

THE INFLUENCE OF COMPENSATION, LEADERSHIP STYLE, AND WORK-LIFE BALANCE ON GENZ'S JOB SATISFACTION

Sherina Sasmita M.S¹, Dian Ferriswara², Liling Listyawati³, Nur'annafi Farni Syam Maela⁴

^{1,2,3}Faculty of Business Administration, University of Dr. Soetomo, Surabaya, Indonesia

⁴Faculty of Communciation, University of Dr. Soetomo, Surabaya, Indonesia

Correspondence: Sherina Sasmita M S. E-mail: sherinasasmita96@gmail.com

Abstract

This study aims to determine the influence of compensation, leadership style, and work-life balance on the job satisfaction of Generation Z in Surabaya. The phenomenon of the emergence of Generation Z in the world of work has created new dynamics in human resource management, especially related to preferences for flexibility, work-life balance, and a work system that supports employee welfare. The population in this study is Generation Z employees who work in various industrial sectors in Surabaya. The sampling technique used was purposive sampling with a total of 238 respondents. The research method uses a quantitative approach with multiple linear regression analysis processed using JASP software. The results showed that compensation had a positive and significant effect on job satisfaction with a regression coefficient value of 0.348. Leadership style also has a positive and significant effect on job satisfaction with a coefficient of 0.402, and is the dominant variable. In addition, work-life balance has a positive and significant influence on job satisfaction with a coefficient of 0.191. Simultaneously, these three variables had a significant effect on job satisfaction with an F value of 311.631 and a contribution of 80% to the variation in job satisfaction ($R^2 = 0.800$). Thus, compensation, leadership style, and work-life balance are factors that play an important role in increasing Generation Z's job satisfaction in the work environment. The results of this study provide implications for organizations to improve the compensation system, implement an effective leadership style, and strengthen work-life balance policies as a strategy in developing the quality of human resources and creating a work environment that supports employee welfare.

Keywords: Compensation, Leadership, Work-Life Balance, Job Satisfaction, Generation Z

1. Introduction

The development of the current world of work shows increasingly complex dynamics, especially with the presence of a new generation in the professional world, namely Generation Z (Gen Z). Problems related to the phenomenon of choosing flexible and balanced work include several important aspects that can affect individuals and organizations. While work flexibility offers many advantages, it can also create challenges in collaboration and communication (Aura et al., 2025).

The presence of Generation Z in the world of work presents new challenges for organizations, given their different characteristics and preferences compared to previous generations (Dani et al., 2025). In contrast to previous generations who tend to have a long-term commitment to the company, Generation Z is more likely to move to other workplaces that provide them with more opportunities to meet personal needs and satisfaction, even in the absence of a clear plan or alternative (Dani et al., 2025).

Flexibility often makes performance monitoring more difficult, and there's a risk that employees may not work as efficiently as they do when they're in the office (Aura et al., 2025). Job satisfaction is one of the important indicators in reflecting employee welfare and organizational effectiveness. Some of the main factors that affect job satisfaction include compensation, leadership style, and work-life balance.

Compensation is very important for employees because the compensation that has been provided by the company for an employee is a source of income in order to meet their needs. If compensation is given correctly to employees, it will have an impact on the creation, satisfaction which in the end employees will be more motivated to achieve the

goals set by the company (Reuny Findy Endeka et al., 2020). Meanwhile, the right leadership style can create a conducive work climate, as well as provide the direction and support needed by employees (Handoko, 2014). Leadership style is a means by which leaders can motivate their employees to carry out all the company's tasks and drive employee success (Puspita Ningrum & Wulan Purnamasari, 2022)

In addition, work-life balance has become an increasingly relevant topic in the context of modern human resource management (Amiruddin, 2024). Generation Z shows a tendency to give high priority to the realization of harmony in carrying out their personal activities and in completing their tasks at work (Dani et al., 2025). Physical factors in the form of time management and rest time can also be interpreted as a balance of life and work. This shows that work-life balance is one of the factors that affect job satisfaction (Sari, 2022).

In the local context, the city of Surabaya as an economic and business center in East Java is a strategic place to study this phenomenon. The dynamics of organizations operating in urban areas such as Surabaya demand managerial adaptation in accordance with the preferences of the younger generation, especially in creating a work environment that supports job satisfaction.

Therefore, it is important to know the extent of the influence of compensation, leadership style, and work-life balance on Gen Z's job satisfaction, especially in Surabaya. The results of this research are expected to contribute to the development of a more effective and relevant human resource management strategy to the needs of the current generation..

2. Literature Review

Compensation is a form of retribution that the organization provides to employees for the results of work and contributions given to the company (Prawira, 2020). Compensation includes both financial forms such as salaries, benefits, and non-financial such as recognition and promotion (Widyaningtyas et al., 2023). Fair and decent compensation can increase employee motivation, loyalty, and job satisfaction (Siregar & Linda, 2022). Providing compensation according to needs also creates a psychological bond between employees and the organization, thus encouraging higher morale (Reuny Findy Endeka et al., 2020)

Leadership is the process of influencing and directing others to achieve common goals (Aritonang & Febrian, 2023). Leadership style is the way a leader interacts, motivates, and directs his subordinates (Meddy Nurpratama & Agus Yudianto, 2022). Transformational and transactional leadership styles are two dominant models in the context of modern organizations (Septian Aris Munandar & Prayekti, 2020). Effective leadership will create a positive work environment, increase employee morale and job satisfaction (Reuny Findy Endeka et al., 2020).

Work-life balance is defined as an individual's ability to balance responsibilities and time between work and personal life (Reuny Findy Endeka et al., 2020). Individuals with a good work-life balance tend to have low stress levels, high job satisfaction, and stronger loyalty to the organization (Aura et al., 2025). In the context of Generation Z who are very concerned about the overall quality of life, work-life balance is a crucial factor that influences their decision to stay or leave a job (Hefniwati et al., 2024).

Job satisfaction is an employee's positive attitude towards his or her work, which reflects an individual's evaluation of different aspects of the work situation (Herawati & Ranteallo, 2020). Job satisfaction is greatly influenced by various internal and external factors such as work conditions, individual characteristics, and social relationships (Justine Brenda Halim & Yusi Yusianto, 2023). High job satisfaction has a direct impact on improved performance, decreased turnover, and increased employee loyalty to the organization (Pardita & Surya, 2020).

3. Methods

This study uses an associative quantitative approach with the aim of determining the influence between independent variables, namely compensation, leadership style, and work-life balance on the bound variable, namely the job satisfaction of Gen Z in Surabaya. The quantitative approach was chosen because it was able to explain the relationships between variables systematically and measurably using statistical analysis.

The population in this study is all individuals from Generation Z (born between 1997–2012) who work in various industrial sectors in the Surabaya City area. The sampling technique used is purposive sampling, with the following criteria:

1. Respondents are individuals who belong to Generation Z (aged 18–28 years).
2. Currently working actively in a company located in Surabaya.
3. Willing to be a respondent and fill out the questionnaire completely.

The minimum number of samples was determined using the formula of Hair et al. (2010), which is a minimum of 5–10 respondents per variable indicator. If there are 20 indicators, then the minimum sample number is 100–200 respondents.

The data used is primary data obtained through the distribution of questionnaires online and offline. In addition, secondary data is used as support from previous literature and scientific journals relevant to the research topic.

The data collection method was carried out using a questionnaire or closed questionnaire with a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The questionnaire is divided into four sections, each of which measures: Compensation, Leadership style, Work-life balance, Job satisfaction.

Before being used in the main study, the questionnaire was tested for validity and reliability through a pretest on a minimum of 30 respondents. The validity test was performed by looking at the item-total correlation value ($r > 0.3$) and the reliability was tested using Cronbach's Alpha ($\alpha > 0.7$) as a reliable instrument indicator.

The data analysis technique used in this study is multiple linear regression analysis with the help of the latest version of JASP (Just Another Statistical Program) software. JASP is an open-source statistical software that makes it easy for users to analyze quantitative data with an intuitive interface and analysis results that can be interpreted immediately.

The steps in data analysis using JASP are carried out as follows:

1. The questionnaire results data are input into Microsoft Excel and then stored in .csv or .xlsx format for analysis purposes in JASP. Each column in the data represents a research variable, and each row represents one respondent.
2. Descriptive analysis was carried out to find out the overview of the data through the mean value, standard deviation, minimum value, and maximum of each variable, namely compensation, leadership style, work-life balance, and job satisfaction.
3. Before the regression analysis is carried out, a classical assumption test is carried out to ensure that the regression model meets the requirements for statistical validity, namely:
 - a. Use the Shapiro-Wilk test and Q-Q visualization of the plot to find out if the residual data is normally distributed.
 - b. It is done by looking at the VIF (Variance Inflation Factor) and Tolerance values. The VIF values < 10 and Tolerance > 0.1 indicate the absence of multicollinearity between independent variables.
 - c. It is observed through a scatter plot between the standard residual value and the predicted value. Random data dissemination showed no symptoms of heteroscedasticity.

This analysis was used to determine the simultaneous and partial influence of independent variables (compensation, leadership style, and work-life balance) on bound variables (job satisfaction). Steps performed in JASP:

1. Include job satisfaction as a dependent variable.
2. Include compensation, leadership style, and work-life balance as covariates (predictors).
3. Enable analysis results such as:
 - a. Regression coefficient (β), significance value (p-value),
 - b. R and R^2 values, F test (simultaneous),
 - c. T test (partial),
 - d. VIF and residual graphs to see the feasibility of the model.

The results of the regression analysis are then interpreted to answer the formulation of the problem and test the hypothesis. The variable is declared to have a significant effect if the significance value (p) < 0.05 .

4. Results and Discussion

4.1 Results

Respondent Characteristics

The respondents in this study were 238 people who were Generation Z (aged 18–28 years) and worked in Surabaya. The distribution of respondents can be seen based on the following demographic characteristics:

Characteristic	Frequency	Percentage
Man	85	35,71%
Woman	153	64,29%
Entire	238	100,00%

Source processed by researchers in 2025

The respondents of this study were 238 people, consisting of 85 male respondents (35.71%) and 153 female respondents (64.29%). This shows that respondents are relatively dominated by women based on gender.

Descriptive Statistics of Research Variables

Descriptive analysis was carried out on the research variables, namely compensation (X1), leadership style (X2), work-life balance (X3), and job satisfaction (Y). Descriptive statistics include minimum, maximum, mean, and standard deviation (SD) values.

Descriptive Statistics

	Legitimate	Disappear	Mean	Std. Deviation	Minimum	Maximum
Compensation	238	0	17.454	4.794	5.000	25.000
Leadership	238	0	18.097	4.459	5.000	25.000
Work-life balance	238	0	17.517	4.739	5.000	25.000
Satisfaction	238	0	17.945	4.577	5.000	25.000

Source: Primary data processed with JASP (2025)

The compensation variable (X1) had an average value of 17.454 with a standard deviation of 4.794. This value shows that the compensation received by the respondents is in the medium to high category, which means that it is quite adequate although there are still variations in the respondents' responses.

The leadership variable (X2) obtained an average score of 18.097 with a standard deviation of 4.459. This value is close to the limit of the high category (18.35), so it can be said that the leadership style is considered very positive by the respondents.

Furthermore, the work-life balance variable (X3) has an average value of 17.517 with a standard deviation of 4.739. This shows that the work-life balance of respondents is in the medium to high category, which means that most respondents are quite capable of balancing work and personal life.

The work satisfaction variable (Y) showed an average value of 17.945 with a standard deviation of 4.577. This value is also in the medium to high category, even close to the high category, which indicates that respondents' job satisfaction is relatively good.

Overall, the four research variables were in the category of good to high. The variables of leadership (X2) and job satisfaction (Y) received the most positive ratings, while compensation (X1) and work-life balance (X3) were still rated good but not fully optimal.

Test Instruments

The reliability test is used to determine the extent of consistency of the measuring instrument in measuring research variables. The decision-making policy is: If Cronbach's Alpha value ≥ 0.70 then the instrument is said to be reliable.

Reliability Statistics of the Frequentist Scale

Coefficient	Guess	Std. Error	95% CI	
			Lower	Above
Coefficient of α	0.948	0.015	0.919	0.976

Source: Primary data processed with JASP (2025)

Based on the Table, Cronbach's Alpha value is 0.948. This value is much greater than the minimum limit of 0.70, so it can be concluded that all research instruments have very high reliability.

The validity test is carried out to find out the extent to which the question item is able to measure the indicator in question. The decision-making policy is: If the Item-Rest Correlation ≥ 0.30 , then the item is declared valid.

Frequentist Individual Item Reliability Statistics

Thing	Guess	Coefficient of α (if item falls)		Item-residue correlation		
		95% lower CI	CI of the top 95%	Guess	95% lower CI	CI of the top 95%
leadershipX2	0.924	0.871	0.978	0.899		
Satisfaction	0.926	0.893	0.960	0.892		
work-life balanceX3	0.938	0.895	0.982	0.852		
compensationX1	0.938	0.894	0.982	0.855		

Note. Analytic confidence intervals are not available for item-rest correlation.

Source: Primary data processed with JASP (2025)

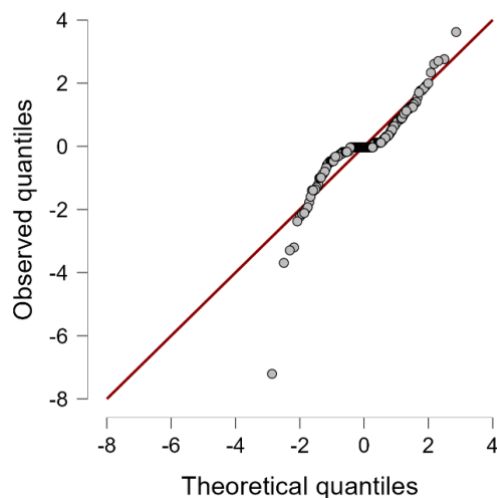
The results of the validity test showed that all items had an Item-Rest Correlation value of > 0.30 . Thus, it can be concluded that all research instruments are declared valid.

Classic Assumption Test

The normality test aims to find out whether the residual data in the regression model is normally distributed or not. One way is to look at Q-Q Plot Standardized Residuals.

Standard Residue Q-Q Plot

Based on the Figure, it can be seen that most of the residual points are spread around the diagonal line and follow the direction of the line. Although there are slight deviations in the tail, it is still tolerable. Thus, it can be concluded



that the residual data in this study is normally distributed, so that the assumption of normality is met.

The multicollinearity test aims to find out if there is a high correlation between independent variables in the regression model. Multicollinearity detection can be done by looking at the values of Tolerance and Variance Inflation Factor (VIF). The decision-making criteria are:

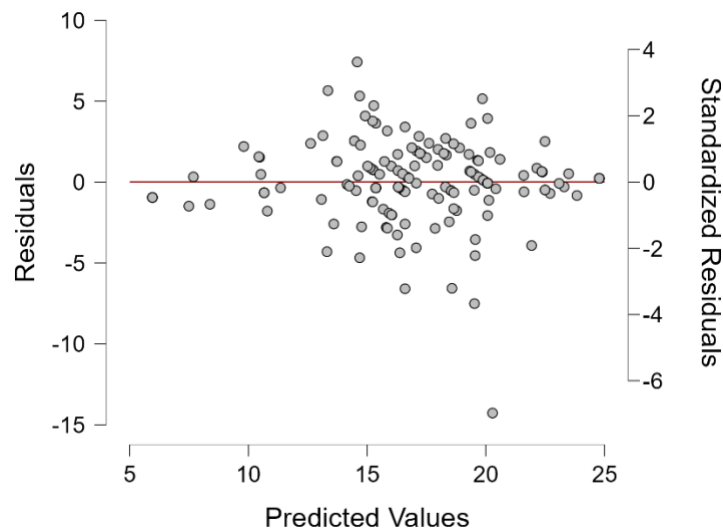
If the Tolerance > 0.10 and the VIF < 10, then the regression model is free of multicollinearity.

Coefficient

Pattern		Non-Standard	Standard Errors	Standard	t	p	Collinearity Statistics	
							Tolerance	VIVID
M ₀	(Intercept)	17.945	0.297		60.490	<.001		
M ₁	(Intercept)	1.253	0.567		2.211	0.028		
	compensationX1	0.348	0.050	0.364	6.923	<.001	0.309	3.232
	leadershipX2	0.402	0.064	0.392	6.288	<.001	0.220	4.544
	work-life balanceX3	0.191	0.054	0.198	3.530	<.001	0.273	3.668

Based on the Tolerance value table, all independent variables are above 0.10 and the VIF value is below 10. Thus, it can be concluded that the regression model in this study is free from multicollinearity symptoms and is suitable for further analysis.

The heteroscedasticity test aims to find out whether there is an unevenness of residual variance in the regression model. Detection is done by looking at the scatterplot graph between the residual value and the prediction value. Scatterplot Residue vs. Prediction Value



Based on the Image, the residual dots are randomly spread around the horizontal line at the number 0 and do not form a specific pattern (such as a widening or narrowing fan). This shows that the regression model in this study is free from heteroscedasticity problems, so that the homoscedasticity assumption is met.

The autocorrelation test aims to find out whether in the regression model there is a correlation between the residual in one observation and the residual in the other. A good regression model should not have autocorrelation problems. The test was performed using the Durbin–Watson (DW) test displayed on the JASP regression output. The test results are presented in the following table:

Model Summary - SatisfactionY

Pattern	R	R ²	R ² Customized	RMS E	Durbin-Watson		
					Automatic correlation	Statistics	p
M ₀	0.000	0.000	0.000	4.577	0.027	1.944	0.666
M ₁	0.894	0.800	0.797	2.061	-0.104	2.195	0.134

Note. M₁ including compensationX1, leadershipX2, work-life balanceX3

Based on the Durbin–Watson value table, the score obtained is 2.195 with a p-value of 0.134. The DW value is in the range of 1.5–2.5 and the p-value is greater than 0.05. This shows that the regression model in this study does not experience autocorrelation, so the classical assumption of autocorrelation is fulfilled.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of independent variables, namely Compensation (X1), Leadership (X2), and Work-Life Balance (X3) on dependent variables, namely Job Satisfaction (Y). The results of the regression analysis are presented in the following table:

Coefficient

Pattern		Non-Standard	Standard Errors	Standard	t	p	Collinearity Statistics	
							Tolerance	VIVID
M ₀	(Intercept)	17.945	0.297		60.490	<.001		
M ₁	(Intercept)	1.253	0.567		2.211	0.028		
	compensationX1	0.348	0.050	0.364	6.923	<.001	0.309	3.232
	leadershipX2	0.402	0.064	0.392	6.288	<.001	0.220	4.544
	work-life balanceX3	0.191	0.054	0.198	3.530	<.001	0.273	3.668

- Regression equations

Based on the calculation results, the multiple linear regression equation can be written as follows:

$$Y = 1.253 + 0.348 X1 + 0.402 X2 + 0.191 X3$$

Information:

Y = Job satisfaction > if all independent variables are considered constant (zero), then job satisfaction is worth 1.253.

X1 = Compensation > each 1 unit increase in compensation will increase job satisfaction by 0.348, assuming the other variables are constant.

X2 = Leadership > each leadership increase of 1 unit will increase job satisfaction by 0.402.

X3 = Work-life balance > each increase in work-life balance by 1 unit will increase job satisfaction by 0.191.

The results of the t-test showed that the three independent variables had a positive and significant effect on job satisfaction because all p-values < 0.05. The dominant variable was leadership (X2) with the largest coefficient (0.402) and the highest standard beta (0.392).

- T test (Partial)

Coefficient

Pattern		Non-Standard	Standard Errors	Standard	t	p	Collinearity Statistics	
							Tolerance	VIVID
M ₀	(Intercept)	17.945	0.297		60.490	<.001		
M ₁	(Intercept)	1.253	0.567		2.211	0.028		
	compensationX1	0.348	0.050	0.364	6.923	<.001	0.309	3.232
	leadershipX2	0.402	0.064	0.392	6.288	<.001	0.220	4.544
	work-life balanceX3	0.191	0.054	0.198	3.530	<.001	0.273	3.668

Compensation (X1): $t = 6.923$, $p < 0.001$ → have a positive and significant effect on job satisfaction.
 Leadership (X2): $t = 6.288$, $p < 0.001$ → have a positive and significant effect on job satisfaction.
 Work-Life Balance (X3): $t = 3.530$, $p < 0.001$ → have a positive and significant effect on job satisfaction.

This means that partially all three independent variables have a positive and significant influence on job satisfaction.

- Test F (Concomitant)

ANOVA

Pattern		Number of Squares	Df	Square Average	F	p
M ₁	Regression	3970.492	3	1323.497	311.631	<.001
	Remnant	993.798	234	4.247		
	Entire	4964.290	237			

Note. M₁ including compensationX1, leadershipX2, work-life balanceX3

Note. The intercept model is omitted, as no meaningful information can be displayed.

Based on the table of the value of F calculated = 311.631 with a sig < 0.001, it can be concluded that compensation, leadership, and work-life balance simultaneously have a significant effect on job satisfaction.

- Coefficient of Determination (R²)

Model Summary - Satisfaction Y

Pattern	R	R ²	R ² Customized	RMS E	Durbin-Watson		
					Automatic correlation	Statistics	p
M ₀	0.000	0.000	0.000	4.577	0.027	1.944	0.666
M ₁	0.894	0.800	0.797	2.061	-0.104	2.195	0.134

Note. M₁ including compensationX1, leadershipX2, work-life balanceX3

Based on the table of R² values of 0.800, it shows that the variables of compensation, leadership, and work-life balance are able to explain the variation in job satisfaction by 80%, while the remaining 20% are influenced by other factors that have not been studied. An Adjusted R² value of 0.797 confirms that the regression model is quite good and stable.

The multiple linear regression model in this study is feasible because it meets the classical assumption test, and shows that compensation, leadership, and work-life balance have a positive and significant effect both partially and simultaneously on job satisfaction.

4.2 Discussion

Based on the regression results, the compensation variable had a coefficient of 0.348 with a significance value of $p < 0.001$, which showed that compensation had a positive and significant effect on job satisfaction. This means that the better the compensation that employees receive, the higher the level of job satisfaction felt.

The results of this study are consistent with the opinion (Prawira, 2020) that compensation is a form of organizational appreciation for the contributions made by employees and is able to increase work motivation. These findings are also in line with research and concluding that compensation has a significant effect on employee job satisfaction (Reuny Findy Endeka et al., 2020). Thus (Widyaningtyas et al., 2023) compensation is one of the important factors in increasing the job satisfaction of Generation Z in Surabaya.

The leadership variable showed a positive and significant influence on job satisfaction with a coefficient of 0.402 and a significance value of $p < 0.001$. This means that the better the leadership style applied in the organization, the more employee job satisfaction will increase.

The results of this study are in line with research conducted by (Aritonang & Febrian, 2023) those who stated that leadership can increase employee loyalty and job satisfaction. The research (Herawati & Ranteallo, 2020) also supports these findings by stating that leadership style has an important role in creating a conducive work climate and increasing job satisfaction. Thus, leadership is a key factor in increasing employee job satisfaction.

The regression results showed that work-life balance had a positive and significant effect on job satisfaction with a coefficient value of 0.191 and a significance of $p < 0.001$. This shows that the better the work-life balance of employees, the higher their job satisfaction.

These findings are supported by research (Amiruddin, 2024) that explains that work-life balance increases employee job satisfaction in the banking sector. Similarly, research (Hefniwati et al., 2024) reveals that work-life balance can increase employee loyalty and job satisfaction. Therefore, work-life balance is an important factor in increasing Generation Z's job satisfaction.

Based on the results of the F test, the variables of compensation, leadership, and work-life balance simultaneously had a significant effect on job satisfaction with an F value of 311.631 and a significance of $p < 0.001$. In addition, the value of the determination coefficient ($R^2 = 0.800$) showed that these three independent variables were able to explain 80% of the variation in job satisfaction, while the remaining 20% were influenced by other factors that were not studied.

These results are consistent with research (Dani et al., 2025) that found that compensation, leadership style, and work-life balance have a simultaneous effect on the job satisfaction of Generation Z in Surabaya. Therefore, the research model used is stated to be strong and feasible to be used as a basis for assessing the influence of the three variables on job satisfaction.

5. Conclusion

Compensation (X1) has a positive and significant effect on job satisfaction. This shows that the higher the compensation an employee receives, the more their job satisfaction will increase. These findings are in line with previous theories and research that suggest that compensation can increase employee motivation and job satisfaction.

Leadership (X2) has a positive and significant effect on job satisfaction. This variable is also a dominant factor in the study. This shows that the right leadership style can create a conducive work environment and have a positive impact on employee job satisfaction.

Work-life balance (X3) has a positive and significant effect on job satisfaction. The better the work-life balance experienced by employees, the higher their job satisfaction levels. The work-life balance factor is an important element for Generation Z in determining work comfort.

Compensation, leadership, and work-life balance simultaneously have a significant effect on job satisfaction, with a contribution of 80% to changes in job satisfaction variables. This shows that these three variables are important factors that play a role in increasing Generation Z's job satisfaction.

References

- Amiruddin, A. (2024). Pengaruh Keseimbangan Kehidupan Kerja terhadap Kepuasan Kerja Karyawan Bank Syariah. *Assets Journal: Management, Administration, Economics, and Accounting*, 2(1), 21–25. <https://doi.org/10.59923/assets.v2i1.193>
- Aritonang, A. K., & Febrian, W. D. (2023). Jurnal Perspektif Manajerial dan Kewirausahaan (JPMK) DAMPAK KEPEMIMPINAN, KOMPENSASI, LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN (PT INDOMARCO PRISMATAMA CABANG BEKASI). *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 3(2), 151–158. <https://doi.org/10.59832/jpmk>
- Aura, R. R., Saut, E., & Hutahaean, H. (2025). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Pada Generasi Z. *JoSES: Journal of Sharia Economics Scholar*, 2(4), 98–107. <https://doi.org/10.5281/zenodo.14679709>
- Dani, N., Asnawi, A., & Arfani, M. (2025). Pengaruh Work-life balance, Motivasi, Self-efficacy, dan Kompensasi terhadap Kepuasan Kerja pada Generasi Z di Kota Surabaya. *Jurnal Kajian Ekonomi & Bisnis Islam*, 6(1), 351–369.
- Findy, R., Wehelmina, E., Tinneke, R., Program, T., Bisnis, S. A., Ilmu, J., & Bisnis, A. (2020). *Worklife Balance dan Kompensasi terhadap Kepuasan Kerja Karyawan PT Hasjrat Abadi Cabang Kotamobagu*. 1(5).
- Handoko, T. H. (2014). *Manajemen Personalia dan Sumber Daya Manusia* (2nd ed.). BPFE Yogyakarta.
- Hefniwati, E., Gareen Ariesta, P., Safitri, H., & Uryanti, Y. (2024). Pengaruh Keseimbangan Kehidupan Kerja Dan Kepuasan Kerja Terhadap Loyalitas Karyawan Pada PT. Indonesia Entertainmen Produksi (IEP)-Jakarta Pusat. *Aufklarung: Jurnal Pendidikan*, 4(1), 19–31. <http://pijarpemikiran.com/index.php/Aufklarung>
- Herawati, N., & Ranteallo, A. T. (2020). PENGARUH GAYA KEPEMIMPINAN TERHADAP KEPUASAN KERJA KARYAWAN PADA PT JMS JAKARTA. *INTELEKTIVA : JURNAL EKONOMI, SOSIAL & HUMANIORA*, 1(10), 1–14.
- Justine Brenda Halim, & Yusi Yusianto. (2023). PENGARUH KEPEMIMPINAN, KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA. *Jurnal Manajerial Dan Kewirausahaan*, 05(03), 668–676.
- Meddy Nurpratama, & Agus Yudianto. (2022). PENGARUH GAYA KEPEMIMPINAN DAN FASILITAS KERJA TERHADAP KEPUASAN KERJA PADA PEGAWAI KPU KABUPATEN INDRAMAYU. *JURNAL INVESTASI*, 8(1), 36–46.
- Pardita, I. P. I., & Surya, I. B. K. (2020). PENGARUH KONFLIK PEKERJAAN KELUARGA, STRES KERJA DAN KOMPENSASI TERHADAP KEPUASAN KERJA PADA KARYAWAN. *E-Jurnal Manajemen Universitas Udayana*, 9(3), 819. <https://doi.org/10.24843/ejmunud.2020.v09.i03.p01>
- Prawira, I. (2020). Pengaruh Kompensasi, Kepemimpinan Dan Fasilitas Kerja Terhadap Kepuasan Kerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 28–40. <https://doi.org/10.30596/maneggio.v3i1.4681>
- Puspita Ningrum, & Wulan Purnamasari. (2022). PENGARUH GAYA KEPEMIMPINAN DAN BUDAYA ORGANISASI TERHADAP KEPUASAN DAN LOYALITAS KERJA KARYAWAN. *IQTISHADequity*, 4(2), 107–115.
- Sari, A. P. (2021). *KESEIMBANGAN KEHIDUPAN PEKERJAAN TERHADAP KEPUASAN KERJA PADA KARYAWAN PT. X*. Universitas Islam Indonesia.
- Septian Aris Munandar, & Prayekti. (2020). Pengaruh Gaya Kepemimpinan Transformasional, Motivasi Intrisik, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Di Waroeng “SS” Jln. Bantul). *Jurnal EBBANK*, 11(2), 45–56.
- Siregar, E., & Linda, V. N. (2022). PENGARUH KOMPENSASI, KOMUNIKASI, DAN BEBAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PT. PUSAKA GRAHA TEKNIK. *Jurnal Manajemen USNI*, 6(2), 25–36. <https://doi.org/10.54964/manajemen/25>
- Widyaningtyas, D. P., Nila Fransiska, & Bonaventura Hendrawan Maranata. (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>