



Strategies for Improving Job Satisfaction: The Role of Leadership Style, Work Environment, and Career Development

Bima Omar Andarla¹, Purnadi^{2*}, Akhmad Darmawan³, Ika Yustina Rahmawati⁴
Faculty of Economics and Business, Universitas Muhammadiyah Purwokerto
Corresponding Author: Purnadi tugaspurnadi@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Work Environment, Career Development

Received : 16, July

Revised : 30, July

Accepted: 23, August

©2025 Andarla, Purnadi, Darmawan, Rahmawati: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of leadership style, work environment, and career development on job satisfaction at PT Royal Korindah Purbalingga. This study uses a quantitative approach with a population of 115 employees, a sample of 115 employees using the Stratified Random Sampling method. Data analysis uses the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The results show that leadership style and work environment do not have a significant effect on job satisfaction, career development has a significant positive effect on job satisfaction.

INTRODUCTION

One industry experiencing significant growth is the eyelash industry, which has now penetrated the global market, including imports and exports, and many establishments are located in various regions of Indonesia. One such industry is PT Royal Korindah, which operates in Purbalingga Regency, Central Java (Eye-lashes.com, n.d.). With the rapid development of the global market and increasing market demand, PT Royal Korindah must be able to maintain its existence through appropriate business strategies and optimal human resources.

According to (Adjunct & Marniati, 2020) Human resources are individuals involved in carrying out the organizational management process, both internally and externally. According to (Sinambela, 2016b) Human resources encompass efforts to utilize, develop, evaluate, reward, and manage each individual within the organization. Therefore, PT Royal Korindah's management must continuously improve the quality of its human resources through training, skills development, and creating a work environment that supports productivity.

PT. Royal Korindah is a company founded in 1968 and located in Banjarsari, Kembaran Kulon, Purbalingga Regency, Central Java. PT. Royal Korindah produces eyelashes. The factory covers an area of 26,359 square meters and currently employs 4,046 people, but by 2025, it will have 1,270 employees. PT. Royal Korindah is one of the largest employers and a driving force of the Purbalingga economy (Eye-lashes.com, nd). Business competition has led to a decline in demand, evidenced by significant employee attrition. This decline requires leaders to find appropriate strategies and consider the work environment and career development to ensure a professional and competent workforce, leading to job satisfaction.

Job satisfaction is defined as an individual's feelings towards their work, both internal and external influences, such as the work atmosphere, results achieved, and tasks assigned to employees (P. Wulandari, 2022). Job satisfaction plays an important role in increasing employee productivity and motivation at work, which provides benefits for the company (Apriyani & Iriyanto, 2020) Employee job satisfaction levels continue to fluctuate. When a company is stable, job satisfaction levels increase, but when conditions are unstable, employee job satisfaction levels decline. Job satisfaction can be influenced by the leadership style implemented within the company.

Leadership style is a leader's behavioral pattern in guiding, motivating and influencing individuals or groups to achieve desired goals and results (Rahmawati & Indriyaningrum, 2023). A leader who can direct and guide well will indirectly increase job satisfaction. According to (Hutahean, 2021) Leadership is an individual's ability to influence others, both those at higher and lower levels, to change mindsets and behaviors to align with the achievement of organizational goals. Leaders at PT Royal Korindah are challenged to be bold in seeing opportunities and taking risks, as well as changes in the use of technology to help the company improve product quality and sales. The role of leaders is essential in the current state of the company to be able to make decisions to solve problems and create innovations to stabilize the company. This research is supported by (Wun & Masman, 2020); (Rahman & Yusuf, 2023) And (Agus et al.,

2024) indicates that leadership style has a positive and significant effect on employee job satisfaction. This is different from research by (Rini & Widya, 2023) And (Fatin & Yanuar, 2025) Leadership style has no effect on employee job satisfaction. Work environment factors also influence job satisfaction.

According to (Aulia et al., 2022) The work environment plays a significant role for employees, not least because there is a supportive work environment as part of the conditions that exist for employees which influences them to complete all work. According to (Khaeruman, 2021) The work environment is everything surrounding employees while they work, which impacts their productivity. Conflict in a company is caused by differences of opinion, so companies need to provide a space for discussion. Regarding the availability of facilities, it is important to ensure good and supportive working conditions to increase employee job satisfaction. This is supported by research (P. Wulandari, 2022), (Dzulhaq & Firdaus, 2024) And (Jasmin et al., 2023) which found that the work environment has a positive and significant effect on employee job satisfaction. Meanwhile, research by (Apriyani & Iriyanto, 2020) And (Imam & Rismawati, 2022) This indicates that the work environment has a negative and insignificant effect on job satisfaction. Another factor influencing job satisfaction is career development.

Career development is the personal development undertaken by an individual to achieve a career plan and is facilitated by the personnel department to achieve a work plan in accordance with the path achieved in the context of career development efforts (Nurvitasari et al., 2023). Career development is important for employee job levels. Companies that provide training and opportunities for employees in career development will increase employee job satisfaction. Companies must be able to provide opportunities for employees who already have experience to occupy certain positions and become individual achievements. Transparent information and training provided by the company for employees are essential for increasing employee job satisfaction and improving employee performance. Companies that provide training, promotion opportunities, and clear career paths will increase job satisfaction. This is supported by research (Krisdayani & Kusumayadi, 2021), (Rulianti & Nurpribadi, 2023), and (Susilo & Wulansari, 2023) which found career development to have a positive and significant effect on employee job satisfaction. Different results by (Hariroh & Soleha, 2022) showed that career development had a negative but insignificant effect on job satisfaction.

This research is a development of (Waworundeng et al., 2021) with research variables The Influence of Leadership Style and Work Environment on Job Satisfaction with the results that leadership style and work environment have a positive influence on job satisfaction, and adding career development variables with the results that career development has a positive influence on job satisfaction (Sihotang, 2020).

LITERATURE REVIEW

Goal-Setting Theory

This research is based on the Goal Setting Theory by Locke (1968). This theory states that goals formulated specifically and clearly can be a trigger for

individuals to achieve higher work performance. The presence of goals and intentions will influence behavior and performance. A clear and specific goal will be more effective in motivating and encouraging individuals. Conversely, if the goal is unclear and difficult to understand, it will result in individuals or performance being lower (Locke, 1968). Goalsetting theory has specific conscious goals, and individual intentions, are the main factors that determine employee performance.

Transformational Leadership Theory

This theory is used as a theoretical basis to explain the leadership style variables in this study. Leaders who are able to motivate their followers to transcend their own personal interests and exert a strong influence on them. The work environment is then examined using the concept of Organizational Climate, which is the members' views of the organization and its work environment (Bass & Riggio, 2005).

Organizational Climate

Then the work environment is studied using the concept Organizational Climate, namely the views held by members regarding the organization and the work atmosphere within it (Lewin, 1940). Organizational Climate is a theory that explains how employees perceive their work environment.

Perceived Organizational Support

In addition, career development in this study refers to Perceived Organizational Support, namely employee perceptions of the extent to which the organization values their contributions and pays attention to the welfare they need (Eisenberger et al., 1986). This perception reflects employees' belief that an organization provides adequate support to facilitate their development. Thus, career development will be supported emotionally and practically by the organization, which will influence employee job satisfaction.

Self-Determination Theory,

This theory explains the importance of fulfilling basic human psychological needs, namely: freedom of action, the ability to achieve goals, and meaningful social relationships (Miles, 2019). With several theories in these variables, the Goal Setting Theory framework contributes, which is expected to provide a comprehensive understanding of the factors influencing goal achievement and employee job satisfaction. Researchers used several theories in this study to broaden the analysis, facilitate effective decision-making, and increase the relevance of research results to meet company needs.

Job satisfaction

According to (Zahra et al., 2020) Job satisfaction is a reflection of personal feelings about an employee's job and what the employee thinks about the job and the purpose of the employee's job. According to (Sinambela, 2016) Job satisfaction is a person's feelings about what is produced by his efforts (internal) and which is supported by external factors (external). Job satisfaction

factors according to (Priyono & Marnis, 2014) namely: a) fair and appropriate compensation, b) appropriate placement according to expertise, c) the weight of the work, d) the atmosphere and work environment, e) equipment that supports the implementation of the work, f) the attitude of the leader and his leadership, and g) the nature of the work. According to (Pranitasari & Saputri, 2020) Job satisfaction has 5 indicators, namely: a) work, b) pay, c) promotion, d) supervision, and e) coworkers.

The Influence of Leadership Style on Employee Job Satisfaction

The theory that acts as a foundation is Transformational Leadership Theory (Bass & Riggio, 2005). In this context, it emphasizes the importance of setting clear and specific goals to motivate individuals to achieve optimal performance, but effective communication and feedback are needed so that employees understand the company's vision and mission and are committed to achieving goals. Therefore, a leadership style can provide direction, support, and feedback needed for the company to achieve its goals optimally. When the leadership style applied aligns with employee preferences and needs, it will contribute to increased job satisfaction at PT Royal Korindah Purbalingga. According to (Dewi & Harjono, 2019), there are four indicators of leadership style: direction, coaching, support, and free rein. This research is supported by (Salsabila & Wajdi, 2023), (Mulyani, 2021), And (Daniyati et al., 2022) proves that leadership style has a positive and significant influence on job satisfaction.

H1: Leadership style has a positive and significant effect on job satisfaction.

The Influence of Work Environment on Employee Job Satisfaction

Based on the Organizational Climate Theory) by (Ashkanasy et al., 2015) states that in order to encourage increased effectiveness and employee job satisfaction, it is necessary to establish clear work goals, such as the work environment provided to employees that is needed so that they can focus, be motivated and be productive in achieving company goals. A good work environment, provided with the necessary resources, training, and feedback, will effectively achieve goals. A comfortable work environment at PT Royal Korindah Purbalingga plays a crucial role in increasing employee job satisfaction. According to (Sakti, 2021), there are five work environment indicators: lighting, air circulation, noise level, facilities and infrastructure, and security. This research is supported by (Rulianti & Nurpibadi, 2023), (Krismawati & Manuaba, 2022), And (Dharmawan & Nugroho, 2022) proves that the work environment contributes positively and significantly to job satisfaction.

H2: Work environment has a significant positive effect on job satisfaction.

The Influence of Career Development on Employee Job Satisfaction

Based on the Theory of Perceived Organizational Support by (Eisenberg & Stinglhamber, 2015) states that career development emphasizes setting clear and measurable goals to encourage employee growth, Perceived Organizational Support helps employees focus and commit to achieving targets, and provides opportunities for employees to achieve career goals sustainably. Thus, with the support and resources available, employee progress and competency can be

realized. Optimally implemented career development will increase job satisfaction at PT. Royal Korindah Purbalingga. According to (Siagian, 2020), indicators of career development include: fair treatment, information on promotion opportunities, interest in being promoted, and level of satisfaction. This research is supported by (R. Wulandari et al., 2023), (Widyaningtyas et al., 2023), And (Kayely et al., 2023) proves that career development has a positive and significant impact on increasing job satisfaction.

H3: Career development has a significant positive effect on job satisfaction.

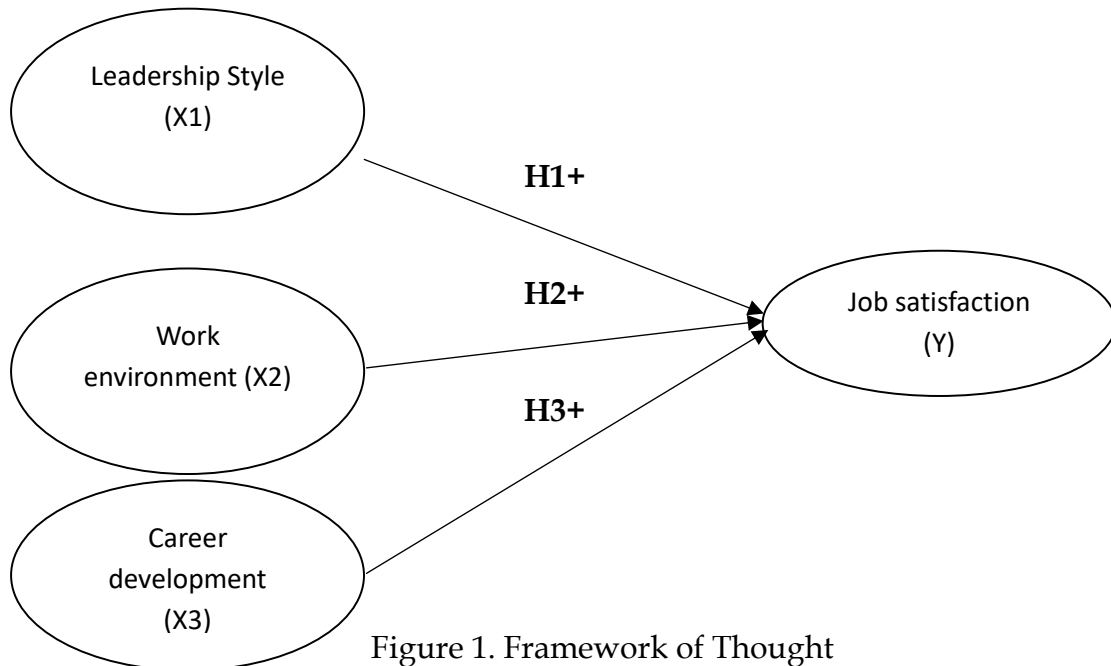


Figure 1. Framework of Thought

METHODOLOGY

This research was conducted using a quantitative approach. According to (Waruwu et al., 2025) The quantitative approach is an approach that utilizes numerical data as a basis for answering various statements. The main data source in this study is primary data obtained from the results of distributing questionnaires, with measurements using five categories on a Likert scale: (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly agree, calculations using SmartPLS. The population of this study was 1270 employees of PT Royal Korindah. The number of samples was calculated using the 10% Slovin formula resulting in 115 respondents. Researchers took samples from all divisions because to present each division fully and reduce bias in calculations. In addition, the company has several divisions that have important roles in its work. So that each division is a special concern for the sustainability of the company.

This research uses Stratified Random Sampling. According to (Firmansyah & Dede, 2022) The population was divided into strata and random samples were taken from each subgroup. The sample was obtained through direct administration to PT Royal Korindah employees. The questionnaire was submitted to the HRD of PT Royal Korindah and took 3 weeks to complete. The indicators of job satisfaction according to (Pranitasari & Saputri, 2020) job

satisfaction has 5 indicators, namely: a) Work, b) Pay, c) Promotion, d) Supervision, and e) Coworkers.

RESEARCH RESULT

Characteristics of Respondents

The characteristics of respondents in this study are shown in the following table:

Table 1. Respondent characteristics

Gender	Frequency	Percentage
Male	17	15%
Female	98	85%
Total	115	100%
Education	Frequency	Percentage
Bachelor's Degree	12	10%
High School/Vocational School	92	80%
Elementary/Junior High School	11	10%
Total	115	100%
Division	Frequency	Percentage
GA	2	2%
PPC	10	9%
Packaging	16	14%
PIC	1	1%
Maintenance & Innovation	1	1%
Knitting Products	36	31%
HR	17	15%
QC Dept	11	10%
Engineer	17	15%
FA	1	1%
SM/AE	1	1%
QA Dept	2	2%
Total	115	100%
Marital Status	Frequency	Percentage
Married	88	77%
Unmarried	27	23%
Total	115	100%
Years of Service	Frequency	Percentage
< 1 Year	20	17%
3-4 Years	16	14%
> 5 Years	79	69%
Total	115	100%
Age	Frequency	Percentage
< 20 years	3	3%
21-40 years	106	92%
> 40 years	6	5%
Total	115	100%

The sample size in this study consisted of 115 employees working at PT Royal Korindah Purbalingga. 98 (85%) were female respondents. This implies that there are more female workers because this job requires good accuracy, and

demographic factors tend to have more female workers. The majority of respondents were in the 21-40 years age range, amounting to 106 (92%). This implication is that the large cost of living factors make someone have to look for another job and this age is a productive age that contributes greatly to the company. Then the majority of respondents had a high school/vocational high school education of 92 employees (80%), This indicates that the condition of the workforce in general is still secondary education and above, high school/vocational high school education has met the company's qualifications and is quickly absorbed into the company. The length of service of the majority of employees was in the range of > 5 years amounting to 79 employees. This implication is that the longer a person works, the better the experience and skills they gain, thereby increasing company productivity. In addition, employees who have worked longer will understand their duties and responsibilities, which makes them more stable and loyal to the company. Married employees accounted for 88 employees (77%). This implies that many married employees have greater responsibilities in their work to support their families, maintain job stability, and increase work motivation to meet their families' needs.

Measurement Model Analysis (Outer model)

Convergent Validity

The analysis of this research was conducted using the SEM-PLS method with the following analysis results:

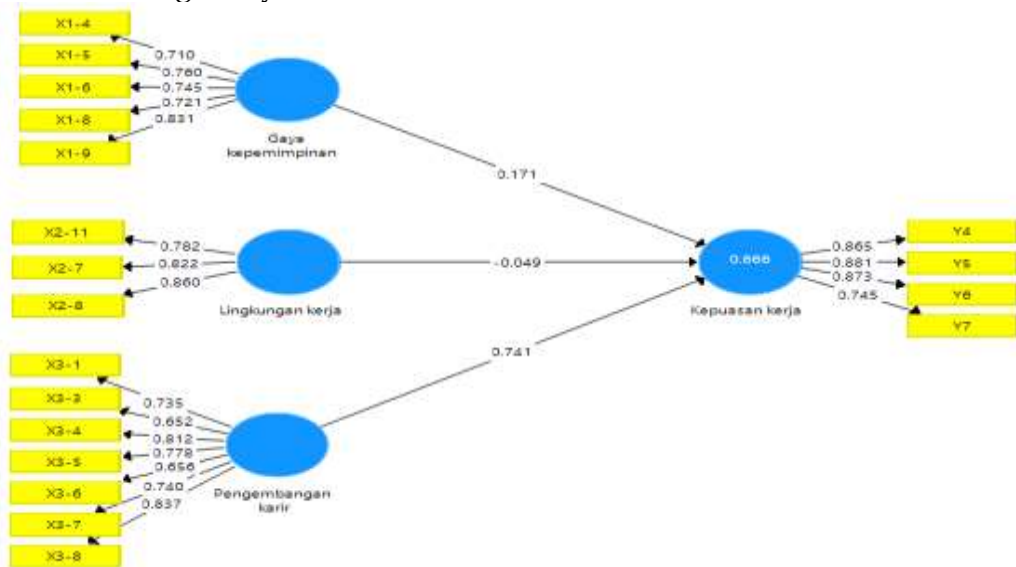


Figure 2. Validity Test

Convergent Validity This function is used to assess the validity of the indicators used in measuring variables. An indicator is declared valid if its correlation value is > 0.7. However, a factor loading value of 0.6 is still acceptable and is considered to meet the criteria (Haryono, 2016). Based on Figure 2, outer loading values that are less than 0.6 have been eliminated in this model, namely indicators (X1,1 2 3 7), (X2,1 2 3 4 5 6 9 10), (X3, 2), and (Y, 1 2 3 8 9). Then, the AVE value for each construct is shown in the following table:

Table 2. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
<i>Leadership Style</i>	0.569
<i>Job satisfaction</i>	0.710
<i>Work environment</i>	0.676
<i>Career development</i>	0.558

Based on the analysis results in Table 1, it shows that the AVE value for each variable is higher than 0.5. This result indicates that each variable meets the convergent validity criteria.

Discriminant Validity Test

Table 3. Discriminant Validity Test

	<i>Leadership style</i>	<i>Job satisfaction</i>	<i>Work environment</i>	<i>Career development</i>
<i>Leadership Style</i>	0.755			
<i>Job satisfaction</i>	0.575	0.843		
<i>Work environment</i>	0.561	0.581	0.822	
<i>Career development</i>	0.582	0.805	0.721	0.747

The results of the analysis show that the square root value of AVE of each construct has a greater correlation value with other constructs. According to (Hair et al., 2021) The discriminant test is said to be valid if the value is below 0.85 or 0.90.

Reliability Test

Table 4. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability
<i>Leadership style</i>	0.814	0.839	0.868
<i>Job satisfaction</i>	0.862	0.866	0.907
<i>Work environment</i>	0.760	0.771	0.862
<i>Career development</i>	0.866	0.869	0.898

Based on table 3, all the constructs analyzed obtained a value Cronbach's Alpha and Composite Reliability has exceeded the minimum value of 0.70. According to (Hair et al., 2021) The reliability test is said to be valid if the Cronbach's Alpha, rhoA, and Composite Reliability values are between 0.70 and 0.90, and do not exceed 0.95 to avoid duplication of indicators.

F-Square Test

Table 5. F-Square

<i>Leadership style</i>	<i>Job satisfaction</i>	<i>Work environment</i>	<i>Career development</i>
<i>Leadership style</i>	0.054		
<i>Job satisfaction</i>		0.003	
<i>Work environment</i>			0.714
<i>Career development</i>			

According to (Hair et al., 2021) The f-square value is categorized as small if ≥ 0.02 , moderate if ≥ 0.15 , and large if ≥ 0.35 . Based on the table above, leadership style has a weak influence of 0.054. The work environment has a very weak value of 0.003. Career development has a moderate influence of 0.714. It can be concluded that the career development variable has a large contribution in this study to job satisfaction.

Hypothesis Testing

This analysis aims to assess the significance of the influence of variables in this research model. According to (Hair et al., 2021) The significance value of the variable relationship can be seen from $p < 0.05$ and the T-statistic value > 1.96 .

Table 6. Hypothesis testing

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
<i>Leadership style ↔ Job satisfaction</i>	0.171	1,498	0.135	H1 Rejected
<i>Work environment ↔ Job satisfaction</i>	-0.049	0.508	0.612	H2 Rejected
<i>Career development ↔ Job satisfaction</i>	0.741	7,786	0.000	H3 Accepted

Based on table 6, H1 Leadership style has a t-statistic value of 1.498 with a p-value of 0.135, indicating that the influence of leadership style does not affect job satisfaction, so H1 is rejected. The work environment has a t-statistic value of 0.508 with a p-value of 0.612, indicating that the work environment has a negative but insignificant effect on job satisfaction, so H2 is rejected. H3 Career development has a t-statistic value of 7.786 with a p-value of 0.000 indicating that career development has a positive and significant effect on job satisfaction.

DISCUSSION***Leadership Style on job satisfaction***

Based on the test results in this study, it indicates that leadership style has no effect on job satisfaction. This finding indicates that the leadership style implemented by management has not been able to increase the level of job

satisfaction. One of the reasons can be the ineffectiveness of a leader in providing solutions to employee work problems, so that there is still motivation, enthusiasm, and real support that has not been met for task completion. The existence of different employee perceptions causes employee effectiveness to be affected, employees think that what is implemented by the leader is good but according to employees it is not good enough, thus creating differences in views that affect job satisfaction. This finding shows that the principles of Transformational Leadership Theory such as providing inspiration, employee attention, and employee development have not been implemented optimally.

This finding is supported (Mulya & Yuliantini, 2023), (Prasetiyo et al., 2020), And (Sinollah & Ubaitulloh, 2021) These findings indicate that leadership style has no effect on job satisfaction. Therefore, a more in-depth evaluation of factors that impact employee job satisfaction, such as the work environment, career development, and employee personal factors, is needed.

Work environment on job satisfaction

The analysis results show that the work environment has a negative and insignificant effect on job satisfaction. This could occur for several reasons. Employees are accustomed to the existing work environment, so this variable has no influence on employee job satisfaction. The relatively homogeneous work environment in the company makes employees perceive these conditions as equal treatment. This condition prevents the work environment from being a strong differentiating factor. According to the theory, Organizational Climate (Lewin, 1940) ,Job satisfaction is generally influenced by company policies and the work environment. While positive organizational conditions will increase employee job satisfaction, a similar climate will tend to decrease job satisfaction because employees don't perceive significant differences that influence their perceptions.

Research supported by (Apriyani & Iriyanto, 2020) And (Imam & Rismawati, 2022) This indicates that the work environment has a negative and insignificant effect on job satisfaction. Therefore, companies need to identify career development factors in shaping employee perceptions to increase employee job satisfaction.

Career Development towards Job Satisfaction

The analysis results indicate that career development has a positive and significant impact on job satisfaction. This suggests that the greater the opportunities and facilities for career development provided by the company, the higher the level of employee job satisfaction. Perceived Organizational Support where employees feel valued and supported in developing their competencies. Thus, an effective career development program not only improves skills but also employee loyalty and job satisfaction. Therefore, companies need to continue developing effective career development programs as a strategy to increase employee job satisfaction. These findings support research (Susilo & Wulansari, 2023), (Yaningsih & Triwahyuni, 2022), And (Elvina & Aliya, 2024) The findings indicate that career development has a positive and significant impact on job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study demonstrate that optimally implemented career development strategies significantly contribute to improving employee job satisfaction at PT Royal Korindah. The better career development opportunities and facilities provided by the company, the greater the impact on employee job satisfaction. Meanwhile, leadership style has no effect on job satisfaction. This indicates that the leadership style applied has not been able to influence employee job satisfaction because there are still other influencing factors, such as the less-than-optimal role of leaders in providing solutions to problems faced by employees. The work environment has a negative but insignificant effect on job satisfaction. This indicates that the existing work environment has not created satisfaction for employees due to a lack of employee adaptation, which affects job satisfaction.

Based on the results of this study, companies need to support optimal career development to improve two-way communication between leaders and employees. Companies can provide a space for discussion to channel employee aspirations and career development. Companies should conduct regular evaluations to ensure that employee feedback is put into practice, indirectly increasing employee motivation and job satisfaction.

ADVANCED RESEARCH

Future research is expected to explore other variables such as work motivation, compensation, and organizational culture to produce more comprehensive results. Furthermore, the findings that leadership style and work environment have no significant impact can provide further insight into existing issues within the company.

ACKNOWLEDGMENT

The researcher would like to express his respect and gratitude to the supervisor for his guidance, direction and knowledge, and to his parents for their prayers and support so that the researcher could complete this research. He would like to thank PT Royal Korindah Purbalingga for granting permission to conduct this research, and to all parties who have supported the smooth running of this research.

REFERENCES

- Adjunct, & Marniati. (2020). *Manajemen Sumber Daya Manusia*. PT Raja Grafindo Persada.
- Agus, M., Hadiyatno, D., & Yuliani, T. (2024). Pengaruh Gaya Kepemimpinan, Komunikasi Dan Motivasi Terhadap Kepuasan Kerja Karyawan Cv. Chandra Motorsport. *Media Riset Ekonomi [Mr.Eko]*, 3(1), 14–22. <https://doi.org/10.36277/mreko.v3i1.368>
- Apriyani, R. wanti, & Iriyanto, S. (2020). Pengaruh Kompensasi, Penempatan Karyawan, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Art Industries Boyolali. *Value Added : Majalah Ekonomi Dan Bisnis*, 16(2). <https://doi.org/10.26714/vameb.v16i2.6057>
- Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (2015). Organizational

- Culture and Climate. In *Proceedings of the National Academy of Sciences* (Vol. 3, Issue 1). SAGE. <http://dx.doi.org/10.1016/j.bpj.2015.06.056><https://academic.oup.com/bioinformatics/article-abstract/34/13/2201/4852827><https://semisupervised-3254828305/semisupervised.ppt><http://dx.doi.org/10.1016/j.str.2013.02.005><http://dx.doi.org/10.1016/j.str.2013.02.005>
- Aulia, T., Yusuf, T., Yuliani, T., Hadiyatno, D., & Arrywibowo, I. (2022). Pengaruh Disiplin, Motivasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan PT.Belantara Subur di Sotek Penajam Paser Utara. *Media Riset Ekonomi [Mr.Eko]*, 2(2), 70–78. <https://doi.org/10.36277/mreko.v2i2.274>
- Bass, B. M., & Riggio, R. E. (2005). Transformational leadership: Second edition. In *Transformational Leadership: Second Edition*. LAWRENCE ERLAUB ASSOCIATES. <https://doi.org/10.4324/9781410617095>
- Daniyati, R. F., Dayona, G., & Sofiaty (Efi), N. A. (2022). Analisis Gaya Kepemimpinan, Lingkungan Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Di Sutan Raja Hotel & Convention Centre Soreang – Bandung. *Jurnal Indonesia Membangun*, 21(01), 105–134. <https://doi.org/10.56956/jim.v21i01.74>
- Dharmawan, B. H., & Nugroho, R. H. (2022). Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja Pada PT. Dhamar Tunggal Wulung Kota Kediri. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(1), 83–100. <https://doi.org/10.47467/reslaj.v5i1.1253>
- Dzulhaq, A. R., & Firdaus, V. (2024). Dampak Motivasi, Lingkungan Kerja, dan Disiplin terhadap Kepuasan Kerja di Indonesia. *Jurnal Pemberdayaan Ekonomi Dan Masyarakat*, 1(2), 18. <https://doi.org/10.47134/jpem.v1i2.252>
- Eisenberg, R., & Stinglhamber, F. (2015). Perceived Organizational Support. In *Proceedings of the National Academy of Sciences* (Vol. 3, Issue 1). American Psychological Association. <http://dx.doi.org/10.1016/j.bpj.2015.06.056><https://academic.oup.com/bioinformatics/article-abstract/34/13/2201/4852827><https://semisupervised-3254828305/semisupervised.ppt><http://dx.doi.org/10.1016/j.str.2013.02.005><http://dx.doi.org/10.1016/j.str.2013.02.005>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Handbook of Employee Commitment*, 71(3), 333–345. <https://doi.org/10.4324/9780429325755-6>
- Elvina, I., & Aliya, S. (2024). Pengaruh Pengembangan Karir dan Fasilitas Kerja Terhadap Kepuasan Kerja Karyawan pada PT . Sucofindo Palembang. 4(5), 1332–1341. <https://jurnal.minartis.com/index.php/jeps/article/view/2135>
- Eye-lashes.com. (n.d.). No Title.
- Fatin, C. C., & Yanuar. (2025). Pengaruh Gaya Kepemimpinan Motivasi Kerja dan Budaya Organisasi Terhadap kinerja karyawan melalui kepuasan kerja. 07(01), 53–63. https://linter.untar.ac.id/repository/penelitian/buktipenelitian_10191123

_4A220225212217.pdf

- Firmansyah, D., & Dede. (2022). Teknik Pengambilan Sampel Umum dalam Metodologi. *Jurnal Ilmiah Pendidikan Holistik (JIPH)*, 1(2), 85–114. <https://journal.formosapublisher.org/index.php/jiph/article/view/937>
- Hair, J. f, Hult, G. T., Ringle, C., Sarstedt, M., Danks, N., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer Nature Switzerland AG.
- Haryono, S. (2016). Metode SEM Untuk Penelitian Manajemen dengan AMOS LISREL Smart PLS. *Journal of Physics A: Mathematical and Theoretical*, 450.
- Hutahean, W. S. (2021). *Filsafat dan Teori Kepemimpinan*. AHLI MEDIA PRESS.
- Imam, H., & Rismawati. (2022). Pengaruh Lingkungan Kerja, Motivasi, dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 11(8), 1–15.
- Jasmin, M., Ridwan, & Asbara, N. W. (2023). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT Malatunrung Rezkindo. *Jurnal Manajemen Dan Akuntansi*, 1, 338–348.
- Kayely, E. G. D., Tewal, B., & Uhing, Y. (2023). Pengaruh Rekrutmen, Penempatan Kerja, Dan Pengembangan Karir Terhadap Kepuasan Kerja Anggota Kepolisian Di Polres Bolaang Mongondow Timur. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(4), 404–415. <https://doi.org/10.35794/emba.v11i4.51316>
- Khaeruman. (2021). *Manajemen Sumber Daya Manusia*. CV AA RIZKY.
- Krismawati, N. K. A., & Manuaba, I. S. (2022). Kontribusi Lingkungan Kerja dan Motivasi Kerja terhadap Kepuasan Kerja Guru. *Indonesian Journal of Instruction*, 3(2), 92–104. <https://doi.org/10.23887/iji.v3i2.44517>
- Lewin, K. (1940). *Frontiers In Group Dynamics*. [https://archive.org/details/lewin-1947-frontiers-in-group-dynamics/Lewin1947Frontiers in Group Dynamics/](https://archive.org/details/lewin-1947-frontiers-in-group-dynamics/Lewin1947Frontiers%20in%20Group%20Dynamics/)
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3(2), 157–189. [https://doi.org/10.1016/0030-5073\(68\)90004-4](https://doi.org/10.1016/0030-5073(68)90004-4)
- Miles, J. A. (2019). Management and Organization Theory. In *Sustainability (Switzerland)* (Vol. 11, Issue 1). http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI
- Mulya, W. D. H., & Yuliantini, T. (2023). Kepemimpinan Terhadap Kepuasan Kerja Pegawai Di Pt Pos Indonesia (Persero) Cabang Fatmawati. *Ilmu Dan Budaya*, 44(2), 82–93. <https://journal.unas.ac.id/ilmu-budaya/article/view/2628>
- Mulyani, H. T. S. (2021). Pengaruh Persepsi Gaya Kepemimpinan, Budaya Organisasi, Ambiguitas Peran, Kompensasi Kerja, Motivasi Kerja Dan Efikasi Diri Terhadap Kepuasan Kerja Pegawai (Studi Pada Pt Xinyue Elektronika Teknologi). *IJAB : Indonesian Journal of Accounting and Business*,

- 2(24), 30–45. <https://doi.org/10.33019/ijab.v2i2.21>
- Pranitasari, D., & Saputri, C. B. (2020). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kepuasan Kerja Karyawan. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, 11(1), 46–61. <https://doi.org/10.21009/jrmsi.011.1.03>
- Prasetyo, E. J., Ratnasari, S. L., & Hakim, L. (2020). Analisis Gaya Kepemimpinan, Komitmen Organisasional, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Dimensi*, 9(2), 186–201. <https://doi.org/10.33373/dms.v9i2.2531>
- Priyono, & Marnis. (2014). *Manajemen Sumber Daya Manusia*. Zifatama Publisher.
- Rachmawati, F. N., & Indriyaningrum, K. (2023). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Dan Komunikasi Kerja Terhadap Kepuasan Kerja Pegawai Kantor Kecamatan Semarang Utara. *YUME: Journal of Management*, 6(1), 691–697.
- Rahman, A., & Yusuf, M. (2023). Pengaruh Iklim Organisasi Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Pegawai Kantor Camat Soromandi Kabupaten Bima. *Jurnal Economina*, 2(9), 2238–2243. <https://doi.org/10.55681/economina.v2i9.737>
- Rini, H., & Widya, P. R. (2023). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Dan Motivasi Kerja Terhadap Kepuasan Kerja Di PDAM Bengkayang. *Wawasan: Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan*, 1(4), 138–150. <https://doi.org/10.58192/wawasan.v1i4.1233>
- Rulianti, E., & Nurpribadi, G. (2023). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan. *Jesyra*, 6(1), 849–858. <https://doi.org/10.36778/jesyra.v6i1.1011>
- Salsabila, A. N., & Wajdi, F. (2023). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Di Lingkungan Kantor Badan Pertanahan Nasional (BPN) Kabupaten Klaten. *MIMBAR ADMINISTRASI FISIP UNTAG Semarang*, 20(1), 11–21. <https://doi.org/10.56444/mia.v20i1.647>
- Sihotang, A. C. (2020). Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Showroom Lestari Mobilindo. *Jurnal Ilmiah Manajemen Kesatuan*, 8(3), 295–304. <https://doi.org/10.37641/jimkes.v8i3.393>
- Sinambela, L. P. (2016a). *Manajemen Sumber Daya Manusia*. In PT Bumi Aksara. PT Bumi Askara. http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI
- Sinambela, L. P. (2016b). *Manajemen Sumber Daya Manusia*. PT Bumi Askara.
- Sinollah, & Ubaitulloh, M. (2021). Pengaruh Gaya Kepemimpinan dan Kompensasi terhadap Kepuasan Kerja. *DIALEKTIKA: Jurnal Ekonomi Dan Ilmu Sosial*, 6(2), 79–88. <https://doi.org/10.36636/dialektika.v6i2.778>
- Susilo, S. R., & Wulansari, P. (2023). Pengaruh Pengembangan Karier Dan Pelatihan Terhadap Kepuasan kerja karyawan Pada PT. Taiho Nusantara.

- Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi) Vol. 7 No. 2, 2023*
PENGARUH, 7(2), 535.
- Waruwu, M., Pu`at, S. N., Utami, P. R., Yanti, E., & Rusydiana, M. (2025). Metode Penelitian Kuantitatif: Konsep, Jenis, Tahapan dan Kelebihan. *Jurnal Ilmiah Profesi Pendidikan*, 10(1), 917–932. <https://doi.org/10.29303/jipp.v10i1.3057>
- Waworundeng, T., Areros, W. A., & Rumawas, W. (2021). Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi Pada Karyawan PT. Wenang Cemerlang Press). *Jurnal Administrasi Bisnis (JAB)*, 11(2), 2021.
- Widyaningtyas, D. P., Fransiska, N., & Maranata, B. H. (2023). Pengaruh Pengembangan Karir dan Kompensasi Terhadap Kepuasan Kerja Karyawan. *Journal of Trends Economics and Accounting Research*, 4(2), 396–405. <https://doi.org/10.47065/jtear.v4i2.1011>
- Wulandari, P. (2022). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Suncity Festival Madiun. *Jurnal Ilmu Manajemen*, 10, 554–565.
- Wulandari, R., Puji, K., & Suwarni, E. (2023). Pengaruh Motivasi Kerja Dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Pada PT. Trijaya Tirta Dharma (Great Air Minum Dalam Kemasan Cabang Bandar Lampung). *Serat Acitya*, 12(1), 118–132. <https://doi.org/10.56444/sa.v12i1.606>
- Wun, M. O., & Masman, R. R. (2020). Terhadap Kepuasan Kerja Karyawan FEB Universitas Tarumanagara Di Jakarta. *Jurnal Manajerial Dan Kewirausahaan*, 2(1), 90–101.
- Yaningsih, T. A., & Triwahyuni, E. (2022). *Pengaruh pengawasan, beban kerja, dan pengembangan karir terhadap kepuasan kerja karyawan*. 19(1), 604–613.
- Zahra, D., Setyadi, D., & Utami, H. (2020). Effect of Work Environment, Compensation and Competence on Employee Job Satisfaction of the Investment Office and One Stop Integrated Service (DPMPTSP) of Central Java Province. *Admisi Dan Bisnis*, 21(2), 111–118. <https://jurnal.polines.ac.id/index.php/admisi>