

## The Effect of Participative Leadership, Compensation and Job Satisfaction on Performance of Employees of PT. Gemilang Mekar Persada Tangerang

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### ABSTRACT

Everyone has their own unique traits, habits, thoughts, and desires, and human resources are one of the most important assets of a business. Therefore, expert management is needed to ensure that all stakeholders work together to achieve a common mission to improve employee performance. This study aims to determine the effect of participative leadership, compensation and job satisfaction on employee performance partially. The research method used is using a descriptive verification approach using a survey method. The population in this study were employees of PT Gemilang Mekar Persada with a sample of 86 people with saturated sampling technique. The analytical tool in this study is multiple linear regression analysis, model feasibility test, classical assumption test, coefficient of determination, hypothesis test (statistical t test). The results showed that participative leadership has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance and job satisfaction has a positive and significant effect on employee performance.

**Keywords:** Compensation, job satisfaction, participative leadership, performance of employees

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## INTRODUCTION

The trade and service industry in Indonesia is currently experiencing rapid development and intense competition. This is due to the increasing number of trade and service companies from both State-Owned Enterprises (BUMN), as well as Regional-Owned Enterprises (BUMD) and private companies that participate in competition in the same line of business. To win the competition the company must have a clear direction to achieve organizational goals. Making a profit and continuing to grow as a business are the two main priorities of every company. Therefore, the business world must use its resources wisely if it wants to succeed. So, good human resources can be generated and will have a positive impact on the company if human resource management is carried out properly, productively, and professionally (Darmadi, 2019: 67).

In this condition, every organization needs to establish consistent policies for the achievement of the mission through the efficient implementation of available human resources. Everyone has their own unique traits, habits, thoughts, and desires, human resources are one of the most important assets in business. Therefore, expert management is needed to ensure that all stakeholders work together to achieve a common mission to improve employee performance (Mangkunegara, 2021: 45).

Employee performance is feedback about various things such as abilities, fatigue, shortcomings and potential which in turn are useful for determining the goals, paths, career development plans of the person himself, especially the organization (Siagian, 2020: 113). In addition, employee performance is also defined as the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the job responsibilities given by the organization or company where someone works (Silaen, 2021: 5). It can be interpreted that employee performance is the result of work achieved by an employee in carrying out his duties and responsibilities at work. This performance can be seen from various aspects such as quantity, quality, efficiency, timeliness and attitude. In other words, employee performance is one of the main keys for the company to achieve its goals. Investment in improving employee performance will provide positive long-term benefits for the company in terms of productivity, profitability, company reputation and others.

Employee performance can be influenced by many factors. Research by Muhamad Faried Ardiansyah and Ahmad Alim Bachri (2021), shows that participative leadership, compensation and job satisfaction have a positive and significant effect on employee performance. The results of this study are also supported by research conducted by Alfons Wodi, Didik Subiyanto and Epsilandri Septyarini (2022), which proves that partially participative leadership and job satisfaction have a positive and significant effect on employee performance. Research by Endah Novita, Arif Partono Prasetyo and Fetty Poerwita Sary (2022), also shows similar results, namely compensation partially has a positive and significant effect on employee performance. Meanwhile, research by Annisa Kharenina Augustine, Alda Clarissa Sunaryo and Yohanes Firmansyah (2022), shows that partially job satisfaction has a positive and significant effect on employee performance. Some of these research results mean that participative leadership, compensation and job satisfaction are important factors that affect employee performance and must be a concern for companies in order to compete in running a business.

Participative leadership is democratic leadership that involves subordinates in organizational and management decision making, with the aim of increasing employees' sense of togetherness effectively ownership and actively integrating their personal goals into organizational goals (Jing et.al, 2019: 78). Meanwhile, Hasibuan defines participatory leadership as a leader in his leadership carried out persuasively, creating harmonious cooperation, fostering loyalty, and participation of subordinates (Hasibuan, 2019: 284). It can be interpreted that participative leadership is a leadership style in which the leader involves his team members in the decision-making process. In this leadership style, the leader does not act as the sole decision maker, but he opens space for team members to provide ideas, opinions, and suggestions from employees.

Djoko (2021: 287) argues that participative leadership can encourage employees to be actively involved in the decision-making and planning process. Employee involvement in decision making can increase their sense of ownership and responsibility for the results of their work. Employees who feel they have a role in decision-making tend to be more motivated and dedicated to achieving company goals. Participative leadership also encourages collaboration between employees and management, creating a more inclusive and supportive work environment. Thus, participative leadership can have an influence to improve employee performance. By involving employees in decision-making and giving them a sense of ownership, company management can encourage more productive and highly competitive employee performance.

In addition to participative leadership as the results of previous research described above, another factor also affecting employee performance is compensation. Compensation is a part of reward or reward that is only related to the economic part, but after the belief that individual behavior is influenced by a wider spectrum system, compensation is inseparable from the rewards provided by the organization (Widodo, 2021: 160). Meanwhile, Dessler (2020: 221) defines compensation as something in the form of payment to be given to employees and matters related to employees. It can be interpreted that compensation refers to all forms of rewards given to employees as a reward for their contribution and performance in the organization. This includes salaries and wages, allowances, incentives, bonuses, and other benefits provided to employees as part of their compensation package. In other words, employee compensation is provided for the purpose of motivating employees, retaining them in the organization, and ensuring that they feel valued for their contributions.

Hasibuan (2020: 122) argues that compensation that is fair and in accordance with employee contributions can increase their motivation and attachment to the organization. Employees who feel valued through competitive compensation packages tend to perform better. In a sense, a transparent and merit-based compensation system can motivate employees to achieve set targets. Additional benefits and incentives linked to performance can encourage employees to put in more effort and achieve better results. In other words, fair, transparent and merit-based compensation can contribute positively to employee performance. When employees feel valued and motivated through an appropriate compensation system, they tend to be more dedicated, productive, and contribute positively to organizational goals. Therefore, it is important for company management to design and manage a compensation system that supports employee performance.

The results of previous studies also show that job satisfaction is one of the factors that affect employee performance. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors (Edy Sutrisno, 2019: 74). In another opinion, namely Wibowo (2021: 415), everyone who works expects to get satisfaction from where he works. Job satisfaction will affect the performance that managers expect. For this reason, managers need to understand what must be done to create job satisfaction for their employees.

Job satisfaction can increase employees' intrinsic motivation, which is motivation that comes from within themselves (Handoko, 2020: 195). When employees feel satisfied with their jobs, they tend to have a greater drive to achieve goals and put in extra effort to achieve good results. In addition, employees who are satisfied with their jobs tend to be more productive. They are more focused, energized, and motivated to complete tasks well. This certainly has a positive impact on work efficiency and effectiveness, as well as the results achieved by the team or organization as a whole. Thus, it can be said that job satisfaction is not only an important factor for the employees themselves, but also has a significant positive impact on overall organizational performance and results.

This research was conducted on employees of PT Gemilang Mekar Persada (GMP) Tangerang, a company engaged in trade and services such as the manufacture of batching plants, stone crushers and

asphalt mixing plants located in Tangerang City, Banten Province and has been established since 2017. Currently, the number of employees of PT Gemilang Mekar Persada Tangerang totals 86 people. To determine employee performance, one of the indicators is punctuality or attendance during the workday.

During the last one (1) year, namely January - December 2023, the average attendance of employees every month to work was 85 people or 98.6%. This figure can be said to be a high level of work attendance. A high level of employee attendance at work will basically ensure the continuity of operations in the organization. When employees are present regularly, work can be done smoothly and is not interrupted by unexpected absences. Regular employee attendance will certainly have a positive impact on performance. Employees will have more time to complete their tasks and contribute to the organization's goals consistently. Regularly present employees will also help in maintaining operational efficiency. Managers do not need to spend time and resources on addressing recurring absenteeism issues, so they can focus on improving work processes and achieving goals. On the other hand, high employee absenteeism can be a cost burden to the organization, both in terms of the cost of replacing absent employees and in terms of reduced productivity. By maintaining high attendance rates, organizations can reduce costs associated with absenteeism and increase overall productivity. Thus, it can be interpreted that work attendance rates can be an important indicator of employee performance and potentially have a significant impact on the results achieved in the long term.

Based on the description above, researchers are interested in examining more deeply the effect of participatory leadership, compensation, and job satisfaction on employee performance. This is because by implementing effective participative leadership practices, a fair compensation system, and having high employee job satisfaction, companies can increase employee efficiency and productivity. Employees who feel supported and valued tend to work harder and achieve better results. In addition, by understanding how factors such as participative leadership, fair compensation, and job satisfaction affect employee performance, companies can identify effective strategies to improve overall organizational performance.

## **LITERATURE REVIEW**

### **Participative Leadership**

Jing et.al (2019: 78) in his book states that participatory leadership is democratic leadership that involves subordinates in organizational and management decision making, with the aim of increasing employees' sense of togetherness effectively ownership and actively integrating their personal goals into organizational goals. Meanwhile, according to Sugiyono, quoted in Ihsan (2021: 27) participatory leadership is one of the leadership styles used by those who are trusted, namely with their trust and credibility, they then motivate people who involve them in the decision-making process.

The indicators used to measure participatory leadership in this study are adopted from Sugiyono in Ihsan (2021: 27), suggesting that participatory leadership is grouped into 4 indicators, namely communication, cooperation, subordinate involvement, dan decision making.

### **Compensation**

Compensation is something in the form of payment to be given to employees and matters related to employees (Sinambela, 2019: 232). Then Sedarmayanti (2019: 263) adds that compensation is everything that employees will receive as a form of reward for employee work.

The compensation indicators used in this study are according to Sinambela (2019: 235) that compensation is grouped into 4 indicators, namely wages and salaries, incentives, allowances, and facilities.

### **Job Satisfaction**

According to Edy Sutrisno (2019: 74) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning

physical and psychological factors. Meanwhile, Wibowo (2021: 415) argues that everyone who works expects to get satisfaction from where they work. Job Satisfaction will affect the productivity that managers expect. For this reason, managers need to understand what must be done to create Job Satisfaction for their employees.

Indicators of job satisfaction in this study are according to Afandi (2020: 82) that compensation is grouped into 5 indicators, namely work, wages, promotions, supervisors, and coworkers.

### Performance

Chairunnisah et al (2021: 2) state that it is performance that carries out its functions in accordance with the responsibilities given and succeeds in quality and quantity. Meanwhile, the performance put forward by W Enny (2019: 114) is a difficult and very important skill of a supervisor.

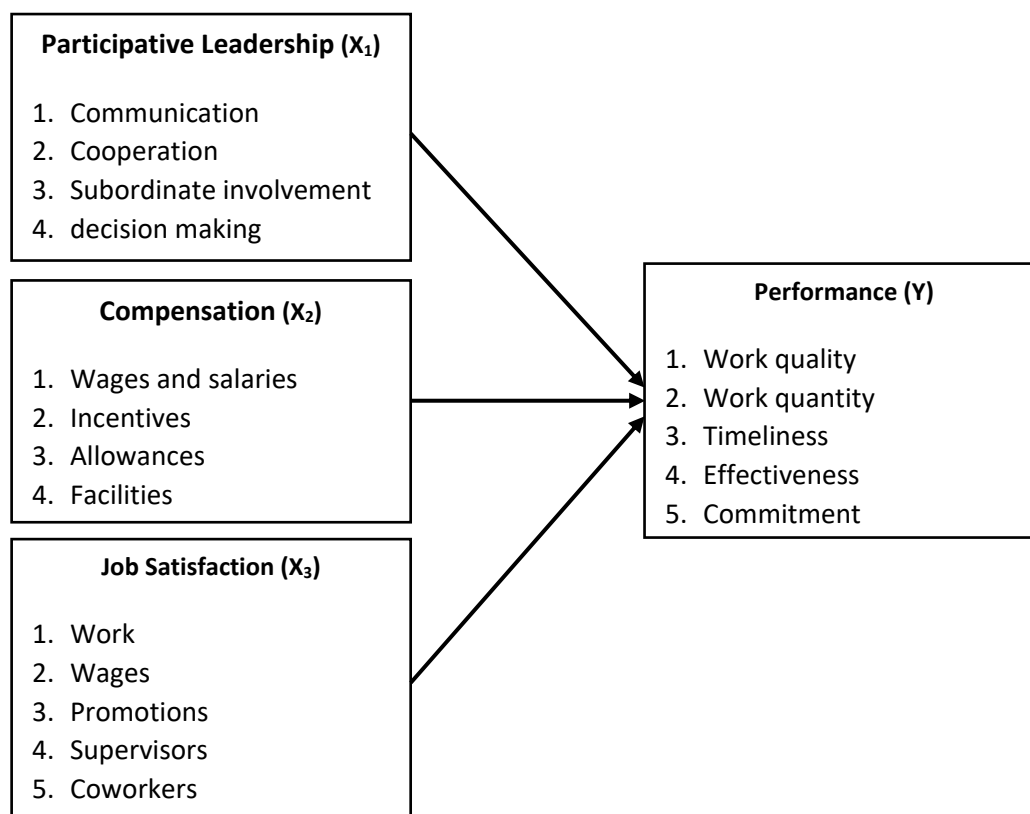
The performance indicators in this study are according to Silaen (2021: 6) that performance indicators are grouped into 5 indicators, namely work quality, work quantity, timeliness, effectiveness, and commitment.

Based on the theory and previous research, the hypotheses proposed in this study include:

H1: Participative leadership affects performance

H2: Compensation affects performance

H3: Job satisfaction affects performance



**Figure 1. Research Models**

### METHODS

The method used in this research is a survey method with a descriptive and verification approach. By using the research method, an important relationship between the variables studied is known so that it produces conclusions that clarify the description of the subject under study. The data used in

this research is quantitative. The technique of collecting data by distributing questionnaires to respondents. The population of this research is the employees of PT Gemilang Mekar Persada Tangerang, totaling 86 employees. The sampling technique used saturated sampling method so that a total of 86 employees were selected in this study. The analysis tool used in this research is multiple regression analysis, coefficient of determination analysis, which was previously carried out classical assumption testing and model feasibility testing then continued with hypothesis testing.

## RESULTS AND DISCUSSION

### Normality Test

**Table 1. Result of Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		86
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.16845828
Most Extreme Differences	Absolute	.049
	Positive	.049
	Negative	-.029
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS 25, 2024

Based on table 1, it is known that Asymp. Sig in the Kolmogorov-Smirnov test is  $0.200 > 0.05$  (5%). Thus, it can be said that all variables have normally distributed residual values.

### Model Feasibility Test

According to Ghazali (2016:321), logistic regression is used if the independent variables are a combination of matrices and non-matrices. The author uses logistic reflection. to find out the possibility that the dependent variable can be predicted by the independent variable.

**Table 2. Result of Model Feasibility Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.064	3	35.021	24.746	.000
	Residual	116.050	82	1.415		
	Total	221.115	85			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kepemimpinan Partisipatif, Kompensasi, Kepuasan Kerja

Source: SPSS 25, 2024



Based on table 2 above, it shows that the F test results obtained an F value of 24.746 at a significance level of 5% with  $df = n-k-1 = 86-3-1 = 82$ , the F statistics value of 2.72 is obtained. This shows that at a significance level of 5% F statistics  $24.746 > F \text{ table } 2.72$ . This means that  $H_0$  is rejected, so the conclusion means that the selected model, namely participative leadership, compensation and job satisfaction, is appropriate (fit) in predicting employee performance.

### Multiple Linear Regression Analysis

**Table 3. Result of Multiple Linear Regression Analysis**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.223	.882		3.654	.000
	Kepemimpinan Partisipatif	.066	.028	.225	2.366	.020
	Kompensasi	.126	.027	.448	4.675	.000
	Kepuasan Kerja	.189	.052	.295	3.611	.001

a. Dependent Variable: Kinerja

Source: SPSS 25, 2024

The results of the multiple regression equation are as follows:

$$Y = 7,622 + 0,340(X1) + 0,329 (X2) + \epsilon$$

The equation can be interpreted as follows:

1. The constant ( $\alpha$ ) is 3.223 and is positive. This means that if participative leadership ( $X_1$ ), compensation ( $X_2$ ) and job satisfaction ( $X_3$ ) do not exist, employee performance ( $Y$ ) will still occur.
2. The regression coefficient of participative leadership ( $X_1$ ) is 0.066 and has a positive sign. This means that if participative leadership is getting better, employee performance will be higher.
3. The compensation regression coefficient ( $X_2$ ) is 0.126 and positive. This means that if compensation is higher, employee performance will be higher.
4. The regression coefficient of job satisfaction ( $X_3$ ) is 0.189 and has a positive sign. This means that if job satisfaction is getting satisfied, employee performance will be higher.
5. Residual value ( $\epsilon$ ) means error that the error in predicting sample data is done by researchers.

### Coefficient of Determination Analysis

**Table 4. Coefficient of Determination Analysis Result**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.223	.882		3.654	.000
	Kepemimpinan Partisipatif	.066	.028	.225	2.366	.020
	Kompensasi	.126	.027	.448	4.675	.000
	Kepuasan Kerja	.189	.052	.295	3.611	.001

a. Dependent Variable: Kinerja

Source: SPSS 26 output, 2024

Based on the table 4, it can be seen from the value obtained for each independent variable in the zero order table, then the calculation of the coefficient of determination is carried out so that the coefficient of determination of the participatory leadership variable is 14.59%, the coefficient of determination of the compensation variable is 50.13% and the coefficient of determination of the job satisfaction variable is 34.22%. So it can be concluded that a positive contribution to patient satisfaction..

### Hypothesis Test (t-statistics)

**Table 5. Result of t-statistics Test**

		<b>Coefficients<sup>a</sup></b>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.223	.882		3.654
	Kepemimpinan Partisipatif	.066	.028	.225	2.366
	Kompensasi	.126	.027	.448	4.675
	Kepuasan Kerja	.189	.052	.295	3.611

a. Dependent Variable: Kinerja

Source: SPSS 25 output, 2024

Based on table 5, it can be interpreted as follows:

### The Effect of Participative Leadership on Performance

Based on the research results, participative leadership shows a t-statistics value of 2.366 and t table of 1.988 with a significance level of 5%, then  $t\text{-statistics } 2.366 > t\text{ table } 1.988$  and the significance value is  $0.020 < 0.05$  then  $H_1$  is accepted. That is, participative leadership has a positive and significant effect on employee performance.

Hypothesis testing results show that participative leadership has a positive and significant influence on employee performance. This result means that if participative leadership is getting better, then employee performance will be higher and vice versa. These results can prove the hypothesis proposed. These results also support the results of research by Alfons Wodi, Didik Subiyanto and Epsilandri Septyarini (2022), which also prove that participatory leadership has a positive and significant effect on employee performance. This is different from the results of research by Andre Setiawan (2017). It was stated that the results of the Partial Least Square analysis showed that Participative Leadership had no significant effect on employee performance.

### The Effect of Compensation on Performance

Compensation shows the t-statistics value of 4.675 and t table of 1.988 with a significance level of 5% then  $t\text{-statistics } 4.675 > t\text{ table } 1.988$  and the significance value is  $0.000 < 0.05$  then  $H_2$  is accepted. This means that compensation has a positive and significant effect on employee performance.

The results of hypothesis testing show that compensation has a positive and significant effect on employee performance. This result means that if compensation is higher, then employee performance will be higher and vice versa. These results can prove the hypothesis proposed. These results also support the results of research by Muhamad Faried Ardiansyah and Ahmad Alim Bachri (2021), which also prove that compensation has a positive and significant effect on employee performance. This is different from the results of research by Sesti Agus (2023) which states that direct compensation partially has no significant effect on employee performance.



The test is supported by Zahra and Praptiningsih (2020) and Luvena et al (2022) who explain evidence that audit fees have a significant influence on audit quality. But not Wulan, Eka Fauzihardani (2022) and N. Wita Yustari et al (2022) who state that audit fees have no effect.

### **The Effect of Job Satisfaction on Performance**

Job satisfaction shows a t-statistics value of 3.611 and a t table of 1.988 with a significance level of 5%, so the t-statistics  $3.611 > t \text{ table } 1.988$  and the significance value is  $0.001 < 0.05$  then H3 is accepted. This means that job satisfaction has a positive and significant effect on employee performance.

The results of hypothesis testing show that job satisfaction has a positive and significant effect on employee performance. This result means that if job satisfaction is higher, then employee performance will be higher and vice versa. These results can prove the hypothesis proposed. These results also support the results of research by Annisa Kharenina Augustine, Alda Clarissa Sunaryo and Yohanes Firmansyah (2022), which also prove that job satisfaction has a positive and significant effect on employee performance. However, this result does not support the results of research by Elizabeth Fauziek (2021), in the study showed the results of Goodness of Fit (GoF) testing and found that employee job satisfaction has no effect on employee performance.

### **CONCLUSION**

Based on the results of the analysis and discussion that has been carried out, it can be concluded that participative leadership and compensation have a positive and significant effect on the performance of employees of PT Gemilang Mekar Persada. This means that the better the participative leadership and the higher the compensation provided by the company, the higher the performance of the employees of PT Gemilang Mekar Persada.

Given the importance of participative leadership and compensation in improving the performance of PT Gemilang Mekar Persada employees, the company must pay attention to these two factors. For example, superiors must be firm in making decisions, must provide clearly to employees about what to do and how to do it, and must provide clear instructions to employees regarding the work to be completed. In addition, the company must also equalize the provision of benefits to all employees and maintain the facilities owned so that employee performance can improve.

Then, this study only examines the factors that affect employee performance seen from participative leadership, compensation and job satisfaction. Therefore, it is hoped that future authors will add other variables that can affect employee performance, for example, work ability, working conditions and cooperation.

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