaction. According to Siahaan (2022), communication significantly impacts employee satisfaction.

H1: There is a direct influence between communication on job satisfaction Regional apparatus

2.2 The Effect of Coordination on Job Satisfaction

According to Siahaan (2022), work coordination is defined as an effort to balance and direct the team by assigning the right tasks to each member and ensuring that these activities are carried out in harmony among employees within the company. Coordination is an important factor in company progress. Organizations need employees who can coordinate well with each other. Employees with high coordination levels tend to show optimal performance. This situation is beneficial for the organization because employees are an important part of human resources and need to be maintained. The results of Ellina (2022) show a similar conclusion: coordination has a significant impact on the level of job satisfaction of employees.

H2: There is a direct influence between coordination on Regional Apparatus Job Satisfaction

2.3 The Effect of Bureaucratic Leadership Style on Job Satisfaction

Anwarudin, quoted by Ohemeng, Obuobisa Darko, and Amoako-Asiedu (2020), explains that bureaucratic leadership is a type of leadership based on transactional relationships between leaders and subordinates, with a strong emphasis on aspects of individuality in the organization. This leadership style is characterized by full authority in the hands of superiors, a strong focus on work, strict supervision, clear organizational rules, resistance to change, and orientation towards positions and power. The bureaucratic leadership style in an organization can affect the level of job satisfaction. However, excessive application of this leadership style can lead to a decrease in employee job satisfaction. Excessive application of the bureaucratic leadership style can lead to decreased job satisfaction. Lesmana, Rosadi, Hermana, Liu, and Winarno (2022) show that bureaucratic leadership style significantly impacts job satisfaction.

H3: Bureaucratic leadership style directly influences the job satisfaction of the regional apparatus.

2.4 The Effect of Communication on Interpersonal Perception

According to Habib et al. (2024), interpersonal perception is a person's experience of other people, feelings, or relationships obtained by understanding information and conveying messages. Saxena, Rastogi, Gupta, and Nesamony (2022) defines communication as the process of exchanging messages, both verbal and nonverbal, between senders and receivers with the aim of influencing behaviour. The connection between these two variables can be seen in efforts to improve employees' interpersonal perceptions by improving effective communication (Ngaliman, Catrayasa, & Lie, 2024). Appropriate and effective communication from Regional Apparatus Organization employees can create positive interpersonal perceptions in the process of preparing work plans in each regional apparatus organisation. Therefore, communication can help improve the interpersonal perceptions of regional apparatus organization employees in preparing the organization's work plan. Similar research that supports this study was conducted by Luky, Kurniawati, and Cerya (2021), who found that communication has a relevant effect on the interpersonal perceptions of employees.

H4: There is a direct influence between Communication on Interpersonal Perceptions of Regional Apparatus employees

2.5 The Effect of Coordination on Interpersonal Perception

According to Xinyu (2023), coordination is a process that combines the goals and activities of various separate units (such as departments or functional areas) in an organization so that the organization's

goals can be achieved more efficiently. Based on this, it can be seen that a process of combining activities is needed to achieve organizational goals (Akram, Ansari, ulhaq, & Yan, 2023) explains that interpersonal perception is an understanding that is influenced by personal and situational factors. One of the important factors that influence an organization's progress in achieving its goals is building coordination among all members of the company. This is in line with the results of Utomo et al. (2023), who showed that coordination significantly influences employee perceptions.

H5: There is a direct influence of Coordination on Interpersonal Perception of Regional Apparatus employees.

2.6 The Effect of Bureaucratic Leadership Style on Interpersonal Perception

According to Ludviga and Kalvina (2024), the bureaucratic leadership style is a leadership style emphasizes compliance with rules. If these rules are not followed, disharmony can occur in the organization. Bureaucratic leadership usually focuses on compliance with existing procedures, dislikes change, and tends to make decisions based on previous policies. Leaders who use this leadership style create a conducive and comfortable work environment, which can increase employee morale. This is certainly useful for improving the perception of each employee at work. Thus, employees will be able to provide optimal performance to achieve organizational goals. Jabbar and Supriyadi (2024) show that leadership style has a relevant influence on employee perceptions at the Sutan Raja Hotel Manado.

H6: Bureaucratic leadership style has a direct influence on the interpersonal perception of regional apparatus employees.

2.7 The Effect of Communication on Job Satisfaction Mediated by Interpersonal Perception

According to Ibrahim et al. (2022), communication is the process of exchanging messages between senders and receivers, verbal and nonverbal, which aims to influence time. Lindseth and Norberg (2022) explain that perception is the process of receiving information that results in an understanding of the world around us. In this case, a person needs to select information that is important to pay attention to, categorize it, and then interpret it based on their knowledge. The relationship between communication, interpersonal perception, and job satisfaction is an important concept in the work environment (Ningrum, Fachrudin, & Ngaliman, 2024). Communication can influence a person's job satisfaction through the interpersonal perceptions that individuals have of their jobs (Maulana, Wibisono, & Sarmini, 2024). Interpersonal perception can be interpreted as an employee's view or understanding of other people's attitudes towards their behavior. Good communication can increase employee job satisfaction because individuals who communicate effectively tend to feel more satisfied and motivated at work. Research conducted by Nurdin (2023) showed that interpersonal perceptions mediate the effect of communication on job satisfaction (Nasarasiddi, 2024).

H7: There is an indirect effect of communication on job satisfaction mediated by interpersonal perceptions.

2.8 The Effect of Coordination on Job Satisfaction Mediated by Interpersonal Perception

Yuwono and Rachmawati (2024) state that coordination is an effort that is carried out regularly and in harmony to provide the right amount and time, and direct the implementation of activities to create actions that are in line and harmonious with predetermined goals. According to Naini, Santoso, Andriani, Claudia, and Nurfadillah (2022), customer satisfaction is the extent to which the performance of a product matches customer expectations. In addition, coordination, interpersonal perceptions, and job satisfaction are important for an organization, because organizations need these elements to manage employees effectively so that organizational goals can be achieved and optimal results can be produced. This research is in line with the results obtained from (Wiedermann, Barbieri, Engl, & Piccoliori, 2024), which shows that coordination has an influence on employee job satisfaction, but this influence is not significant.

H8: There is a direct indirect effect between Coordination on Job Satisfaction mediated by Interpersonal Perception.

2.9 The Effect of Bureaucratic Leadership Style on Job Satisfaction Mediated by Interpersonal Perceptions

According to Arshad, Ullah, and Malik (2021), bureaucratic leadership style is the ability of a leader to manage his employees by following existing rules and utilising his influence to achieve organisational goals. According to Setiono and Hidayat (2022), a person's satisfaction with a service is determined by individual emotions when comparing expectations and perceived performance. The level of satisfaction contained in an individual is determined by the expectations and performance they have carried out. The combination of the application of a good bureaucratic leadership style and the right work program is very important in increasing employee satisfaction in preparing the work plan of the regional apparatus organization. This shows the important role of bureaucratic leadership style in creating satisfaction and a positive view of employee work. This research is in line with the findings of Lesmana et al. (2022), who stated that bureaucratic leadership affects employee satisfaction at work.

H9: Bureaucratic leadership style indirectly influences job satisfaction through interpersonal perceptions. The Effect of Bureaucratic Leadership Style on Job Satisfaction Mediated by Interpersonal Perceptions

2.10 The Effect of Interpersonal Perception on Job Satisfaction

According to Ausat (2023), perception is the process by which a person receives information and forms an understanding of the world around them. Individuals must select relevant information, categorize it, and interpret it based on their existing knowledge. Satisfaction is defined as customer expectations in accordance with product performance. According to Memon, Khahro, Memon, Memon, and Mustafa (2023), the relationship between interpersonal perceptions and optimal employee satisfaction can be explained by increasing positive perceptions of the work done. The relationship between interpersonal perceptions and job satisfaction is that when an employee has a positive view, their performance improves, which in turn increases their job satisfaction. Research conducted by Silva, Moreira, and Mota (2023) revealed that perception significantly impacts employee job satisfaction.

H10: There is a direct influence of Interpersonal Perception on Job Satisfaction of Regional Apparatus.

3. Research Methodology

This study is quantitative research, using primary data obtained from respondents' answers through questionnaires. The quantitative approach is a research method based on the philosophy of positivism and is used to study certain groups and samples. data are collected through research tools and then analyzed numerically or statistically to test predetermined hypotheses (Darna, Setiawan, Basari, & Kasman, 2024).

The population consists of employees of the regional apparatus of the province of the islands, including several positions, such as the head of planning, head of planning subdivision, employees with the functional position of planner, head of administration in each bureau within the regional secretariat, and one planning staff member in each regional apparatus organization. The total population was 105 patients. The sample was determined using the census sampling technique, with the criteria that the entire population becomes the research sample (Casteel & Bridier, 2021). The data in this study are primary data, obtained directly from the main source.

The type of data used is primary data from direct sources. The main source of information is the employees of the Riau Islands Province Planning, Research, and Development Agency (Barenlitbang). Primary data were collected through a survey using a questionnaire as an information-gathering tool. In this study, the questionnaire was closed-ended and self-administered by the participants. data were collected through a questionnaire with a five-option Likert scale: strongly agree, agree, neutral, disagree, and strongly disagree. For positive statements, ratings were weighted from 5 for 'strongly agree' to 1 for 'strongly disagree.' In contrast, for negative statements, the scoring weights were reversed: 'strongly agree' was weighted 1 and 'strongly disagree' was weighted 5. The process of distributing, completing, and collecting the questionnaires took approximately 30 days and was conducted in stages. Therefore, the researcher collected the questionnaires in several stages. In this study, questionnaires were distributed to Riau Islands Province regional apparatus employees through an online link.

Table 2. Grids and Indicators

Variables	Indicators	Source
Job Satisfaction (Y)	1. Responsiveness 2. Reliability 3. Empathy 4. Tangibles	Pasuraman dan Zeirhaml dalam Eswika Nilasari (2015:4)
Interpersonal Perception (Z)	1. Work Quality 2. Timeliness 3. Employee Initiative 4. Ability 5. Communication	Mitchel (2017: 158)
Communication (X1)	1. Understanding 2. Enjoyment 3. Influence on Attitude 4. Good Relationship 5. Action	Sutardji (2019:36)
Coordination (X2)	1. Communication 2. Division of Work 3. Unity of Action 4. Responsibility 5. Discipline	Sugandha (2018:18)
Bureaucratic Leadership Style (X3)	1. Leader 2. Regulations 3. Function 4. Obedience 5. Career Development	Pasolong (2021:50)

This study uses the Partial Least Square (PLS) data analysis technique, which is a second-generation multivariate method with a structural equation model (SEM) approach. PLS can be applied to small samples, but with larger samples, the accuracy of the estimates can be improved. This method does not require the assumption that the data are normally distributed. PLS constructs can use formative and reflective models. In addition, the number of indicators that can be used is quite large, up to 1000 indicators.

4. Result and Discussion

4.1 Measurement Model (Outer Model)

The measurement model analysis (Outer Model) was conducted to assess the constructs of the variables under study that are appropriate and reliable. This assessment includes several aspects: (1) convergent validity/average variance extracted (AVE) and (2) Discriminant Validity.

4.1.1 Convergent Validity

Convergent validity refers to the degree to which a measurement is positively correlated with alternative measurements that assess the same construct. The validity of an indicator or statement item can be seen from the outer loading value of each item. According to Mohd Dzin and Lay (2021), an indicator is considered valid if it has an outer loading value greater than 0.7. Conversely, if the outer loading value is less than 0.7, the indicator is considered to be invalid. The results of testing the outer model, which shows the outer loading value using Smart PLS, are shown in Figure 1.

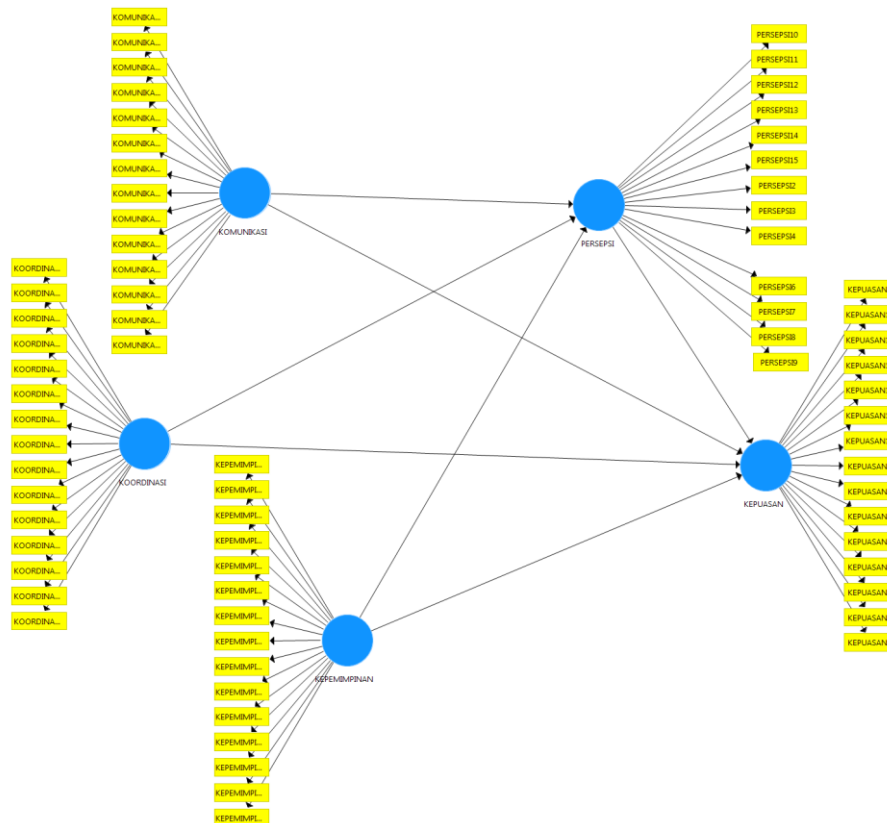


Figure 1. Outer Model Test Results

The figure shows that all variables have values above 0.7, thus fulfilling the validity criterion. Convergent validity can also be assessed using the Average Variance Extracted (AVE) value. In this study, each variable had an AVE value that exceeded 0.5. The details of the AVE value for each variable are as follows:

Table 3. Average Variance Extracted (AVE) Value

Variable	Nilai AVE
(X1) Communication	0.578
(X2) Coordination	0.706
(X3) Bureaucratic Leadership Style	0.608
(Z) Interpersonal Perception	0.566
(Y) Job Satisfaction	0.617

Source: Data processed with SmartPLS 4 (2024)

Based on the Average Variance Extracted (AVE) and outer loading values, the data in this study met the requirements of convergent validity.

4.1.2 Discriminant Validity

The discriminant validity test uses the cross-loading factor value to determine whether a construct has adequate discriminant. A construct is considered qualified if the loading value on the construct is higher than that of other constructs, and each construct has a standardized loading value greater than 0.7. The details of these values are presented in Table 4.

Table 4. Outer Loading Value

	Leadership	Satisfaction	Communication	Coordination	Perception
Leadership 1	0,779				
Leadership 10	0,754				

Leadership 11	0,712	
Leadership 12	0,847	
Leadership 13	0,833	
Leadership 14	0,792	
Leadership 15	0,738	
Leadership 2	0,836	
Leadership 3	0,802	
Leadership 4	0,783	
Leadership 5	0,780	
Leadership 6	0,775	
Leadership 7	0,780	
Leadership 8	0,752	
Leadership 9	0,717	
Satisfaction 1		0,800
Satisfaction 10		0,761
Satisfaction 11		0,704
Satisfaction 12		0,858
Satisfaction 13		0,804
Satisfaction 14		0,813
Satisfaction 15		0,738
Satisfaction 2		0,853
Satisfaction 3		0,798
Satisfaction 4		0,800
Satisfaction 5		0,762
Satisfaction 6		0,790
Satisfaction 7		0,808
Satisfaction 8		0,744
Satisfaction 9		0,732
Communication 1		0,769
Communication 10		0,727
Communication 11		0,715
Communication 12		0,790
Communication 13		0,788
Communication 14		0,733
Communication 15		0,727
Communication 2		0,782
Communication 3		0,809
Communication 4		0,783
Communication 5		0,759
Communication 6		0,772
Communication 7		0,800
Communication 8		0,759
Coordination 1		0,850
Coordination 10		0,794
Coordination 11		0,755
Coordination 12		0,909

Coordination 13	0,861	
Coordination 14	0,878	
Coordination 15	0,830	
Coordination 2	0,907	
Coordination 3	0,806	
Coordination 4	0,860	
Coordination 5	0,746	
Coordination 6	0,864	
Coordination 7	0,916	
Coordination 8	0,804	
Coordination 9	0,796	
Perception 10		0,770
Perception 11		0,712
Perception 12		0,847
Perception 13		0,803
Perception 14		0,793
Perception 15		0,726
Perception 2		0,811
Perception 3		0,768
Perception 4		0,767
Perception 6		0,757
Perception 7		0,798
Perception 8		0,724
Perception 9		0,701

Source: Data processed with SmartPLS 4 (2024)

In the table above, all items have a standard construct value of more than 0.7, and the loading value on all intended constructs is greater than other values. This shows that all manifest variables are valid and can explain their latent variables well. The variable meets the criteria for discriminant validity if the cross-loading value is above 0.7, and retesting is not required.

4.1.3 Reliability Test

Reliability tests involve composite reliability and Cronbach's alpha to assess the consistency of the indicators of a variable. Variables are considered reliable if the composite reliability and Cronbach's alpha values are greater than 0.7. Table 5. shows the composite reliability values for each variable.

Table 5. Composite Reliability Value

Variable	Nilai <i>Composite Reliability</i>
(X1) Communication	0.953
(X2) Coordination	0.973
(X3) Bureaucratic Leadership Style	0.959
(Z) Interpersonal Perception	0.951
(Y) Job Satisfaction	0.960

Source: Data processed with SmartPLS 4 (2024)

The composite reliability value contained in the table above met the specified criteria of more than 0.7. Reliability can also be evaluated using the Cronbach's alpha value displayed in Table 6. below.

Table 6. Cronbach's Alpha Value

Variable	Nilai Cronbach's Alpha
(X1) Communication	0.947
(X2) Coordination	0.970
(X3) Bureaucratic Leadership Style	0.954
(Z) Interpersonal Perception	0.945
(Y) Job Satisfaction	0.955

Source: Data processed SmartPLS 4 (2024)

The Cronbach's alpha values listed in the table above exceed 0.7, indicating that the measurements in this study have a good or reliable level of reliability.

4.2 Evaluation of Structural Model (Inner Model)

The structural model test or inner model evaluation was used to analyze the direct and indirect effects between variables. This process begins with checking the R-squared value, followed by an assessment of the model fit, path coefficients, and specific indirect effects.

4.2.1 R-square Value

The value of R Square or the determinant coefficient (the amount of influence) and Q2 Predictive Relevance or how good the observation value is, as follows:

Table 7. R-Squares

	R Square	R Square Adjusted
Interpersonal Perception (Z)	0,689	0,679
Job Satisfaction (Y)	0,510	0,498

Source: Data processed SmartPLS 4 (2024)

The R Square value based on the table above is interpersonal perception (Z) 0.679, which means that the Interpersonal Perception variable (Z) is 67.9% influenced by Communication (X1), Coordination (X2), and Bureaucratic Leadership Style (X3), while 32.1% is influenced by other factors outside the variables studied. The R Square value of Job Satisfaction (Y) is 0.498, meaning that Job Satisfaction (Y) is 49.8% influenced by communication (X1), coordination (X2), Bureaucratic Leadership Style (X3), and Interpersonal Perception (Z), while 50.2% is influenced by other factors outside the study. The R Square value of Competence (Z) is 0.679, which is greater than 0.67, indicating that the model is good. Meanwhile, the R value of Job Satisfaction (Y) of 0.498 is smaller than 0.67, which indicates that the model is not good.

4.3 T-Statistic (Bootstrapping)

The bootstrapping method in SmartPLS 4 can only be performed if the existing data fulfill the previous measurement requirements. Bootstrapping is a repeated sampling method that generates N new samples from the original data of size n. Each new sample is taken one by one from the original data until it reaches n. Each new sample is taken one by one from the original data until it reaches n takes (Efron and Tibshirani, 1994). The t-statistic results of this bootstrapping are presented in Table 8.

Table 8. T-Statistics (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 -> Y	0,058	0,060	0,076	0,756	0,450
X2 -> Y	-0,130	-0,133	0,049	2,651	0,008
X3 -> Y	0,230	0,232	0,056	4,143	0,000
X1 -> Z	0,316	0,314	0,080	3,966	0,000
X2 -> Z	0,299	0,307	0,064	4,678	0,000
X3 -> Z	0,249	0,431	0,061	7,065	0,000

Z -> Y	0,815	0,816	0,055	14,894	0,000
X1 -> Z -> Y	0,258	0,257	0,069	3,733	0,000
X2 -> Z -> Y	0,243	0,252	0,061	4,004	0,000
X3 -> Z -> Y	0,350	0,351	0,045	7,781	0,000

Source: Data processed SmartPLS 4 (2024)

Based on data analysis, the results of the hypothesis testing are as follows:

1. Communication at Barenlitbang has a direct and significant effect on employee satisfaction in the Riau Islands Provincial Government's Regional Apparatus.
2. Coordination at Barenlitbang has a direct and significant effect on employee satisfaction in the Regional Apparatus of the Riau Islands Provincial Government.
3. The bureaucratic leadership style at Barenlitbang has a direct and significant effect on employee satisfaction in the Regional Apparatus of the Riau Islands Provincial Government.
4. Communication at Barenlitbang has a direct and significant effect on employees' interpersonal perceptions in the Riau Islands Provincial Government Regional Apparatus.
5. Coordination at Barenlitbang has a direct effect on the interpersonal perceptions of employees in the Riau Islands Provincial Government Regional Apparatus, but the results are insignificant.
6. The bureaucratic leadership style at Barenlitbang has a direct and significant effect on the interpersonal perceptions of employees in the Regional Apparatus of the Riau Islands Provincial Government.
7. Communication at Barenlitbang has an indirect effect on employee satisfaction in the Regional Apparatus through interpersonal perceptions, with significant results.
8. Coordination at Barenlitbang has an indirect effect on employee satisfaction in the Regional Apparatus through interpersonal perceptions, with insignificant results.
9. The bureaucratic leadership style at Barenlitbang has an indirect effect on employee satisfaction in the Regional Apparatus through interpersonal perceptions, with significant results.
10. Interpersonal perceptions at Barenlitbang have a direct and significant effect on employee satisfaction in the Regional Apparatus of the Riau Islands Provincial Government.

5. Conclusion

This study reveals that the coordination of the Planning, Research, and Development Agency (BARENLITBANG) of the Riau Islands Province has no significant influence on employees' interpersonal perceptions, either directly or indirectly. Coordination efforts, including focus group discussions (FGDs) between planning officers from regional organizations (OPD) and BARENLITBANG, have been effectively carried out to facilitate better two-way communication. However, a dedicated application system is needed to expedite the evaluation process of regional work plans (Renja) and the evaluation of the Regional Government Work Plan (RKPD).

In contrast, communication and bureaucratic leadership styles have been shown to significantly impact employee job satisfaction, indicating that the communication and leadership approach adopted by BARENLITBANG has been effective. Nevertheless, employee performance could be further optimized by focusing on task alignment, career development, and professional growth for planning staff at BARENLITBANG. This is especially important for those involved in planning services for OPD partners. Enhanced career progression, training, and experience would ensure that the planning process from start to finish aligns with reporting and evaluation standards. These findings suggest that while interpersonal perceptions can influence overall work performance, factors such as job satisfaction, communication, coordination, and bureaucratic leadership style play a more substantial role in determining employees' intent to continue working. Therefore, efforts to improve employee job satisfaction with BARENLITBANG's performance may be more effective if they focus on enhancing the quality of coordination and addressing other aspects that more directly impact employee satisfaction and well-being.

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