

Job Satisfaction as a Mediator of the Effect of Compensation and Leadership on Employee Performance

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ARTICLE INFO	ABSTRACT
<p>Keywords: Compensation, Leadership, Job Satisfaction, And Employee Performance.</p>	<p><i>Employee performance is an important factor in achieving organizational goals. Compensation and leadership are the two main variables that affect job satisfaction and employee performance. This study was conducted to explore the role of job satisfaction as a mediator in the relationship between compensation, leadership, and employee performance in the Notary & PPAT Office in Mojokerto Regency. This study aims to test and analyze the effects: 1) compensation on job satisfaction, 2) leadership on job satisfaction, 3) compensation on employee performance, 4) leadership on employee performance, 5) job satisfaction on employee performance, 6) compensation on employee performance through job satisfaction, and 7) leadership on employee performance through job satisfaction. This research uses an explanatory research approach and was conducted at the Notary & PPAT Office in Mojokerto Regency in February-May 2021. The population of the study was 45 employees (excluding leaders). The sample was determined using the saturated sample technique, which resulted in a sample of 45 people (excluding the leader). The results of the study prove that: 1) compensation affects job satisfaction, 2) leadership affects job satisfaction, 3) compensation affects employee performance, 4) leadership affects employee performance, 5) job satisfaction affects employee performance, 6) compensation affects employee performance through job satisfaction, and 7) leadership affects employee performance through job satisfaction. This study implies that to improve employee performance in the Notary & PPAT Office in Mojokerto Regency, the focus needs to be given to improving job satisfaction through improving compensation and leadership.</i></p>

INTRODUCTION

The success of an organization in achieving its goals is inseparable from its human resource factors (Burhan et al., 2014). The term human resources can be equated with employees or employees, namely people who do a job in an organization, both organizations engaged in the government and the private sector. Every employee in the organization certainly has duties and responsibilities that he must carry out so that the company will continue to progress and develop, then carry out what the company should do to achieve job satisfaction.

Related to the services provided to the community, Notaries and Land Deed Officials (PPAT) are public officials authorized to do authentic deeds regarding all deeds, agreements, powers of attorney, and provisions required by laws and regulations and desired by those concerned to be stated in an authentic deed, guarantee the certainty of the date of doing the deed, keep the deed, provide gross, copies and quotations of deeds, all of which are as long as the making of the deeds is not also assigned or excluded to other officials or other people stipulated by law (Burhan et al., 2014).

Notaries and PPATs, in carrying out their work, cannot be separated from human resources, who are required to produce satisfying services for their users. Therefore, they must perform superior work (performance). If not, it will be crushed by its competitors, who are excellent at providing their services.

Many variables affect employee performance, including compensation and leadership. Compensation is an expense and cost for an organization or company. The organization or company hopes that the compensation paid will get a greater return on work performance from employees (Askarno & Nendi, 2023). Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2019). Leadership is a series of structured activities in the form of the Ability to influence the behavior of others in certain situations so that they are willing to work together to achieve predetermined goals. (Sutarto, 2018).

Research has been conducted related to compensation, leadership, and employee performance (Rustilah, 2018), proving that compensation affects employee performance. Conversely, his research (Sari et al., 2020) demonstrates that compensation does not affect employee performance. Furthermore, his research (Liyas, 2019) proves that leadership affects employee performance. In contrast, his research (Yulindawati & Ananda, 2023) demonstrates that leadership does not affect employee performance. Some of these studies used multiple linear regression analysis tools.

According to (M, 2018), if previous researchers produce conflicting conclusions, both conflict in significance and conflict in direction, it is suspected that there needs to be another variable that mediates it. This motivates researchers to conduct this study by including job satisfaction variables as mediating/intervening variables, considering that employees who are satisfied with what they get from the company will provide something more for the company. Then, they will try to improve their work performance to continue to get job satisfaction and produce their best work performance. Demkiain continues to be sustainable.

Based on the explanation above, the novelty of this research is the existence of job satisfaction variables mediating the effect of compensation and leadership on employee performance with data analysis tools using path analysis. Thus, the purpose of this study is to test and analyze the effect of 1) compensation on job satisfaction, 2) leadership on job satisfaction, 3) compensation on employee performance, 4) leadership on employee performance, 5) job satisfaction on employee performance, 6) compensation on employee performance through job satisfaction, 7) leadership on employee performance through job satisfaction.

Hypothesis 1: Compensation affects job satisfaction. This hypothesis is built from his research (Rustilah, 2018) (Hidayah & Aisyah, 2016), which proves that compensation affects job satisfaction, so it can be described as follows: $X1 \Rightarrow Y$.

Hypothesis 2: Leadership affects job satisfaction. This hypothesis is based on his research (Rustilah, 2018), and Arianto (2018) proves it, so it can be described as follows: $X2 \Rightarrow Y$.

Hypothesis 3: Compensation affects employee performance. This hypothesis is built from his research (Permanasari, 2019), (Rustilah, 2018), (Hidayah & Aisyah, 2016), which proves that compensation affects employee performance, so it can be described as follows: $X1 \Rightarrow Z$.

Hypothesis 4: Leadership affects employee performance. This hypothesis is built from his research (Latif, 2018), (Sitompul, 2018), (Rustilah, 2018), (Liyas, 2019), (Arianto, 2018) proves that leadership affects employee performance, so it can be described as follows: $X2 \Rightarrow Z$.

Hypothesis 5: Job satisfaction affects employee performance. This hypothesis is built from his research (Astakoni et al., 2019) (Sitompul, 2018), which proves that job satisfaction affects employee performance, so it can be described as follows: $X3 \Rightarrow Z$.

Hypothesis 6: Compensation affects employee performance through job satisfaction. This hypothesis is built from his research (Rustilah, 2018) and (Hidayah & Aisyah, 2016), which proves that compensation affects job satisfaction. Furthermore, it is built from his research (Astakoni et al., 2019), (Sitompul, 2018) proves that job satisfaction affects employee performance. Thus, it can be described as $X1 \Rightarrow Y \Rightarrow Z$.

Hypothesis 7: Leadership affects employee performance through job satisfaction. This hypothesis is built from his research (Latif, 2018), (Rustilah, 2018), and (Arianto, 2018) proves that leadership affects job satisfaction. Furthermore, built from his research (Astakoni et al., 2019), (Sitompul, 2018) proves that job satisfaction affects employee performance; thus, it can be described as follows: $X2 \Rightarrow Y \Rightarrow Z$.

METHOD

This study uses an explanatory research approach, conducted at the Notary & PPAT Office in Mojokerto Regency in February-May 2021. The population was 45 employees (excluding leaders). The sample was determined using the saturated sample technique, obtained from as many as 45 people (excluding the leadership). Primary data related to research variables were obtained by giving questionnaires directly to respondents. After

the data is collected, it is analyzed using path analysis. However, previously conducted validity, reliability, and classical assumption tests. The t-test alpha 5% is used to test the hypothesis, and the Sobel test alpha 5% is used as a mediator to determine job satisfaction.

The compensation indicators (Hasibuan, 2019) include 1) salary, 2) wages, 3) incentives, 4) allowances, and 5) facilities. Leadership indicators refer to Kartono (2018), including 1) decision-making ability, 2) ability to motivate, 3) communication skills, 4) ability to control subordinates, 5) responsibility, and 6) ability to control emotions. Job satisfaction indicators referred to (Mangkunegara & Hasibuan, 2018) include 1) satisfaction with superiors, 2) satisfaction with coworkers, 3) satisfaction with work, 4) satisfaction with promotion opportunities, and 5) satisfaction with income. Performance indicators referred to (P 2018) include 1) quality of work, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence, and 6) work commitment.

RESULTS AND DISCUSSION

The results of the validity and reliability tests and the classical assumption tests, including multicollinearity, heteroscedasticity, and normality, all did not violate and are summarized in Table 1 below:

Table 1. Summary of Test Results: Validity, Reliability, and Classical Assumptions

Test	Test Equipment	Results	Summary
Validity	Pearson Model Correlation	Sig. value < 5%	Valid
Reliability	Cronbach Alpha	The value is > 0.6	Reliable
Classic assumptions:			
Multicollinearity	VIF	Value < 10	Not happening
Heteroscedasticity	Scatter Plot	Irregular image	Not happening
Normality	Kolmogorov-Smirnov	Sig. value > 5%	Normal

Source: Primary data processed by researchers in 2023

Table 1 above shows that the test results, validity, reliability, and classical assumptions show that nothing is violated so that path analysis can be used as an analytical tool in this study.

Furthermore, the results of path analysis and Sobel test are summarized in Table 2 below

Table 2. Summary of Path Analysis Results

Description	standardized path chefs.	p-value (sig value)	Summary Hypothesis
H1: X1 => Y (direct effect)	0.148	0.000	Retrieved
H2: X2 => Y (direct effect)	0.172	0.000	Retrieved
H3: X1 => Z (direct effect)	0.124	0.000	Retrieved
H4: X2 => Z (direct effect)	0.128	0.000	Retrieved
H5: Y => Z (direct effect)	0.238	0.000	Retrieved
H6: X1 => Y => Z (indirect effect)	Sobel test p-value 0.000 < 5%		Retrieved
H7: X2 => Y => Z (indirect effect)	Sobel test p-value 0.000 < 5%		Retrieved

The Sobel test was used as a mediator to determine job satisfaction. In Table 2 above, the indirect effect of both X1 => Y => Z and X2 => Y => Z, the p-value of the Sobel test results is <5%. This indicates that job satisfaction can mediate/enhance the effect of compensation and leadership on employee performance.

The results of this study prove that compensation has a significant positive effect on job satisfaction, meaning that the better the compensation, the better the job satisfaction. Therefore, (Jayla, 2023) The existence of compensation needs to be reviewed/improved to positively impact job satisfaction by identifying problems related to current compensation, including 1) Internal justice. Having internal justice is very important for organizations. It risks losing employees and facing lawsuits if it does not have it. Internal pay equity means equal compensation to employees with comparable organizational positions or skills. This includes salary and additional employee benefits and perks that come with the job. 2) External equity. External equity is the amount outside companies are willing to pay for the same talent. Therefore, the company should consider the broader market and industry when building the compensation structure. If paying below the market rate, it will not attract new employees and will lose existing employees. 3) Perceived fairness. How employees perceive internal and external levels of fairness is very important. They may be paid fairly and in line with the market but feel underpaid. This can lead to dissatisfaction and lack of engagement. How each team member decides whether their pay and

benefits are fair varies from person to person. However, this conclusion is usually based on comparisons with peers in the same job and industry. Therefore, the HR department should manage its workforce's expectations around compensation so that the workforce feels a greater connection and loyalty to the organization. 4) Executive compensation. Executive-level employees and senior management are critical to creating the strategic vision and making crucial decisions.

The results of this study prove that leadership has a significant positive effect on job satisfaction, meaning that the better the leadership, the better the job satisfaction. Therefore, according to (Talentik, 2023), leadership needs to be increased in capacity to positively impact job satisfaction by carrying out the following: 1) Authenticity. Authenticity can be referred to as authenticity or not exaggerating or reducing, and it is an essential foundation for a leader to achieve team success. Authenticity is an important cornerstone in promoting team success for a leader. This quality requires leaders to not only be effective in their tasks but also be able to inspire and motivate team members uniquely and authentically. In this way, team members' trust in the leader's character and emotional connection can be built and become the key to creating a solid and productive partnership. Understanding the perspectives and views of individuals in the team becomes the foundation for personal and collective growth. 2) Curiosity. Curiosity is also an essential quality for a leader to continue to hone. This character will encourage leaders always to want to learn, explore new things, and understand the possibilities. Leaders with high curiosity tend to have a broad view of the company and its team. They can see the situation from various points of view, including from the perspective of external stakeholders such as customers or competitors. By being curious, a leader can make more informed decisions and consider the broader context, not just the internal dynamics within the organization. This helps them to take more effective strategic steps and understand the implications of each decision taken. 3) Analytical Thinking. Analytical thinking is an indispensable quality for a leader. The Ability to solve complex problems, identify root causes, and develop innovative solutions are essential in the context of leadership. By thinking analytically, a leader can make more informed and effective decisions and face challenges in a structured and measured way. This helps the organization to optimize performance and achieve long-term success. To improve analytical thinking, a leader can develop the habit of always asking questions and digging deeper into the information at hand. This includes the Ability to identify and collect relevant data, analyze information carefully, and make evidence-based conclusions. In addition, broadening horizons by reading current literature, attending appropriate training, and discussing with experts in the field can also help improve analytical thinking skills.

The results of this study prove that compensation has a significant positive effect on employee performance, meaning that the better the compensation, the better the performance. Therefore, according to (Hasibuan, 2019), it is necessary to review the factors that determine the value of compensation by the current actual conditions so that it positively impacts performance by carrying out the following: 1). Labor supply and demand. Compensation is relatively tiny if more job seekers (supply) than job vacancies (market). Conversely, compensation is relatively more excellent if there are fewer job seekers than job vacancies. 2). Ability and willingness of the company: If the company's Ability and willingness to pay are getting better, the level of compensation will be greater. On the contrary, if the company's Ability and willingness to pay is low, the compensation level is relatively small. 3). Labor unions/employee organizations. The compensation level will increase if the labor union is strong and influential. Conversely, the compensation level is relatively small if the labor union is not strong and less influential. 4). Employee work productivity: If the employee's work productivity is excellent, the compensation will be more significant. Conversely, if the work productivity is low, the compensation is small. 5). Government by Law and Presidential Decree: The government sets the minimum wage or service limit amount by law and presidential decree. This government regulation is essential so that employers do not arbitrarily set the amount of compensation for employees. The government is obliged to protect the public from arbitrariness. 6) Cost of living: If the cost of living in the area is high, the compensation or wages will be more significant. Conversely, if the cost of living in the area is low, the level of compensation or wages is relatively tiny. 7). Position of the employee. Employees who occupy higher positions will receive more excellent salaries or compensation. Conversely, employees who occupy lower positions will get a small salary or compensation. This is natural because someone with excellent authority and responsibility must also get a larger salary or compensation. 8). Employee education and experience: If education is higher and work experience is more extended, the salary or compensation will be more significant because the skills and skills are better. Conversely, employees with low education and less work experience will have a trimmed salary/compensation level. 9) Type and Nature of Work If the type and nature of work are complex and have a significant risk (financial, safety), the

level of wages or arena requires skill and accuracy to do it. However, if the type and nature of the work are easy and the risk (financial, accidental) is small, the level of wages or compensation is relatively low.

The results of this study prove that leadership has a significant positive effect on employee performance, meaning that the better the leadership, the better the performance. Therefore, according to (Talentik, 2023), the existence of leadership needs to be increased in capacity to positively impact performance by carrying out the following: 1) Adapting to change. Adapting to change is crucial for a leader in a dynamic and fast-changing business environment. Leaders who can adapt to change can guide teams through complex transitions and deal with emerging challenges more deftly. Adaptability includes flexibility in responding to evolving situations, forecasting and anticipating upcoming changes, and a willingness to learn and change strategies when necessary. Adaptive leaders can identify new opportunities, improve existing processes, and steer the organization in a better direction. To improve adaptability, leaders can create an organizational culture that supports change, builds openness to new ideas, and effectively uses existing technology and resources. In addition, forging partnerships with other leaders and engaging in professional networks can help leaders stay connected to the latest trends and practices in their industry. 2) Creativity.

Creativity is one of the indispensable qualities in leadership. Creative leaders can look at situations from different perspectives and develop innovative solutions. They do not stick to old or routine ways but always look for new ways to overcome challenges and take advantage of existing opportunities with backup data obtained from previous points. Creativity in leadership involves the Ability to build an environment that supports new ideas, empowers team members to think beyond conventional boundaries, and encourages experimentation and innovation. Creative leaders can also integrate multiple perspectives and promote collaborative work that results in better solutions. 3) Making Peace with Ambiguity. Making peace with ambiguity is essential for a leader who operates in a complex and often uncertain environment. Ambiguity can arise from various sources, such as rapid market changes, geopolitical uncertainty, or sudden technological changes. Leaders who can make peace with ambiguity do not feel trapped by uncertainty but see it as an opportunity to learn, evolve, and create innovative solutions. The key to making peace with ambiguity is the Ability to combine incomplete or conflicting information, identify hidden patterns, and take proactive steps in the face of uncertainty. This involves being open to possibilities, having the Ability to ask relevant questions, and having the courage to act despite the limited information available. 4) Resilience. Resilience is an essential quality for a leader when facing challenges and difficulties, such as when the team being led fails to achieve the targets that have been determined together. Leaders who have resilience can bounce back after experiencing failure or obstacles and can cope better with pressure and stress. The key to resilience is managing emotions well, staying calm and focused in difficult situations, and having solid mental resilience. Resilient leaders can also turn negative views into opportunities, learn from failures, and find creative solutions to overcome problems. Leaders can develop self-recovery strategies to improve resilience, such as practicing meditation or exercise to reduce stress, strengthening social and support networks, and having an optimistic and adaptive attitude in the face of change. In addition, learn from the experiences of others who have faced similar challenges and build the Ability to adapt to changing environments. 5) Empathy. Leaders who have empathy can understand and feel the feelings, needs, and perspectives of others. They can empathize with team members, customers, and all parties involved in the company. By having empathy, a leader can build strong and deep relationships with their team members. They can recognize individual strengths and weaknesses, understand their motivations, and provide appropriate support and guidance. In addition, empathetic leaders can create an inclusive work environment where everyone feels heard, valued, and motivated to make their best contributions.

The results of this study prove that job satisfaction can mediate/enhance the effect of compensation on employee performance. . therefore, according to (Administia, 2022), the existence of job satisfaction needs to be increased so that the effect of compensation on employee performance also increases by doing the following: 1) accept suggestions from employees if it is good one of the ways you can do to improve the satisfaction of employee performance is to take the suggestions made by the employee. Although sometimes a company already has goals and targets to be achieved, it always helps to take input and suggestions from employees. This is because when employees are carrying out work, sometimes they will find things or something that might have slipped from the company's view. This can be a form of evaluation. That way, it will be able to improve the company's performance in the future. The way you can do as a company owner in tips for increasing employee job satisfaction is to accept suggestions owned by employees. Especially if the suggestion is good and proper for the company, you can create an atmosphere like a discussion to receive views and input from employees. 2. give responsibilities according to

the abilities of employees. Knowing the potential of each employee is indeed a must that needs to be done by the company. The article states that each employee will undoubtedly have different targets and goals. However, companies can unite them by forming a team. However, when the company forms the team, it should not be arbitrary. Be sure to know the portions and responsibilities that suit the employee. Do keep yourself from handover responsibilities that the field owned by the employee handles. 3) do not make employees reluctant to give opinions. It would help if you created a work environment where employees are not reluctant to express their opinions. However, if the employees' opinions differ from what the company expects or are contradictory, you do not necessarily reject them. Instead, you can reconsider. This one way aims for later employees to think critically and be creative.

The results of this study prove that job satisfaction can mediate/enhance the effect of leadership on employee performance. Therefore, according to (Administia, 2022), job satisfaction needs to be improved so that the influence of leadership on employee performance also increases by doing the following: 1). Provide supporting and supporting work facilities. When employees are provided with work support facilities, they will be provided with job satisfaction. The provision of these facilities will usually make employees work more productively, especially for employees with work barriers. These facilities provide a lot of convenience for employees. For example, companies can provide facilities in the form of internet quotas at the moment of WFH or working from home. The company can also provide facilities like a laptop or computer to make work easier when working in the office. 2). Provide training to employees. Another way you can provide tips for increasing employee job satisfaction is by training employees. This is because the training will make employees more skilled in completing work in the office. Training these employees will be highly recommended as a way for employees to be satisfied working in that place. Of course, when the company carries out several things that can increase employee job satisfaction, this will make employees more diligent at work. In addition, training or providing support facilities will make it easier for employees to do various jobs. This will enable employees to work optimally. 3). Do an evaluation. Undeniably, the above activities can have a positive or even no effect at all. Therefore, we must evaluate every time so that the company we are working for can run optimally. 4) Encourage employees. Sometimes, employees will feel lazy and bored when working. This can also happen because the company needs more support from the company. Where companies often only make demands. Therefore, besides only making demands, companies should occasionally also encourage their employees. This can be one of the tips for improving employee work. This enthusiasm will spur employees to complete work more optimally. When employees work optimally, the company will also get more benefits.

CONCLUSION

This study concluded that compensation has a significant positive influence on job satisfaction. Second, leadership also has a significant positive impact on job satisfaction. Third, compensation has a significant positive influence on employee performance. Fourth, leadership has a significant positive impact on employee performance. Fifth, job satisfaction has a significant positive influence on employee performance. Sixth, job satisfaction can mediate/strengthen the influence of compensation on employee performance. Seventh, job satisfaction can mediate/strengthen the influence of leadership on employee performance. For the Notary & PPAT Office in Mojokerto Regency, to improve employee performance, it is recommended to focus on increasing job satisfaction and the variables that affect it, namely compensation and leadership. Job satisfaction has been proven to be able to mediate/strengthen the effects of compensation and leadership on employee performance. Further research is suggested to replace or add variables that affect job satisfaction so that the results can expand knowledge, especially regarding compensation, leadership, and job satisfaction related to employee performance.

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