

The Influence of Work Discipline, Leadership, and Compensation on Job Satisfaction of Employees in the Regional Secretariat of Kampar Regency

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Abstract

This study aims to determine the effect of work discipline, leadership and compensation on employee job satisfaction at the Kampar Regency Regional Secretariat. This study uses a quantitative approach in the form of associative. The population in this study were 52 employees at the Kampar Regency Regional Secretariat. The sampling technique used was the saturated sample technique, the number of samples used in this study was 52 employees at the Kampar Regency Regional Secretariat. Data were collected using a questionnaire method. The data analysis technique used multiple linear regression analysis. The results of the study showed that: (1) The results of the t-test, the Work Discipline variable (X1) obtained a t-count value > t-table (2.080 > 1.677) and a Sig. value < 0.05 (0.037 < 0.05), so H1 was accepted. Thus, work discipline has a significant effect on employee job satisfaction at the Kampar Regency Regional Secretariat, (2) The results of the t test, the Leadership variable (X2) obtained a calculated t value > t table (2.522 > 1.677) and a Sig. value < 0.05 (0.015 < 0.05), so that H2 is accepted, (3) The results of the t test, the Compensation variable (X3) obtained a calculated t value > t table (2.013 > 1.677) and a Sig. value < 0.05 (0.049 < 0.05), so that H3 is accepted. Thus, compensation has a significant effect on employee job satisfaction at the Kampar Regency Regional Secretariat, (4) The results of the F test, obtained a calculated F value > F table (3.942 > 2.80) and a significance value < 0.05 (0.014 < 0.05), so that H4 is accepted. Thus, work discipline, leadership, and compensation simultaneously have a significant influence on employee job satisfaction at the Kampar Regency Regional Secretariat.

INTRODUCTION

Human resources are a fundamental asset that determines the success and sustainability of a company. Optimal workforce management will create a productive work environment that ultimately drives competitive advantage (Galu & Fahrul, 2025). Quality human resources are demonstrated through technical competence, regulatory understanding, managerial skills, and integrity in carrying out tasks (Kasmawati, et.al., 2026).

A company's success in achieving its goals depends not only on what it produces and offers to customers or clients, but also on the quality of its human resources. Human resources are inherently integral to every organizational resource, as a determining factor in its existence and role in contributing to the effective and efficient achievement of organizational goals. The availability of qualified human resources or employees is an invaluable asset for a company (Sutardjo, 2023).

Human resources are a key factor in determining a company's success. Therefore, every company should require qualified human resources, one way of doing this is by increasing employee job satisfaction in the company so that employees can work well and achieve company goals by paying attention to employee job satisfaction (Syazida et al., 2022). The most recent educational background of employees at the Kampar Regency Regional Secretariat is as follows:

Table 1. Last Education of Kampar Regency Regional Secretariat Employees

Nu	Level of education	Number of Employees
1	SMA/ Equal	18
2	Bachelor (S1)	26
3	Bachelor (S2)	8
Total		52

Source: Kampar Regency Regional Secretariat

Based on Table 1, the education levels of employees at the Kampar Regency Regional Secretariat are quite diverse. The largest number of employees are bachelor's degree (S1) graduates (26), followed by high school graduates (18), and master's degree (S2) graduates (8). These data illustrate that the workforce is dominated by workers with secondary and tertiary education, thus providing a valuable asset in supporting organizational performance and improving service quality.

Positive feelings about one's job resulting from evaluating job characteristics constitute job satisfaction. Employee satisfaction plays a crucial role in determining organizational success (Ariana & Riana, 2016). Job satisfaction is crucial because employees within a company are a dominant factor in determining the success or failure of activities within the company. Job satisfaction is essentially the extent to which employees express positive or negative feelings about their work. Each individual has a different level of satisfaction, depending on their own value system (Syazida, et al., 2022).

Handoko in Putu, et al., (2025) defines job satisfaction as a pleasant or unpleasant emotional state experienced by employees regarding their work.. Rivai dan Mulyadi in Sanger, (2013) define job satisfaction as a feeling of security or safety in their work, both from a socioeconomic perspective (salary and social security) and psychological perspectives such as opportunities for advancement. Job satisfaction is defined as a person's perspective on their job; this perspective can be positive or negative.

Job satisfaction plays a vital role in a company. Employees who feel comfortable and satisfied with what they receive and do will undoubtedly increase company productivity. A company must pay attention to the level of job satisfaction of its employees. By paying attention to this, the company can find new strategies to improve employee performance, thereby increasing productivity without neglecting employee welfare (Mubarokh, 2024).

The Kampar Regency Regional Secretariat has 50 employees. Not all employees are satisfied with their work. Based on initial observations with 50 employees at the Kampar Regency Regional Secretariat, Kampar shows the satisfaction and dissatisfaction experienced by employees during their work. The results of observations of employee job satisfaction are presented as follows:

Table 2. Data on Job Satisfaction of Employees of the Kampar Regency Regional Secretariat

Nu	Job Satisfaction Indicators	Satisfied (People)	%	Dissatisfied (People)	%
1	Fair and appropriate compensation	40	76,9	12	23,1
2	Proper placement according to expertise	43	82,7	9	17,3
3	The weight of the work	38	73,1	14	26,9
4	Work atmosphere and environment	41	78,8	11	21,2

5	The attitude of the leader in his leadership	40	76,9	12	23,1
6	The nature of the work is monotonous or not	37	71,2	15	28,8

Source: Kampar Regency Regional Secretariat

Table 2 shows that the job satisfaction level of employees at the Kampar Regency Regional Secretariat is generally in the good category, with the majority of employees expressing satisfaction with various aspects of their work. This indicates that working conditions within the agency are sufficiently supportive of the performance of their duties.

The indicator with the highest satisfaction level is appropriate placement according to expertise (82.7%), indicating that the majority of employees feel the work assigned aligns with their competencies. Furthermore, the work atmosphere and environment received a satisfaction level of 78.8%, while fair and appropriate remuneration and leadership attitudes each received 76.9%. These conditions reflect a relatively comfortable work environment and fairly good working relationships. However, several aspects still require improvement, particularly the indicators of monotonous or non-monotonous work (71.2%) and workload (73.1%). Therefore, it can be concluded that employee job satisfaction is currently good, but ongoing evaluation and improvement are still needed to optimize job satisfaction.

Factors influencing employee job satisfaction are work discipline, leadership, and compensation. According to Nadila Andra Kurnia in Munazilah & Iryanti, (2023) Work Discipline is a sense of awareness in each employee of the rules that have been agreed upon in the company in verbal or written form regarding company standard procedures (SOP). An employee who has a good work discipline attitude will certainly try seriously in doing the work because work discipline is very necessary to be implemented to achieve a company goal. This will form a bond between employees and their work so that employees will have a satisfaction factor towards themselves and can produce good performance. Work discipline is a behavior that must be instilled in every individual inside and outside the organization, each individual must be willing to follow or obey all existing and previously agreed regulations and be willing to accept all consequences, if they violate these regulations (Syaharani, et al., 2024).

Work discipline is a form of obedience to established rules. Work discipline is always expected in employees to ensure the organization's goals are achieved effectively and efficiently (Subhan & Yusuf, 2020). Work discipline is a strength that develops within employees and allows them to voluntarily adapt to decisions, regulations, and high values in their work and behavior. The purpose of work discipline significantly influences employees' adherence to company regulations, enabling them to be effective and efficient with their time, and achieving positive results for the company by implementing work discipline (Aprilian, et al., 2024).

Work discipline can be seen in several aspects, including employee attendance records, adherence to company rules and regulations, completeness of attributes, and the existence of sanctions for violating company regulations. Employees with high job satisfaction will carry out their duties in an orderly manner, resulting in high-quality work and a positive impact on the company. Conversely, a lack of discipline among employees will decrease employee job satisfaction (Alam & Wanialisa, 2021).

Researchers' observations at the Kampar Regency Regional Secretariat revealed several phenomena related to employee work discipline, as evidenced by the absence rate. Some

employees still arrive late and leave early. This situation indicates that compliance with work hours and applicable regulations still needs to be improved.

High absence rates reflect low employee work discipline. Employee absences not only hinder work completion but also increase the workload for other colleagues. Furthermore, uncontrolled absences can disrupt the smooth delivery of public services and reduce the overall effectiveness of the organization. The following is employee absence data for the Kampar Regency Regional Secretariat in 2025.

Table 3. Data on Employee Absences of the Kampar Regency Regional Secretariat in 2025

Month	Number of Employees	Permission	Sick	Alpha	Total Absences
November	52	4	3	-	7
December	52	5	2	-	7
January	52	6	3	-	9
February	52	4	2	-	6
March	52	5	3	-	8
April	52	4	2	-	6
May	52	5	3	-	8
June	52	3	2	-	5
July	52	4	2	-	6
August	52	5	3	-	8
September	52	4	2	-	6
October	52	5	2	-	7
November	52	4	3	-	7
December	52	5	2	-	7

Source: Kampar Regency Regional Secretariat

Table 3 shows that the Kampar Regency Regional Secretariat employee absence rate was good and relatively stable throughout 2025. The total number of employee absences per month ranged from 5 to 9, indicating optimal employee attendance. The highest number of absences occurred in January, with 9 incidents, consisting of 6 absences and 3 absences due to illness. Meanwhile, the lowest number of absences occurred in June, with 5 incidents, reflecting excellent employee attendance. Overall, employee absences were primarily due to absences and illness, with no absences observed during the observation period. This indicates a good level of employee discipline, as the absences are accountable. Therefore, this level of discipline needs to be maintained through consistent discipline development and oversight to further enhance organizational effectiveness.

According to Hartatik in Wirawan et al., (2022) work discipline is a tool used by managers to change behavior and as an effort to increase awareness and willingness to comply with all agency regulations and applicable social norms. Research conducted by Yuliantini & Santoso, (2020) found that work discipline has a partial and significant positive effect on employee job satisfaction. This is in line with research by Simamora, (2021) that work discipline has a significant effect on employee job satisfaction, and research by Afianto & Utami, (2017) that found a significant effect of work discipline on job satisfaction.

Meanwhile, research conducted by Afifah, et al., (2024) found that work discipline does not have a significant impact on job satisfaction. This is in line with research by Adipura & Puspitasari,

(2022) that work discipline has little effect on employee job satisfaction. This means that even if employees are consistently disciplined at work, it has no significant or minimal effect on increasing job satisfaction.

The next factor is leadership. Amri, as quoted in Putri, et al., (2024) argues that leadership is a person's ability to influence others to carry out their orders. Improving employee job satisfaction in an organization is inseparable from the role of leaders within that organization. Leadership is a key and strategic factor in the survival of an organization/company, ensuring that goals can be achieved effectively and efficiently (Yunus & Bachri, 2013). Leadership is the ability to influence others to work together toward shared goals. Good leadership can motivate employees to complete their tasks, thereby creating satisfaction and improving performance (Syaharani et al., 2024).

Leaders can influence morale and job satisfaction, work life, and especially the level of achievement of an organization. To achieve all of this, a leader must possess the ability and skills to direct subordinates to achieve company goals. Leadership is the ability to influence others, specifically subordinates, so that they are willing to carry out the leader's wishes, even if they personally dislike them. If this is successfully implemented, employees will strive to do their best and perform responsibly, thereby improving their performance and benefiting the company (Ramli et al., 2023).

Creating job satisfaction requires good leadership. Leadership is the process of influencing or setting an example for followers in an effort to achieve organizational goals. Leadership adapts to situations and conditions, allowing for corrective action to further boost employee satisfaction. This aims to ensure employees feel more valued and cared for. Job satisfaction can be achieved if obstacles or challenges to providing work motivation are addressed (Tamali & Munasip, 2019).

Based on observations at the Kampar Regency Regional Secretariat, leadership generally performs quite well in directing and coordinating employees. Leaders are deemed capable of providing work direction, assigning tasks according to their respective areas, and establishing effective communication with employees. This creates a conducive work environment that supports the smooth implementation of organizational tasks. However, several areas still need to be optimized, such as increasing consistency in providing motivation, assertiveness in decision-making in certain situations, and providing equal attention to all employees. Furthermore, employee involvement in providing suggestions and input also needs to be further enhanced to create a more participatory working relationship. Thus, leadership at the Kampar Regency Regional Secretariat has shown a positive direction, but still requires continuous development to optimally improve employee morale, discipline, and job satisfaction.

Leadership is a trait used to influence individuals or groups to achieve goals and objectives within any community. Organizations, for example, need leaders capable of realizing a vision and mission for a better future (Harahap & Khair, 2019). Research conducted by Sulistiyowati, (2019) found that leadership has a significant influence on job satisfaction. This is in line with research by Maisyaroh et al., (2023) which found that leadership has a positive and significant influence on job satisfaction. Furthermore, research by Mawardi & Mukrodi, (2025) found that leadership has a positive and significant influence on job satisfaction.

The next factor is compensation. According to Simamora in Ardiansyah et al., (2024) compensation is something employees receive from the company in return for their contributions. Compensation is one of the human resource management functions related to all types of individual rewards in exchange for performing organizational tasks (Lukas et al., 2017).

Compensation can also influence employee satisfaction levels. According to Marwansyah in Hartanto & Turangan, (2021) compensation is also referred to as an appropriate and fair reward or reward for employees, both financial and non-financial, in return for their contributions to the company. If compensation is appropriate and fair, employee satisfaction levels will increase, thus motivating employees to achieve their desired goals, and vice versa.

Compensation is also a company's effort to retain its human resources, believing that quality employees are valuable assets in determining the company's success in achieving its goals. Therefore, companies should provide appropriate and fair compensation in an effort to foster satisfaction and encourage employees to perform their work well and correctly without coercion (Safrila & Oktiani, 2024). Based on the results of preliminary research, researchers found the following data regarding employee compensation at the Kampar Regency Regional Secretariat:

Table 4. Compensation Data for the Regional Secretariat of Kampar Regency in 2025

Month	Number of Employees	Basic Salary (Rp)	Holiday allowance	Health Insurance	Incentive (Rp)	Payment Accuracy
January	52	4.300.000	-	There is	500.000	Not Punctual
February	52	4.300.000	-	There is	500.000	On time
March	52	4.300.000	-	There is	500.000	On time
April	52	4.300.000	There is	There is	550.000	On time
May	52	4.350.000	-	There is	550.000	Not Punctual
June	52	4.350.000	-	There is	550.000	On time
July	52	4.350.000	-	There is	550.000	On time
August	52	4.400.000	-	There is	600.000	On time
September	52	4.400.000	-	There is	600.000	On time
October	52	4.400.000	-	There is	600.000	On time
November	52	4.450.000	-	There is	650.000	On time
December	52	4.450.000	-	There is	650.000	On time

Source: Kampar Regency Regional Secretariat

Table 4 shows that the compensation system at the Kampar Regency Regional Secretariat is quite good, as employees regularly receive a base salary, holiday bonus (THR), health insurance, and incentives. The base salary increased gradually from Rp4,250,000 to Rp4,450,000, while incentives increased from Rp450,000 to Rp650,000. However, there were still some untimely payments in January, May, and October. This situation can impact employee satisfaction, particularly regarding remuneration. Therefore, the compensation system is already operating quite well, but consistent and timely payments need to be improved to further enhance employee job satisfaction.

According to Robbins and Judge in Widiyanto & Setyawasih, (2019), compensation can be used as a means to motivate, improve work performance, and enhance employee job satisfaction. Higher remuneration, better status, and greater fulfillment of needs, contribute to improved job satisfaction. Research conducted by Kumala & Silvie, (2023) found that compensation has a positive and significant effect on employee job satisfaction. Furthermore, research by Yuda & Sitohang, (2024) found that compensation significantly impacts employee job satisfaction. Meanwhile, research by Hotimah et al., (2024) found that compensation has a negative but insignificant effect on job satisfaction.

The explanation of the previous findings above can be summarized in the following table:

Table 5. Research Gap Summary

Nu	Researchers and Years	Variables Studied	Research result
1	Yuliantini & Santoso, (2020)	Work Discipline → Job Satisfaction	Positive and significant impact
2	Simamora, (2021)	Work Discipline → Job Satisfaction	Have a significant impact
3	Afianto & Utami, (2017)	Work Discipline → Job Satisfaction	Have a significant impact
4	Afifah et al., (2024)	Work Discipline → Job Satisfaction	No significant effect
5	Adipura & Puspitasari, (2022)	Work Discipline → Job Satisfaction	Has little / no significant impact
6	Sulistiyowati, (2019)	Leadership → Job Satisfaction	Have a significant impact
7	Maisyaroh et al., (2023)	Leadership → Job Satisfaction	Has a significant positive impact
8	Mawardi & Mukrodi, (2025)	Leadership → Job Satisfaction	Has a significant positive impact
9	Kumala & Silvie, (2023)	Compensation → Job Satisfaction	Has a significant positive impact
10	Yuda & Sitohang, (2024)	Compensation → Job Satisfaction	Have a significant impact
11	Hotimah et al., (2024)	Compensation → Job Satisfaction	Has no significant negative impact

Based on the description above, the researcher chose the Kampar Regency Regional Secretariat as the research location. The selection of the Kampar Regency Regional Secretariat as the research location was due to the presence of several symptoms of problems related to work discipline, leadership, compensation and job satisfaction. Therefore, the researcher was interested in testing whether or not there was an influence between work discipline, leadership and compensation on job satisfaction. The researcher examined this problem through a study entitled "The Influence of Work Discipline, Leadership and Compensation on Employee Job Satisfaction at the Kampar Regency Regional Secretariat".

METHOD

The approach used to examine the source of the problem in this study is a quantitative associative approach because this research aims to determine the influence between two or more variables. According to Rahyuda in Ariana & Riana, (2016), quantitative research is a type of research based on quantitative data or findings obtained using statistical procedures or other means of quantification.

The research location is at the Kampar Regency Regional Secretariat, Jl. Lingkar (STA.7 + 800), Bangkinang Kota, Kampar Regency, Riau. This research was conducted for three months after the thesis proposal defense in 2026. A population is a generalized area consisting of objects

with certain characteristics and qualities determined by the researcher to be studied and then conclusions drawn (Mubarakh, 2024). The population in this study consisted of 52 employees at the Kampar Regency Regional Secretariat.

Sugiyono in Sanger, (2013), states that a sample is a portion of the population's size and characteristics. The sampling technique used in this study was saturated sampling. According to Sugiyono in Syazida et al., (2022) saturated sampling is a sampling technique in which all members of the population are used as samples. Therefore, the sample size used in this study was 52 employees at the Kampar Regency Regional Secretariat.

The data collection method is one aspect that plays a role in the smoothness and success of a study. The data used was primary data, obtained directly by the author from the research subjects (Pratama & Dihan, 2017). Data collection was conducted by distributing questionnaires to respondents. The questionnaires contained questions regarding work discipline, leadership, compensation, and job satisfaction. Each answer was scored using a Likert scale. Strongly Agree (weighted 5), Agree (weighted 4), Neutral (weighted 3), Disagree (weighted 2), and Strongly Disagree (weighted 1) (Husna & Prasetya, 2024).

Instrument testing used validity and reliability tests. After the data was analyzed, normality, multicollinearity, and heteroscedasticity tests were conducted as part of the classical assumption test. This was followed by multiple linear regression to determine the partial and simultaneous influence of the independent variables on the dependent variable.

Multiple linear regression was used to analyze the data because this study involved more than one independent variable influencing the dependent variable. The multiple linear regression model used in this study can be described mathematically as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

- Y = dependent variable (job satisfaction),
- X1 = Work discipline
- X2 = Leadership
- X3 = Compensation
- a = Constant
- e = Error (Lubritami, et al., 2025)

RESEARCH RESULTS AND DISCUSSION

RESEARCH RESULTS

Respondent Characteristics

Respondent Characteristics by Gender

Table 6. by Gender

Nu	Gender	Amount	Persentase
1	Man	27	51.9%
2	Woman	25	48.1%
Amount		52	100%

Source: Processed Data, 2026

Based on the table of respondent characteristics by gender, 27 respondents were male, representing 51.9%, while 25 respondents were female, representing 48.1%. This data indicates that the respondents in this study were predominantly male, representing a greater number and percentage than females.

Respondent Characteristics by Age

Table 7. Based on Age

Nu	Age	Amount	Persentase
1	17-25 years	2	3.8%
2	26-30 years	10	19.2%
3	31-35 years	6	11.5%
4	≥ 35 years	34	65.4%
Amount		52	100%

Source: Processed Data, 2026

Based on the table of respondent characteristics by age, it is known that the respondents in this study fell into several different age groups. The age group with the largest number of respondents was 17-25 years old (2 respondents, representing 3.8%). The age group with the largest number of respondents was 26-30 years old (10 respondents, representing 19.2%). The age group with the largest number of respondents was 31-35 years old (6 respondents, representing 11.5%). The age group with the smallest number of respondents was 34 respondents (65.4%) and the age group with the smallest number of respondents was 35 years old (34 respondents, representing 65.4%).

Respondent Characteristics Based on Last Education

Table 8. Based on Last Education

Nu	Last education	Amount	Persentase
1	SMA/SMK	18	34.6%
2	D3/S1	26	50.0%
3	S2	8	15.4%
Amount		52	100%

Source: Processed Data, 2026

Based on the table of respondent characteristics based on their highest level of education, it is clear that the respondents in this study had diverse educational levels. Respondents' education levels ranged from secondary school to university. 18 respondents held a high school/vocational high school (SMA/SMK) education, representing 34.6%, followed by 26 respondents with a diploma/bachelor's degree (D3/S1), representing 50%, and 8 respondents with a master's degree (S2), representing 15.4%.

Respondent Characteristics Based on Salary

Table 9. Based on Salary

Nu	Last education	Amount	Persentase
1	1 jt - 2 jt	6	11.5%
2	2.1jt - 3jt	13	25.0%
3	3.1jt - 5jt	30	57.7%
4	≥ 5jt	3	5.8%
Amount		52	100%

Source: Processed Data, 2026

Based on the table of respondent characteristics based on salary, it is known that respondents in this study have different salary levels. Respondents with a salary category of 1 million - 2 million were 6 people with a percentage of 11.5%, then respondents with a salary category of 2.1 million - 3 million were 13 people with a percentage of 25%, then respondents with a salary category of 3.1 million - 5 million were 30 people with a percentage of 57.7%, while respondents with a salary category of ≥ 5 million were 3 people with a percentage of 5.8%.

Respondent Response Analysis

Work Discipline Response Analysis

Table 10. Summary of Respondent Responses to Work Discipline

Nu	Statement	SS	S	N	TS	STS	Total	Mean
1	Use work time wisely to complete tasks.	25	17	10	0	0	52	4,29
2	Complete the work according to the specified time.	24	15	11	0	2	52	4,13
3	Do not delay work during working hours.	22	21	9	0	0	52	4,25
4	Make the most of your working time.	22	16	14	0	0	52	4,15
5	Comply with applicable regulations in the workplace.	25	13	14	0	0	52	4,21
6	Carry out work according to established procedures.	26	17	9	0	0	52	4,33
7	Maintain discipline in work attendance.	28	14	8	0	2	52	4,27
8	Comply with applicable organizational policies.	21	24	7	0	0	52	4,27
9	Complete tasks according to the responsibilities given.	23	26	3	0	0	52	4,38
10	Willing to accept the results of the work done.	22	21	9	0	0	52	4,25
11	Maintain the trust given in work.	20	24	8	0	0	52	4,23
12	Carry out work without having to be constantly supervised.	21	21	8	0	2	52	4,13
Amount		279	229	110	0	6	624	
Persentase (%)		44,71%	36,70%	17,63%	0,00%	0,96%	100%	

Source: Processed Data, 2026

The table above shows that respondents' responses to the employee work discipline variable at the Kampar Regency Regional Secretariat tend to be positive. This is evident from the predominance of Strongly Agree (SS) responses, with 279 responses or 44.71%, followed by Agree (S) responses with 229 responses or 36.70%. Furthermore, 110 responses or 17.63% stated Neutral (N), and 6 responses or 0.96% stated Strongly Disagree (STS). Meanwhile, no

respondents provided Disagree (TS) responses.

Leadership Response Analysis

Table 11. Summary of Respondent Responses to Leadership

Nu	Statement	SS	S	N	TS	STS	Total	Mean
1	Leaders are able to make decisions quickly and accurately in completing work.	28	14	10	0	0	52	4,35
2	Decisions taken by leaders are in accordance with the needs of the organization.	16	19	16	1	0	52	3,96
3	Leaders always provide encouragement to employees at work.	18	22	11	1	0	52	4,10
4	The leader gives appreciation for the good work results of the employees.	14	26	11	1	0	52	4,02
5	The leader conveys work directions clearly and easily understood.	22	17	12	1	0	52	4,15
6	The leadership is open to suggestions and input from employees.	17	26	9	0	0	52	4,15
7	The leader is able to supervise the implementation of employee work well.	14	24	12	2	0	52	3,96
8	Leaders strictly reprimand employees who violate work rules.	20	20	12	0	0	52	4,15
9	Leaders are responsible for the work results carried out by their subordinates.	18	24	10	0	0	52	4,15
10	Leaders set an example of discipline and responsibility in work.	22	22	8	0	0	52	4,27

11	Leaders remain calm when dealing with problems in the workplace.	25	19	8	0	0	52	4,33
12	Leaders do not get angry easily when faced with employee mistakes.	9	22	15	5	1	52	3,63
Amount		223	255	134	11	1	624	
Persentase (%)		35,74%	40,87%	21,47%	1,76%	0,16%	100%	

Source: Processed Data, 2026

The table above shows that respondents' responses to the Leadership variable in the Kampar Regency Regional Secretariat tend to be in the positive category. This can be seen from the dominant Agree (S) responses with a total of 255 responses or 40.87%, followed by Strongly Agree (SS) responses with 223 responses or 35.74%. In addition, there were 134 responses or 21.47% who stated Neutral (N), and 11 responses or 1.76% who stated Disagree (TS). Meanwhile, there was 1 response or 0.16% of respondents who gave a Strongly Disagree (STS) response.

Compensation Response Analysis

Table 12. Summary of Respondent Responses to Compensation

Nu	Statement	SS	S	N	TS	STS	Total	Mean
1	The salary I receive is in accordance with the workload given.	12	25	15	0	0	52	3,94
2	Salaries are paid on time every period.	9	27	16	0	0	52	3,87
3	The amount of salary I receive is sufficient for my daily needs.	22	23	7	0	0	52	4,29
4	The incentives given are in accordance with my work performance.	14	28	10	0	0	52	4,08
5	Providing incentives can increase my work enthusiasm.	8	29	15	0	0	52	3,87
6	Incentives are given fairly to employees.	8	30	14	0	0	52	3,88
7	The benefits provided by the agency help improve my welfare..	19	26	7	0	0	52	4,23
8	Allowances are	8	32	12	0	0	52	3,92

	provided in accordance with applicable provisions.							
9	I am satisfied with the type of benefits provided by the agency.	2	32	18	0	0	52	3,69
10	The available work facilities support the smooth running of my work.	3	34	13	1	1	52	3,71
11	The agency provides adequate work facilities for employees.	7	33	10	2	0	52	3,87
12	The facilities provided by the agency make me more comfortable working.	11	32	9	0	0	52	4,04
Amount		123	351	146	3	1	624	
Persentase (%)		19,71%	56,25%	23,40%	0,48%	0,16%	100%	

Source: Processed Data, 2026

The table above shows that respondents' responses to the Compensation variable at the Kampar Regency Regional Secretariat tend to be positive. This is evident from the predominance of Agree (S) responses, with 351 responses or 56.25%, followed by Neutral (N) responses with 146 responses or 23.40%. Furthermore, 123 responses or 19.71% stated Strongly Agree (SS), and 3 responses or 0.48% stated Disagree (TS). Meanwhile, 1 response or 0.16% of respondents gave a Strongly Disagree (STS) response.

Job Satisfaction Response Analysis

Table 13. Summary of Respondent Responses to Job Satisfaction

Nu	Statement	SS	S	N	TS	STS	Total	Mean
1	The compensation I receive is commensurate with the work I do.	13	34	5	0	0	52	4,15
2	The reward system in the agency is fair.	12	27	12	1	0	52	3,96
3	I was placed in a position that suited my abilities.	10	36	6	0	0	52	4,08
4	The tasks given are in accordance with the skills I have.	17	27	7	1	0	52	4,15
5	The workload I receive is still in	10	26	15	0	1	52	3,85

	accordance with my abilities.							
6	The division of work in the agency is done proportionally.	4	27	20	1	0	52	3,65
7	The working atmosphere at the agency feels comfortable and conducive.	13	31	8	0	0	52	4,10
8	The work environment supports me to work better.	21	26	5	0	0	52	4,31
9	The work equipment available is adequate to complete the work.	13	30	8	1	0	52	4,06
10	Work facilities help speed up the completion of my tasks.	16	23	12	1	0	52	4,04
11	Management is fair to all employees.	12	31	9	0	0	52	4,06
12	The leader provides good direction in work.	13	34	4	1	0	52	4,13
13	The work I do is quite varied and not boring.	8	32	11	0	1	52	3,88
14	I feel interested in the tasks I do every day.	8	26	17	1	0	52	3,79
Amount		170	410	139	7	2	728	
Persentase (%)		23,35%	56,32%	19,09%	0,96%	0,27%	100%	

Source: Processed Data, 2026

The table above shows that respondents' responses to the Job Satisfaction variable at the Kampar Regency Regional Secretariat tend to be positive. This is evident from the predominance of Agree (S) responses, with 410 responses or 56.32%, followed by Strongly Agree (SS) responses with 170 responses or 23.35%. Furthermore, 139 responses or 19.09% stated Neutral (N), and 7 responses or 0.96% stated Disagree (TS). Meanwhile, 2 responses or 0.27% of respondents gave Strongly Disagree (STS) responses.

Instrument Testing

Validity Testing

Table 14. Validity Testing

Statement	Correlation	R value of	Conclusion
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	Coefficient (r count)	the table	
Work Discipline (X1)			
Item 1	0,648	0.230	Valid
Item 2	0,777		
Item 3	0,402		
Item 4	0,638		
Item 5	0,622		
Item 6	0,472		
Item 7	0,689		
Item 8	0,631		
Item 9	0,336		
Item 10	0,643		
Item 11	0,536		
Item 12	0,703		
Leadership (X2)			
Item 1	0,578	0.230	Valid
Item 2	0,392		
Item 3	0,387		
Item 4	0,643		
Item 5	0,682		
Item 6	0,536		
Item 7	0,593		
Item 8	0,605		
Item 9	0,354		
Item 10	0,390		
Item 11	0,355		
Item 12	0,420		
Compensation (X3)			
Item 1	0,415	0.230	Valid
Item 2	0,544		
Item 3	0,390		
Item 4	0,400		
Item 5	0,652		
Item 6	0,545		
Item 7	0,314		
Item 8	0,464		
Item 9	0,655		
Item 10	0,682		
Item 11	0,435		
Item 12	0,459		
Job satisfaction (Y)			
Item 1	0,563	0.230	Valid
Item 2	0,336		
Item 3	0,613		
Item 4	0,572		
Item 5	0,713		
Item 6	0,627		
Item 7	0,473		

Item 8	0,641		
Item 9	0,529		
Item 10	0,597		
Item 11	0,489		
Item 12	0,702		
Item 13	0,712		
Item 14	0,569		

Source: Processed Data, 2026

Based on the results of the validity test conducted, it was found that all statement items in the research variables had a calculated r value greater than the table r and a significance value less than 0.05. Thus, all statement items were declared valid and suitable for use as research instruments to measure the variables studied.

Reliability Test

Table 15. Reliability Test

Variable	Cronbach's Alpha	Critical Value	Conclusion
Work Discipline (X1)	0,838	0,60	Reliable
Leadership (X2)	0,718		
Compensation (X3)	0,715		
Job satisfaction (Y)	0,847		

Source: Processed Data, 2026

Based on the results of the reliability test, the Cronbach's Alpha value for all research variables was greater than 0.60. Thus, the research instrument was deemed reliable, demonstrating a good level of consistency, and therefore suitable for use as a data collection tool in this study.

Classical Assumption Test

Normality Test

Table 16. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.96774286
Most Extreme Differences	Absolute	.068
	Positive	.057
	Negative	-.068
Test Statistic		.068
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed Data, 2026

Based on the results of the normality test, the significance value obtained was greater than 0.05 ($0.200 > 0.05$). Thus, it can be concluded that the research data is normally distributed and meets the requirements for further analysis.

Multicollinearity Test

Table 17. Multicollinearity Test

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Work Discipline (X1)	0.955	1.047	There is no multicollinearity
Leadership (X2)	0.987	1.013	
Compensation (X3)	0.945	1.058	

Source: Processed Data, 2026

Based on the table above, it can be seen that the Work Discipline variable has a tolerance value of $0.955 > 0.1$ and a VIF value of $1.047 < 10$, then the leadership variable has a tolerance value of $0.987 > 0.1$ and a VIF value of $1.013 < 10$, and compensation has a tolerance value of $0.947 > 0.1$ and a VIF value of $1.058 < 10$. So it can be concluded that all independent variables are free from multicollinearity symptoms.

Heteroscedasticity Test

Table 18. Heteroscedasticity Test

Variable	Sig.	Alpha	Information
Work Discipline (X1)	0.481	0,05	There is no heteroscedasticity
Leadership (X2)	0.126		
Compensation (X3)	0.231		

Source: Processed Data, 2026

Based on the results of the heteroscedasticity test, it was found that all independent variables had a significance value greater than 0.05. Thus, it can be concluded that the regression model does not exhibit heteroscedasticity symptoms, making the research model suitable for further analysis.

Multiple Linear Regression Analysis Test

Table 19. Multiple Linear Regression Analysis Test

Dependent Variable	Constants and Independent Variables	Koefisien Regresi
Job satisfaction (Y)	Constant	19.610
	Work Discipline (X1)	0.310
	Leadership (X2)	0.389
	Compensation (X3)	0.379

Source: Processed Data, 2026

Based on the table above, the following regression equation model can be obtained.:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 19.610 + 0,310 X_1 + 0,389 X_2 + 0,379 X_3$$

This means that the regression equation above shows the partial relationship between the independent and dependent variables. From this equation, we can conclude that:

1. The regression equation above has a constant value of 19.610 units. This means that if the variables for work discipline, leadership, and compensation are assumed to be equal to zero, then job satisfaction has a value of 19.610 units.
2. The coefficient value for work discipline is 0.310 units, meaning that for every 1-unit increase in the work discipline variable, job satisfaction increases by 0.310 units, assuming the other variables are held constant.

3. The leadership coefficient value is 0.389 units, meaning that for every 1-unit increase in the leadership variable, job satisfaction increases by 0.389 units, assuming the other variables are held constant.
4. The compensation coefficient value is 0.379 units, meaning that for every 1-unit increase in the compensation variable, job satisfaction increases by 0.379 units, assuming the other variables are held constant.

Hypothesis Testing

Partial Test (T-Test)

Table 20. Partial Test (T-Test)

Independent Variable	t tabel	t hitung	Sig.	α	Conclusion
Work Discipline (X1)	1.677	2.080	0.037	0,05	H ₁ accepted
Leadership (X2)		2.522	0.015		H ₂ accepted
Compensation (X3)		2.013	0.049		H ₃ accepted

Source: Processed Data, 2026

For ttable, it is searched at $\alpha = 5\%$ with degrees of freedom ($df = n-k-1$), where n = number of samples and k = number of independent variables, so $df = 52-4-1 = 47$, then the ttable is 1.677. Based on the results of the partial significance test (t-test) above, it can be seen that the Work Discipline variable (X1) has a tcount of 2,080, ttable of 1.677 so that $tcount > ttable$ ($2,080 > 1.677$). Furthermore, based on the Sig. value, the Work Discipline variable (X1) has a Sig. value of 0.037 so that the Sig. value < 0.5 ($0.037 < 0.5$) then H₁ is accepted. So, it can be concluded that work discipline has an effect on employee job satisfaction at the Regional Secretariat of Kampar Regency.

The Leadership variable has a t-count of 2,522 and a t-table of 1.677, so $t-count > t-table$ ($2,522 > 1.677$). Furthermore, based on the Sig. value, the Leadership variable has a Sig. value of 0.015, so the Sig. value is < 0.5 ($0.015 < 0.5$), so H₂ is accepted. Therefore, it can be concluded that Leadership influences employee job satisfaction at the Kampar Regency Regional Secretariat.

The Compensation variable has a t-count of 2,013 and a t-table of 1.677, so $t-count > t-table$ ($2,013 > 1.677$). Furthermore, based on the Sig. value, the Compensation variable has a Sig. value of 0.049, so the Sig. value is < 0.5 ($0.049 < 0.5$), so H₃ is accepted. Therefore, it can be concluded that Compensation influences employee job satisfaction at the Kampar Regency Regional Secretariat.

These results indicate that all independent variables in this study have the same effect on the dependent variable. Work discipline, leadership, and compensation significantly influence job satisfaction.

Simultaneous Test (F Test)

Table 21. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	310.071	3	103.357	3.942	.014 ^b
	Residual	1258.602	48	26.221		
	Total	1568.673	51			
a. Dependent Variable: Kepuasan Kerja						
b. Predictors: (Constant), Kompensasi, Kepemimpinan, Disiplin Kerja						

Source: Processed Data, 2026

Based on the results of the simultaneous test (F test), the calculated F value was 3.942

with an F table value of 2.80 and a significance value of 0.014. Since the calculated F (3.942) > F table (2.80) and the significance value <0.05, it can be concluded that work discipline, leadership, and compensation influence employee job satisfaction at the Kampar Regency Regional Secretariat, thus accepting Hypothesis 4.

These results indicate that the three independent variables in this study simultaneously contribute significantly to changes in the dependent variable. Thus, the research model used is deemed feasible and able to explain the relationship between the variables of work discipline, leadership, and compensation on the overall job satisfaction variable.

Coefficient of Determination (R²) Test

Table 22. Coefficient of Determination (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445 ^a	.198	.148	5.121
a. Predictors: (Constant), Compensation, Leadership, Work Discipline				

Source: Processed Data, 2026

Based on the results of the coefficient of determination (R²) test, the R Square value obtained was 0.198. This indicates that the variables of work discipline, leadership, and compensation are able to explain the variable of job satisfaction by 19.8%, while the remaining 80.2% is explained by other variables not examined in this study.

DISCUSSION

The Influence of Work Discipline on Job Satisfaction

Research results indicate that work discipline influences employee job satisfaction at the Kampar Regency Regional Secretariat. This indicates that the better an employee's work discipline, the higher their job satisfaction. Work discipline includes effective use of time, adherence to regulations, and responsibility in carrying out their work.

Employees with good work discipline tend to complete work on time, comply with organizational rules, and carry out their duties responsibly. This creates a more orderly, comfortable, and conducive work environment, resulting in greater employee satisfaction. Furthermore, good work discipline also demonstrates employee awareness of their obligations to the organization, enabling work to be carried out effectively and efficiently. Therefore, it can be interpreted that work discipline is a crucial factor in increasing employee job satisfaction at the Kampar Regency Regional Secretariat.

The results of this study align with the theory of Hasibuan and Singodimejo in Pratama & Dihan, (2017) which states that work discipline is an individual's awareness and willingness to comply with all company regulations and applicable social norms. This is in line with the opinion of Yuliani et al., (2023) who stated that work discipline is an attitude of respect, appreciation, obedience, and adherence to applicable regulations, both written and unwritten, as well as the ability to implement them and not refuse to accept sanctions if violations occur. If employees have a high level of discipline, their level of job satisfaction will increase.

This is reinforced by research conducted by Mubarak, (2024), whose results showed that work discipline has a significant influence on employee job satisfaction. This is in line with research by Subhan & Yusuf, (2020) which concluded that work discipline has a significant influence on job satisfaction.

The Influence of Leadership on Job Satisfaction

Research results indicate that leadership influences employee job satisfaction at the Kampar Regency Regional Secretariat. This indicates that the better the leadership implemented by a leader, the higher employee job satisfaction will be.

Good leadership can be seen from the leader's ability to make decisions, provide motivation, establish communication, control subordinates, and be responsible for carrying out organizational tasks. Leaders who are able to provide direction and attention to employees will create harmonious working relationships, so that employees feel valued and cared for in their work.

Furthermore, effective leadership can also increase employee morale due to the support and motivation from the leader. Employees who feel comfortable with the leader's leadership style will feel satisfied with their work and be more enthusiastic in carrying out assigned tasks. Thus, it can be interpreted that good leadership can increase employee job satisfaction at the Kampar Regency Regional Secretariat.

The results of this study align with the theory of Siagian in Yunus & Bachri, (2013) which states that leadership is the ability of a person to influence others (subordinates) in such a way that they are willing to carry out the leader's wishes even if they personally dislike the instructions. Creating job satisfaction requires good leadership. Leadership is the process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals. Leadership can adapt to situations and conditions, allowing for the determination of corrective measures to further boost satisfaction levels (Tamali & Munasip, 2019).

This is reinforced by research conducted by Hartanto & Turangan, (2021) The results of this study showed a positive and significant influence of leadership on job satisfaction of five-star hotel employees in Jakarta. Consistent with research by Ardiansyah et al., (2024), the partial results of this study found that leadership had a positive and significant influence on job satisfaction of Owabong employees.

The Effect of Compensation on Job Satisfaction

Research results indicate that compensation influences employee job satisfaction at the Kampar Regency Regional Secretariat. This indicates that the better the compensation provided to employees, the higher their job satisfaction levels.

Compensation provided within an organization includes salary, incentives, allowances, and facilities received by employees as remuneration for work performed. Fair, appropriate, and timely compensation makes employees feel valued, which can increase employee morale and job satisfaction.

Employees who receive compensation commensurate with their workload and responsibilities tend to feel more comfortable and motivated at work. Conversely, if compensation is inadequate or untimely, it can affect employee job satisfaction levels.

These research findings align with Sinambela's theory in Syarif & Hiya, (2021) which states that compensation is one of the primary reasons and motivations for employees to work. Employees utilize all their knowledge, skills, energy, time, and commitment not merely to dedicate themselves to the company, but also to achieve other goals, such as expecting rewards or remuneration for their performance and job satisfaction.

In line with Hasibuan's opinion in Harahap & Khair, (2019) the amount of compensation reflects the status, recognition, and level of fulfillment enjoyed by employees and their families. The higher the remuneration, the better their status, and the greater the fulfillment of their needs. Consequently, job satisfaction improves.

This research also supports Sulistiyowati, (2019) research that found compensation has a significant influence on job satisfaction. Therefore, it can be interpreted that compensation is a crucial factor in increasing employee job satisfaction at the Kampar Regency Regional Secretariat.

The Influence of Work Discipline, Leadership, and Compensation on Job Satisfaction

The research results indicate that work discipline, leadership, and compensation influence employee job satisfaction at the Kampar Regency Regional Secretariat, thus accepting Hypothesis 4. Furthermore, the coefficient of determination (R^2) test showed that work discipline, leadership, and compensation explained 19.8% of the job satisfaction variable, while the remaining 80.2% was explained by other variables not examined in this study.

This indicates that these three variables, together, can increase employee job satisfaction. Good work discipline creates order and accountability in employees' work. Effective leadership provides direction and motivation, and fosters harmonious working relationships between leaders and employees. Meanwhile, fair and appropriate compensation instills a sense of appreciation in employees for their contributions to the organization.

When these three factors work well together, employees will feel comfortable, valued, and motivated in their work, thereby increasing employee job satisfaction. Conversely, if any one factor is not functioning well, it can affect the overall level of employee job satisfaction.

Thus, it can be interpreted that increasing employee job satisfaction at the Kampar Regency Regional Secretariat is not influenced by a single factor, but is jointly influenced by work discipline, leadership, and compensation. Therefore, organizations need to pay continuous attention to these three aspects to ensure employee job satisfaction continues to increase and organizational goals can be optimally achieved.

CONCLUSION

Based on the research results regarding the influence of work discipline, leadership, and compensation on employee job satisfaction at the Kampar Regency Regional Secretariat, the following conclusions can be drawn:

1. Based on the t-test results, the Work Discipline variable (X1) obtained a calculated t value $> t$ table ($2.080 > 1.677$) and a Sig. value < 0.05 ($0.037 < 0.05$), thus H1 is accepted. Thus, work discipline has a significant effect on employee job satisfaction at the Kampar Regency Regional Secretariat. This indicates that better employee work discipline, such as effective time management, compliance with regulations, and responsibility at work, will also increase employee job satisfaction.
2. Based on the t-test results, the Leadership variable (X2) obtained a calculated t value $> t$ table ($2.522 > 1.677$) and a Sig. value < 0.05 ($0.015 < 0.05$), thus H2 is accepted. Thus, leadership has a significant influence on employee job satisfaction at the Kampar Regency Regional Secretariat. Good leadership, such as the leader's ability to provide motivation, communication, direction, and decision-making, can create a comfortable work environment, thereby increasing employee job satisfaction.
3. Based on the t-test results, the Compensation variable (X3) obtained a calculated t value $> t$ table ($2.013 > 1.677$) and a Sig. value < 0.05 ($0.049 < 0.05$), thus H3 is accepted. Thus, compensation has a significant influence on employee job satisfaction at the Kampar Regency Regional Secretariat. Providing fair, appropriate, and timely compensation can increase employee satisfaction with their work because employees feel appreciated for their contributions to the organization.

4. Based on the F-test results, the calculated F value $> F$ table ($3.942 > 2.80$) and a significance value < 0.05 ($0.014 < 0.05$), thus H4 is accepted. Thus, work discipline, leadership, and compensation simultaneously have a significant influence on employee job satisfaction at the Kampar Regency Regional Secretariat. This indicates that improved employee job satisfaction is jointly influenced by good work discipline, effective leadership, and appropriate compensation. Therefore, these three factors need to be continuously addressed to ensure employee job satisfaction continues to improve and organizational goals can be optimally achieved.

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