



Leadership and compensation as predictors of employee morale and job satisfaction as interveners in the Asadana Semesta Cooperative, Denpasar Branch

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ABSTRACT

This study aims to determine and analyze the influence of leadership, compensation, and job satisfaction on employee morale. Data were collected from 125 respondents using the Google Form format questionnaire technique. Then the data were analyzed using SEM-PLS version 3 inferential statistical analysis. From the results of the research analysis it was found that: (1) Leadership and compensation had a significant positive effect on job satisfaction with p values of 0.000 and 0.000 respectively, less than 0.05. (2) Leadership, compensation and job satisfaction have a significant positive effect on work morale with p values of 0.037 each; 0.036 and 0.001 are smaller than 0.05. (3) Job satisfaction is a partial mediation on the influence of leadership and compensation on morale.

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INTRODUCTION

The success of managing an organization or institution largely depends on the human resource management activities that run the organization (Nurbudiyani, 2016 and Duwila, 2016). A company will not develop without being supported by the ability of its human resources even though the company has adequate facilities and infrastructure (Danti et al., 2014). It is further stated that the development of an organization will be achieved if it is supported by qualified human resources (Tarlis, 2017). It is management's duty to manage human resources properly in order to get a workforce that is satisfied with their work (Duwila, 2016). Employees who are satisfied with their jobs will not have the desire to leave the company (Rahayu & Riana, 2017)

One form of business engaged in the economic sector is cooperatives. Cooperatives are one of the economic institutions, in addition to private business entities and government business entities (Yusuf, Y., & Kadir, 2012). Cooperatives are one of the drivers of economic growth based on the people's economy (Hidayat & Ferdiansyah, 2011). In efforts to strengthen the driving force of the people's economy, 2012 was introduced as the International Cooperative Year. In order to fill in the International Cooperative Year, it is necessary to encourage public policies to support cooperatives, encourage attention, appreciate cooperatives (Marpaung, 2014).

The next challenge is how to optimize its influence and existence as a pillar of the economy which is very dependent on the size, strength and impact of the existence of cooperatives. It should be understood that cooperatives have two sides that can go hand in hand, namely associations and companies. However, cooperatives are more often seen as associations understood that cooperatives are social institutions. On the other hand, cooperatives as companies are understood as business entities that are controlled by capital to achieve profits (Yusuf, Y., & Kadir, 2012).

Along with the increasing economy of the Denpasar community, cooperatives are expected to be able to assist in providing funds to finance and develop industrial, agricultural, trade and other non-financial businesses. (Hidayat & Ferdiansyah, 2011). In the Province of Bali, the development of cooperatives is considered very rapid. One of the cooperatives under the auspices of the Bali Cooperative Service is the Asadana Semesta Cooperative. Asadana Semesta Cooperative is a multi-business cooperative that specializes in financial services and has provided services to the general public. The Asadana Semesta Cooperative was initiated in 2001 as a motor gathering activity. After seven years of existence, the Asadana Semesta Cooperative serves more than 15,000 members.

At the Asadana Semesta Cooperative, cooperative leaders implement a compensation system to increase employee satisfaction at work. If an employee reaches the set target, the employee will receive compensation, which is in the form of additional money in addition to salary. The amount of compensation issued by the Asadana Semesta Cooperative has increased every year.

Compensation is used as a tool used to motivate employees to increase job satisfaction and employee performance. By providing this compensation, the leadership hopes that satisfaction and enthusiasm will arise from the employees of the Asadana Semesta Cooperative. This expectation is in line with the view that employees are company assets and at the same time partners for the leadership (Tarlis, 2017).

Job satisfaction is a picture of the attitude of an employee whether he is happy or not happy with the rewards he gets, work related to himself, his superiors, fellow employees, and his work environment. (Retnoningsih et al., 2016). Employee satisfaction has something to do with compensation and ongoing leadership (Tarlis, 2017).

In connection with the description above, there have been several previous studies as follows. Rumawas (2014), the results of his research concluded that leadership has a significant effect on employee job satisfaction. Study (August, 2011) found leadership, communication, and work environment have a significant effect on morale. Study (Rahayu & Riana, (2017) concluded that compensation has a positive and significant effect on job satisfaction. Study (Danti et al., (2014) get the result that compensation indirectly has a significant effect on employee morale. As well as research (Nurbudiyani, (2016), in research results show that there is a significant effect of job satisfaction on employee morale.

Even though there have been previous research findings, it remains a question of how the influence of Leadership, Compensation and Job Satisfaction as Predictors of Employee Morale in the Asadana Semesta Cooperative, Denpasar Branch. For this reason, a study was conducted which aimed to analyze the influence of leadership, compensation and job satisfaction on employee morale at the Asadana Semesta Cooperative.

RESEARCH METHOD

Leadership

Leadership is the ability or art possessed by a leader in exercising his authority to direct other people and be responsible for the work of that person in achieving a goal. (Y. Lesmana, J. Ariana, (2019); (Arianto, 2018); (Marpaung, 2014). Leadership has dimensions and indicators (Arianto, 2018), as follows: (1) Ability to foster good cooperation and relationships, (2) Effective ability, (3) Participatory leadership, (4) Ability to delegate tasks and time, and (5) Task ability to delegate tasks or authority

Compensation

Compensation is a reward given to employees which is an important component because it relates to employee morale and as a reward for the work that has been carried out by the employee.(Saefudin, 2017);(Rahayu & Riana, 2017)and(Tampi, 2013). Compensation has the following indicators(M. Sudirman, 2016): Salary, Incentives, Bonuses, Premiums, Treatment, Insurance and Allowances.

Job Satisfaction

Job satisfaction is an employee's positive or negative perception of how well their job provides things of important value (Angela A, 2018); (Rahayu & Riana, 2017) and (Retnoningsih et al., 2016). The indicators of job satisfaction include (Angela A, 2018): Like Work, Supervise, Opportunity For Advancement, Colleague Relations and Working Conditions.

Work Spirit

Morale is something that reflects the condition of the perpetrator doing the work more actively and minimizing mistakes in the work so that the work will run more smoothly and better (Saefudin, 2017); (Duwila, 2016) and (August, 2011). Morale can be measured through the following indicators (Failasufah, 2011): Loyalty, Happy Feeling towards Work, Optimism and Obedience towards Obligations.

Thinking Framework and Hypotheses

If a company wants to develop, then the company needs to pay attention to its human resources. The company's operational activities can run well if the performance and employee morale are adequate. Morale needs to be built in a company by paying attention to compensation, leadership and job satisfaction of its employees. Compensation, leadership and job satisfaction will affect the morale of employees in the company. Based on the description above, the framework can be described as follows:

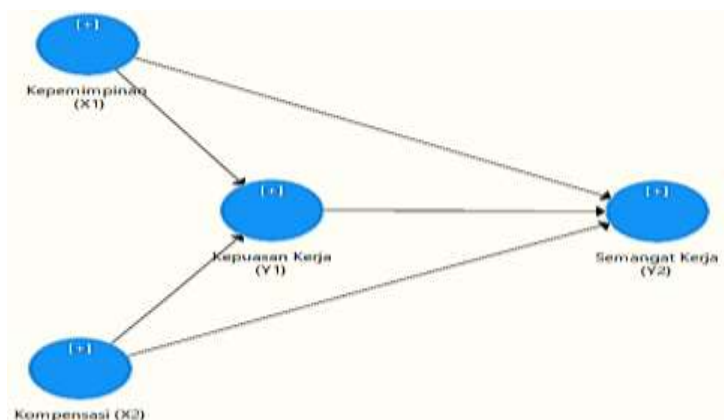


Figure 1. Thinking framework

Furthermore, with reference to the theory and framework above, the following research hypotheses are proposed:

- H1 :There is a positive direct influence of leadership on job satisfaction of employees of the Denpasar Branch of the Asadana Semesta Cooperative
- H2 :There is a positive direct effect of compensation on job satisfaction of employees of the Denpasar Branch of the Asadana Semesta Cooperative
- H3 :There is a positive direct influence of leadership on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch

- H4 :There is a positive direct effect of compensation on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch
- H5 :There is a positive direct effect of job satisfaction on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch
- H6 :Job satisfaction mediates the full influence of leadership on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch
- H6 :Job satisfaction fully mediates the direct effect of compensation on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch.

This research was conducted at the Asadana Semesta Cooperative, Denpasar Branch, located at Jalan Pattimura No 24 Denpasar, which has a total of 125 employees. All employees were used as a population and all were taken as respondents (saturated sample). All respondents filled out a questionnaire about leadership, compensation, job satisfaction and morale in the google form format. The data obtained was then analyzed using SEM-Smart PLS inferential statistics to calculate the effect between variables, which was assisted by the SMART PLS software. SEM-PLS analysis will include outer model analysis, inner model analysis, model fit and hypothesis testing. For the purposes of analysis, the following shows the construction of the path diagram in the study.

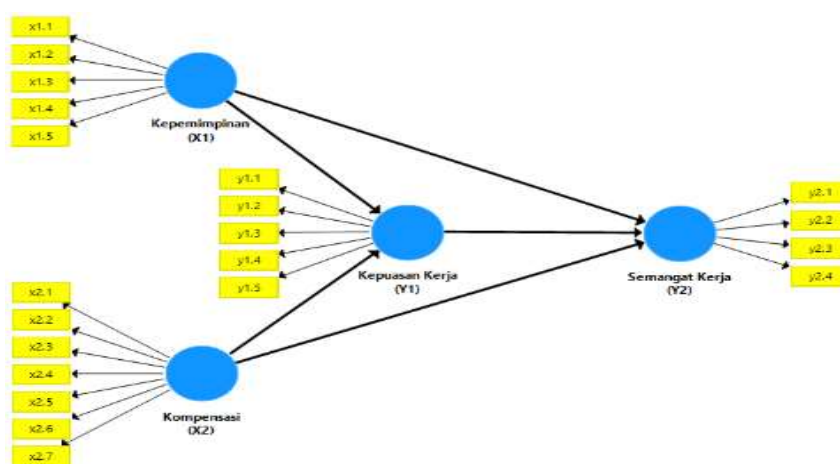


Figure 2. Path diagram between variables

To test hypotheses number 1 to number 5, a partial significance test was used. Partial significance test was conducted to determine the effect of one predictor or independent variable individually in explaining the dependent variable. This study uses a leading hypothesis, namely the positive direction, so a one-sided test is used, namely the right side (one tile t test) at the level of $\alpha = 5\%$. The decision criteria are as follows: (1) The null hypothesis (H_0) is accepted if the Pvalue > 0.05 and (2). The null hypothesis (H_0) is rejected if the Pvalue < 0.05 (Ghozali 2005)

To test hypotheses 6 and 7 about the mediation test, the decision criterion (Solimun, 2011; Hair et al., 2010) as follows :

1. The null hypothesis (H_0) is accepted if the effect of the independent variable on the mediating variable (a) is significant, the effect of the mediating variable on the dependent variable (c) is significant and the effect of the independent variable on the dependent variable (b) is significant, and.
2. The null hypothesis (H_0) is rejected if the effect of the independent variable on the mediating variable (a) is significant, the effect of the mediating variable on the dependent variable (c) is significant and the effect of the independent variable on the dependent variable (b) is not significant.

RESULTS AND DISCUSSIONS

SEM-PLS analysis

This SEM-PLS analysis includes evaluation of the Measurement Model (Outer loading), Evaluation of the Structural Model (Inner Model), Evaluation of Model Fit (Goodness Of Fit) and Hypothesis testing.

1. Evaluation of the Measurement Model (Outer Model)

Evaluation of the outer model is carried out using the calculation results of the PLS Algorithm, which includes Convergent Validity, Discriminant Validity and Composite Reliability. The PLS Algorithm calculation results are presented in the following figure:

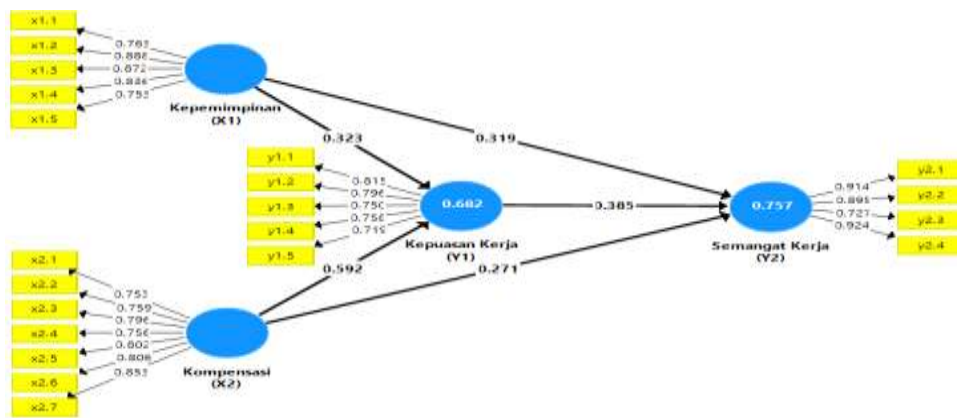


Figure 3. PLS algorithm empirical model

Source: Primary data processed, 2022

In the picture above it can be seen that all the outer loadings that connect (reflect) the variables with their indicators have a correlation coefficient above 0.70. Thus all indicators have valid data to reflect the variables. For the purposes of the Discriminant Validity test, a table is shown **Fornell-Larcker**.

Table 1. Table *fornell-larcker criterion*

	X1	X2	Y1	Y2
X1	0.824			
X2	0.595	0.790		
Y1	0.675	0.784	0.768	
Y2	0.741	0.763	0.614	0.869

Source: Primary data processed, 2022

Based on the table above, it can be explained that all the variables in the tested model meet the criteria of discriminant validity, because they have the highest correlation coefficient for the variable itself, compared to the correlation with other variables.

In addition to the validity test, a variable reliability test was also carried out which was measured by two criteria, namely composite reliability and Cronbachs alpha from the indicator block that measures variables. The output results of composite reliability and cronbachs alpha are shown in the following table.

Table 2. Construct reliability

	Cronbach's Alpha	Composite Reliability
X1	0.881	0.913
X2	0.899	0.921
Y1	0.826	0.878
Y2	0.889	0.924

Source: Primary data processed, 2022

The output results of composite reliability and cronbachs alpha for all research variables are all above 0.70. Thus, it can be stated that all variables are reliable.

2. Evaluation of the Structural Model (Inner Model)

Evaluation of the Structural Model (Inner Model) includes evaluating the suitability of the model and testing the hypothesis. For the purposes of evaluating the suitability of the model, the following table is presented.

Table3.R-square value of Endogenous Variables

Structural Models	Dependen variable	Adjusted R-square
1	Job satisfaction	0.671
2	Spirit at work	0.744

Source: Primary data processed, 2022

The table above shows the coefficients Adjusted R-square for the variable job satisfaction = 0.671. This means that changes in job satisfaction 67.1% contributed by leadership and compensation. As for the morale variable has coefficient Adjusted R-square = 0.744. This means that changes in work morale contributed 74.4% by leadership, compensation and job satisfaction.

Based on the table above, it can also be calculated the amount of Q2 with the formula:

$$\begin{aligned}
 Q2 \text{ calculation} &= 1 - \{(1 - (R12) (1- (R22))\} \\
 &= 1 - \{(1 - 0.671) (1- 0.744)\} \\
 &= 1 - \{(0.329) (0.256)\} \\
 &= 1 - 0.084 \\
 &= 0.916
 \end{aligned}$$

The results of these calculations obtained a Q-square value of 0.916, so it can be concluded that the model has very good predictive relevance.

After it is found that the model has very good predictive relevance, then it is continued with hypothesis testing. Testing the direct effect hypothesis, namely hypothesis number 1 to hypothesis number 5, is carried out by comparing the Pvalue coefficient of the results of SEM-PLS processing with the magnitude $\alpha = 5\%$. The results of the empirical research model analysis using Bootstrapping on Partial Least Square (PLS) are as follows.

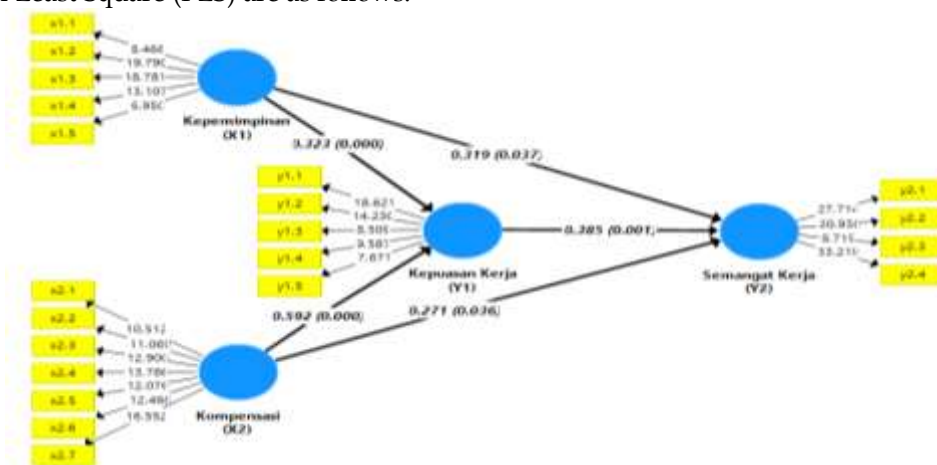


Figure 4. Bootstrapping (statistical test) research variables

Source: Primary data processed, 2022

To facilitate hypothesis testing, apart from using the image above, the path coefficient for each path of direct influence is also displayed as shown below.

Table 4. Direct effect of path coefficient)*Mean, STDEV, T-Values, P-Values*

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0.323	0.329	0.091	3,552	0.000
X1 -> Y2	0.319	0.274	0.179	1,788	0.037
X2 -> Y1	0.592	0.587	0.080	7,434	0.000
X2 -> Y2	0.271	0.301	0.151	1,798	0.036
Y1 -> Y2	0.385	0.399	0.126	3,061	0.001

Source: Primary data processed, 2022

Based on the data in Table 4, a one-way test (one tile test) hypothesis can be tested which is described in the following description:

1. The Effect of Leadership on Job Satisfaction
Based on Figure 3 and Table 4, it can be seen that the influence of leadership on job satisfaction has a positive path coefficient of 0.323 with a t statistic of 3.552 and a p value of 0.000. The coefficient of p values = 0.000 < 0.05, means there is a significant effect. Thus it can be concluded that leadership has proven to have a positive and significant effect on job satisfaction. This means that hypothesis 1 which states that leadership has a positive effect on job satisfaction has been proven true.
2. Effect of Compensation on Job Satisfaction
Based on Figure 3 and Table 4 it can be seen that for the effect of compensation on job satisfaction it has a positive path coefficient of 0.592 with a t statistic of 7.434 and a p value of 0.000. The coefficient of p values = 0.000 < 0.05, means there is a significant effect. Thus it can be concluded that compensation is proven to have a positive and significant effect on job satisfaction. This means that hypothesis 2 which says that compensation has a positive effect on job satisfaction has been proven true.
3. The Influence of Leadership on Work Morale
Based on Figure 3 and Table 4, it can be seen that the influence of leadership on morale has a positive path coefficient of 0.319 with a t statistic of 1.788 and a p value of 0.037. The coefficient of p values = 0.037 < 0.05, means there is a significant effect. Thus it can be concluded that leadership has proven to have a positive and significant effect on morale. This means that hypothesis 3 which states that leadership has a positive effect on morale has proven its validity.
4. Effect of Compensation on Morale
Based on Figure 3 and Table 4 it can be seen that for the effect of compensation on morale the path coefficient has a positive value of 0.271 with a t statistic of 1798 and a p value of 0.036. The coefficient of p values = 0.036 < 0.05, means that there is a significant effect. Thus it can be concluded that compensation has a positive and significant effect on morale. This means that hypothesis 4 which states that compensation has a positive effect on morale has been proven true.
5. The Effect of Job Satisfaction on Work Morale
Based on Figure 3 and Table 4 it can be seen that for the effect of job satisfaction on morale the path coefficient has a positive value of 0.385 with a t statistic of 3.061 and a p value of 0.001. The coefficient of p values = 0.001 < 0.05, means there is a significant effect. Thus it can be concluded that job satisfaction has a positive and significant effect on morale. This means that hypothesis 5 which states that job satisfaction has a positive effect on morale has been proven true.
6. Mediation of job satisfaction on the influence of leadership on morale
Based on the results of testing hypotheses 1, 5 and 3, it can be seen that the influence of the independent variable leadership on the intervening variable satisfaction (a) is significant, the effect of the intervening variable job satisfaction on the dependent variable is morale (c) is significant, and the influence of the independent variable leadership on the dependent variable

is morale work (b) is significant. Thus it can be concluded that job satisfaction is not proven as a full mediation of the influence of leadership on morale. This means that hypothesis 6 which states that job satisfaction fully mediates the influence of leadership on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch, is untested. Job satisfaction is only a partial mediation.

7. Mediation of job satisfaction on the effect of compensation on morale

Based on the results of testing hypotheses 2, 5 and 4, it can be seen that the effect of the independent variable compensation on the intervening variable satisfaction (a) is significant, the effect of the intervening variable job satisfaction on the dependent variable is morale (c) is significant, and the effect of the independent variable compensation on the dependent variable is enthusiasm work (b) is significant. Thus it can be concluded that job satisfaction is not proven to be a full mediation of the effect of compensation on morale. This means that hypothesis 7 which states that job satisfaction fully mediates the effect of compensation on the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch, is untested. Job satisfaction is only a partial mediation.

Discussion

The discussion is carried out on the results of hypothesis testing carried out on the inner model evaluation as follows.

The Effect of Leadership on Job Satisfaction

The results of the analysis show that leadership has a significant positive effect on job satisfaction. Meaning, the better the quality of leadership in the Asadana Semesta Cooperative, Denpasar Branch, the higher the job satisfaction of the employees concerned. On the other hand, if the quality of leadership in the Asadana Semesta Cooperative, Denpasar Branch, decreases, then the job satisfaction of the employees concerned also decreases. The results of this study are in line with the opinion (Rumawas, 2014) and (Arianto, 2018) and in line with research (Riana, 2015) states that leadership influences job satisfaction.

The Effect of Compensation on Job Satisfaction

The results of the analysis show that compensation has a significant positive effect on job satisfaction. This means that the higher the compensation received by the employees of the Asadana Semesta Cooperative, Denpasar Branch, the higher the job satisfaction of the employees concerned. Conversely, if the compensation received by the employees of the Asadana Semesta Cooperative, Denpasar Branch, decreases, then the job satisfaction of the employees concerned also decreases. The results of this study are in line with the opinion (Rahayu & Riana, 2017) and (Retnoningsih et al., 2016) and in line with research (Angela A, 2018) which states that compensation has an effect on job satisfaction.

The Influence of Leadership on Work Morale

The results of the analysis show that leadership has a significant positive effect on morale. This means that the better the leadership in the Asadana Semesta Cooperative, Denpasar Branch, the higher the morale of the employees concerned. On the other hand, if the leadership in the Denpasar Branch of Asadana Semesta Cooperative is bad, then the morale of the employees concerned will also decrease. The results of this study are in line with the opinion (Y. Lesmana, J. Ariana, 2019) and (August, 2011) which states that leadership affects morale.

Effect of Compensation on Morale

The results of the analysis show that compensation has a significant effect on morale. This means that the higher the compensation received by the employees of the Asadana Semesta Cooperative, Denpasar Branch, the higher the morale of the employees concerned. Conversely, if the

compensation received by the employees of the Asadana Semesta Cooperative, Denpasar Branch, decreases, then the job satisfaction of the employees concerned also decreases. The results of this study are in line with the opinion (Saefudin, 2017) and (Widani, 2019) and in line with research (Danti et al., 2014) states that compensation has an effect on morale.

The Effect of Job Satisfaction on Work Morale

The results of the analysis show that job satisfaction has a significant effect on morale. This means that the higher the job satisfaction of the employees of the Asadana Semesta Cooperative, Denpasar Branch, the higher the morale of the employees concerned. On the other hand, if the job satisfaction of employees at the Asadana Semesta Cooperative, Denpasar Branch, decreases, then the morale of the employees concerned also decreases. The results of this study are in line with the opinion (Failasufah, 2011) and (Nurbudiyani, 2016) states that job satisfaction has an effect on morale.

Mediation Job Satisfaction on the Effect of Leadership on Work Morale

The results of the analysis show that job satisfaction is not proven as a full mediation of leadership influence on morale. Job satisfaction is only a partial mediation. That is, leadership in increasing employee morale does not have to be through satisfaction, but can be directly or indirectly through job satisfaction to increase employee morale. This finding is in line with the results of research (Ludi Priyatmo, Cornelius 2018 and Eli Oktafiani, 2020) and is not in line with the research findings of Gunapatra, Anak Agung Gede Agung, 2017).

Mediation Job Satisfaction on the Effect of Compensation on Work Morale

The results of the analysis show that job satisfaction is not proven as a full mediation effect of compensation on morale. Job satisfaction is only a partial mediation. That is, the compensation received by employees can directly increase employee morale, or it could also be through job satisfaction first. This finding has similarities with the findings of the study (Dinar Emilia Safitri, 2014; Suastika, KA, & Putra, MS, 2013).

CONCLUSION

Based on the results of an analysis of leadership, compensation, job satisfaction and morale, conclusions can be drawn: 1) There is a positive and significant influence of leadership on job satisfaction. This means that the better the leadership, the job satisfaction of the employees of the Asadana Semesta Cooperative Denpasar Branch will also increase, 2) There is a positive and significant effect of compensation on job satisfaction. This means that the increasing compensation received by employees will also increase employee job satisfaction at the employees of the Asadana Semesta Cooperative, Denpasar Branch, 3) There is a positive and significant influence of leadership on morale. This means that the better the leadership, the higher the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch, 4) There is a positive and significant effect of compensation on morale. This means that the higher the compensation received by employees, the higher the morale of the employees of the Asadana Semesta Cooperative, Denpasar Branch, 5) There is a positive and significant effect of job satisfaction on morale. This means that the increase in employee job satisfaction also increases the morale of the Employees of the Asadana Semesta Cooperative, Denpasar Branch, 6) There is a partial mediation of job satisfaction on the influence of leadership on morale. That is, leadership can directly affect morale, it could also be through job satisfaction, 7) There is a partial mediation of job satisfaction on the effect of compensation on morale. That is, compensation can directly affect morale, it could also be through job satisfaction.

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