International Journal of Economic Integration and Regional Competitiveness
Homepage : https://e-journal.antispublisher.id/index.php/IJEIRC
Email : admin@antispublisher.com

e-ISSN : 3032-1301
IJEIRC, Vol. 3, No. 7, July 2026
Page 16-28
© 2026 IJEIRC :
International Journal of Economic Integration and Regional Competitiveness

# Behind the Development Map: The Performance of BAPPEDA Employees Determines the Direction in Structural Analysis Perspective

**Devi Ria Amalinda[1], Vera Firdaus[2], Detak Prapanca[3], Rezza Dwi Amalia[4]**
[1,2,3,4]Muhammadiyah University of Sidoarjo, Indonesia

Check for updates
OPEN ACCESS

**DOI : https://doi.org/10.61796/ijeirc.v3i7.511**

**Sections Info**

***Article history:***
Submitted: April 21, 2025
Final Revised: May 19, 2026
Accepted: June 09, 2026
Published: July 25, 2026

***Keywords:***
Considerate leadership
Compensation
Job satisfaction
Employee performance
BAPPEDA Sidoarjo

**ABSTRACT**

***Objective:*** *This study aims to examine the influence of considerate leadership and compensation on employee performance through the mediation of job satisfaction at BAPPEDA Sidoarjo.* ***Method:*** *This type of research uses a quantitative descriptive method. The location of the research conducted by the author to test the hypothesis is at BAPPEDA Sidoarjo which is located at Jl. Sultan Agung No.13, Gajah Timur, Magersari. Sidoarjo District, Sidoarjo Regency, East Java, with a postal code of 61212. The number of respondents in this study was 60 employees. This study uses primary data from questionnaires with a Likert scale processed using SmartPLS with validity tests and reliability tests.* ***Results:*** *The results obtained are: 1) Considerate leadership has a positive and significant effect on employee performance and job satisfaction at the Sidoarjo Regency Regional Development Planning Agency (BAPPEDA); 2) Compensation has a positive and significant effect on employee performance and job satisfaction at the Sidoarjo Regency Regional Development Planning Agency (BAPPEDA). 3) Job satisfaction has a positive and significant influence on employee performance at the Sidoarjo Regency Regional Development Planning Agency (BAPPEDA).* ***Novelty:*** *The novelty of this research lies in its empirical focus on testing the mediating role of job satisfaction between considerate leadership, compensation, and employee performance specifically within the context of a local government agency (BAPPEDA Sidoarjo) using PLS-SEM analysis.*

## INTRODUCTION

The rise of globalization and rapid technological change requires government agencies to improve their employee performance to better serve their communities. Similarly, the Sidoarjo Regional Planning and Development Agency (BAPPEDA) is a regional government agency tasked with planning and formulating regional development programs. In addition, BAPPEDA is also responsible for regulating the implementation of development initiatives in various fields such as infrastructure, economics, welfare, social, and the environment. Therefore, BAPPEDA plays a crucial role in budgeting and evaluating development programs to ensure that they are consistent with the local government's vision and mission.

However, without the support of employee performance, BAPPEDA will not be able to achieve its goals. One factor that influences employee performance is the effectiveness of considerate leadership, especially in terms of providing fair and appropriate compensation. Good leaders can create a conducive work environment, increase motivation, and ensure high job satisfaction. Job satisfaction [1]. refers to what makes someone happy while working or leaving work, and is an important aspect that mediates the relationship between leadership and employee performance. When

employees feel appreciated and supported through appropriate rewards, they tend to be happier and more motivated to do their best.

Consideration leadership [2]. is subordinate-oriented leadership that emphasizes good relationships with subordinates and employee motivation rather than close supervision and rewards, and compensation [3]. is any form of compensation arising from the employment relationship or employee compensation. This category of payment includes direct and indirect payments. Cash payments can be made through direct cash payments such as wages, salaries, and other forms of incentives. Direct financial payments in the form of adequate insurance are two other important factors that can influence employee performance [4]. A goal that can be achieved by an individual or group of people according to their respective authorities and responsibilities. The goals of the organization are within the limits of legality, adherence to moral principles, and compliance with all applicable laws. That is the institution that we are working towards.

Staff performance is crucial to the success of BAPPEDA Sidoarjo, a regional development organization responsible for planning and promoting regional progress. Inadequate leadership of BAPPEDA institutions and low compensation have resulted in low employee performance and widespread dissatisfaction with the institution. Therefore, the purpose of this study is to determine how caring leadership and effective rewards affect employee performance by mediating job satisfaction at BAPPEDA Sidoarjo. This study is a development of previous research gaps and can be used as a further development of the research that has been conducted by the author. However, there is a gap because the study in [5] uses a purposive sampling method, while the author's study uses a total sampling method. In another study conducted by [6], the researcher uses employee engagement as the Y variable, while in the study conducted by the author uses employee performance as the Y variable. There is a gap [7]. There is a gap in the author's research using job satisfaction as the Y variable, and the researcher uses Muhammadiyah Siami Health University as the research location. Meanwhile, the author uses employee performance as the Y variable and BAPPEDA (Regional Development Planning Agency) Sidoarjo as the research location. There is a research gap in the research [8]. In other words, the researcher used 55 employees as respondents; currently, the author uses 60 employees as respondents. Other research conducted [9] includes a gap study where the author uses a total sample in this study, while the researcher uses a proportional random sample in his research. There is a research gap in [10] research conducted by researchers using PT. The researcher uses bicycles in Indonesia as the research location and the variable "career development" as X1. While the author uses BAPPEDA Sidoarjo as the research location and the variable "Leadership Consideration" as X1. There is also a research gap; in the research conducted by [11], the researcher uses SPSS to process the data, while in this study the author uses SEM-PLS to process the data

Problem formulation: Do consideration leadership and compensation have an effect on employee performance through the intervening mediation of job satisfaction at BAPPEDA Sidoarjo?

## RESEARCH METHOD

This study employs a quantitative descriptive approach to present a clear representation of the research data. The population consists of all 60 employees at BAPPEDA Sidoarjo. Utilizing a total sampling method, the number of respondents is equivalent to the total population (60 individuals). The study is located at Jl. Sultan Agung No. 13, Magersari, Sidoarjo, East Java. Primary data, collected directly through respondent questionnaires, serves as the sole data source. The data is processed using Partial Least Squares Structural Equation Modeling (SEM-PLS), an iterative approach designed to maximize the variance explained for each endogenous variable

## RESULTS AND DISCUSSION

*Results*

### A. Respondent Description

The research sample consists of 60 employees at BAPPEDA Sidoarjo, with data collected through a Google Form questionnaire disseminated via WhatsApp links. An analysis of the respondents' characteristics is provided to offer a clear representation of the participants' personal circumstances and demographic context.

**Table 1.** Respondent Characteristics.

| CHARACTERISICS | CATEGORY | FREQUENCY | PRESENTATION |
|---|---|---|---|
| GENDER | Male | 28 | 46,67% |
| | Female | 32 | 53,33% |
| AGE | 26-30 years | 7 | 11,67% |
| | 31-40 years | 24 | 40% |
| | 41-49 years | 20 | 33,33% |
| | > 50 years | 9 | 15% |
| LENGTH OF WORK | 2-5 years | 35 | 58,33% |
| | 6-9 years | 25 | 41,67% |

According to the data in Table 1, the demographic profile shows that 53.33% (32 respondents) are female, while 46.67% (28 respondents) are male. The age distribution is dominated by the 31–40 age group at 40% (24 respondents), whereas the 26–30 age group represents the smallest segment at 11.67%. This indicates that the majority of respondents are in their prime productive age. Furthermore, regarding tenure, those with 2–5 years of service constitute the majority (58.33%) compared to those with 6–9 years of service (41.67%)

### B. Research Results

**Hypothesis Testing and Analysis**

In this study, data analysis used validity testing, reliability testing, and hypothesis testing. The measurement of these tests used Smart PLS (Partial Least Square) with a total

of 60 respondents who are employees working at BAPPEDA Sidoarjo, so that it can measure whether the research conducted is valid or not.

**Measurement Model Analysis (Outer Model)**

Measurement model testing (outer model) is used to determine how latent variables and their manifest variables interact. This test includes convergent validity, discriminant validity, and convergent reliability.

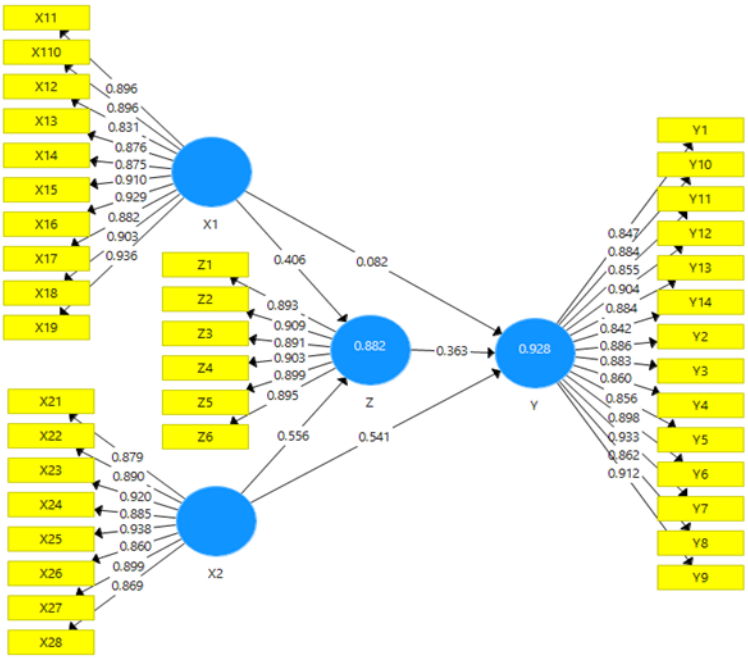


**Figure 1.** Smart PLS Outer Model Diagram.
Source*: Output Smart PLS (2025).*

**Validity Test**

Convergent validity was assessed using the outer loading factors of the measurement model. The results indicate that the indicators for consideration leadership (X1), compensation (X2), job satisfaction (Z), and employee performance (Y) consistently yielded average outer loading values exceeding 0.7. Consequently, all indicators in this study are confirmed to meet the established requirements for convergent validity

**Reliability Test**

Composite reliability is conducted to evaluate the reliability of indicators for each variable. In this study, the reliability of a variable is considered acceptable if its value is >0.7. The composite reliability values can be seen in Table 2.

**Table 2.** Composite reliability.

| Variable | Composite Reliability |
|---|---|
| considerate leadership | 0.975 |
| Compensation | 0.969 |
| employee performance | 0.979 |
| job satisfaction | 0.962 |

Source*: Output Smart PLS (2025)*

Based on the test results in Table 2, the composite reliability values for consideration leadership, compensation, employee performance, and job satisfaction are 0.975, 0.969, 0.979, and 0.962, respectively. As these values exceed the 0.7 threshold, all variables are declared reliable.

A model construct can be said to have high reliability if the AVE exceeds 0.5, then the model structure is considered to have high reliability. If AVE > 0.5, the data is considered reliable. The AVE values for all variables are shown as follows:

**Table 3.** Average variance extracted.

| Variable | Average Variance Extracted (AVE) |
|---|---|
| Considerate leadership | **0.799** |
| Compensation | **0.797** |
| Employee performance | **0.773** |
| Job satisfaction | **0.807** |

Source*: Output Smart PLS (2025).*

Based on Table 3, it can be seen that the AVE values for all variables are above 0.5. Therefore, all variables can be considered to have a good level of reliability. This indicates that each variable shows satisfactory discriminant validity.

**Structural Model Analysis (Inner Model)**

**Table 4.** R-Square Value.

| | R Square |
|---|---|
| **Y** | 0.928 |
| **Z** | 0.882 |

Source*: Output Smart PLS (2025)*

From Table 4, it can be seen that the employee performance variable (Y) has an R-square value of 0.928 or 93%. This figure indicates that the structural model in this study is considered strong because it has an R-square greater than 0.67. Therefore, it can be concluded that the Consideration Leadership variable (X1), Compensation (X2), and job satisfaction (Z) can measure and have a significant relationship with the Employee Performance variable, with a very good R-square value of 93%.

**Hypothesis Testing**

The results of the data analysis can be used to answer the assumptions in the research. The coefficient values are used to test these research assumptions. If the coefficient value shows a positive number, then this assumption is considered to have a positive relationship. This research can be stated as significantly accepted if the P-value is:

**Table 5.** Bootstrapping.

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **X1 -> Y** | 0.082 | 0.091 | 0.098 | 2.033 | 0.020 |
| **X1 -> Z** | 0.406 | 0.390 | 0.164 | 2.475 | 0.014 |
| **X2 -> Y** | 0.541 | 0.498 | 0.221 | 2.442 | 0.015 |
| **X2 -> Z** | 0.556 | 0.569 | 0.165 | 3.375 | 0.001 |
| **Z -> Y** | 0.363 | 0.397 | 0.178 | 2.042 | 0.042 |

Source*: Output Smart PLS (2025)*

Based on Table 5, the following can be explained:

1. The SmartPLS measurement of the Considerate Leadership variable yielded a calculated t-value greater than the t-table value, namely 2.033, greater than 1.96. Meanwhile, the p-value was 0.020, which is less than 0.05. From this, it can be concluded that this measurement indicates that considerate leadership has a significant positive influence on employee performance at the Sidoarjo Regional Planning and Development Agency (BAPPEDA), with 60 employees.
2. The SmartPLS analysis for the compensation variable yielded a calculated t-value greater than the t-table value, namely 2.475 compared to 1.96. The measured p-value was 0.014, which is less than 0.05. Based on these results, we can conclude that considerate leadership has a significant positive impact on the job satisfaction level of employees at the Sidoarjo Regional Planning and Development Agency (BAPPEDA), with 60 employees.
3. The SmartPLS measurement results for the compensation variable showed a calculated t-value greater than the t-table value, with a value of 2.442, greater than 1.96. The p-value for the analysis was recorded at 0.015, also less than 0.05. This concludes that these measurements indicate that considerate leadership plays a significant positive role in the job satisfaction levels of 60 employees at the Sidoarjo Regional Planning and Development Agency (BAPPEDA).
4. From the SmartPLS analysis of the compensation variable, the calculated t-value was greater than the t-table, with a value of 3.375, greater than 1.96, while the p-value was recorded at 0.001, which is less than 0.05. This indicates that considerate leadership has a significant positive impact on the job satisfaction of 60 employees at the Sidoarjo Regional Planning and Development Agency (BAPPEDA).
5. From the SmartPLS analysis of the job satisfaction variable, the calculated t-value was greater than the t-table, with a value of 2.042, exceeding 1.96, while the p-value was 0.042, which is less than 0.05. The conclusion from this measurement indicates that job satisfaction has a significant positive influence on the employee performance of 60 employees at the Sidoarjo Regional Planning and Development Agency (BAPPEDA).

From the findings of the study, it can be concluded that the relationship between the variables is very significant with a 95% confidence level. All paths in the model show significance, indicating that Y and Z are affected by XI, X2, and Z. In addition, the factor with the largest contribution to Y is job satisfaction (Z), with a p-value reaching 0.042. Therefore, it can be concluded that employee performance (Y) increases with the most significant impact from job satisfaction (Z).

*Discussion*

**The Influence of Considerate Leadership on Employee Performance**

Based on research findings, it is explained that considerate leadership has a positive and significant impact on employee productivity. This finding indicates that increased employee productivity is also influenced by effective leadership and clear task descriptions, which indirectly motivate employees to achieve shared goals. Considerate leadership is a type of leadership that focuses on a close relationship between leaders and their employees, characterized by mutual trust, a family atmosphere, and respect for employee perspectives. This is in line with the results of other studies [12], [18], [19] but not in line with research [20].

Consideration-oriented leadership is evaluated through indicators such as analytical ability, communication skills, courage, listening ability, and assertiveness. The most significant contribution of the assertiveness indicator is in providing direction and motivating employees, with the majority of respondents agreeing that employees at the Sidoarjo Regional Development Planning Agency consider it important to have a leader who is assertive in providing direction related to tasks and encouraging employee motivation to achieve common goals. This can strengthen the assumption that a leader who is assertive in providing direction can provide encouragement for employees to improve the quality of their performance based on observations [42], [43] that the quality of leadership greatly determines the good or bad performance of employees, which is influenced by the leader's courage in taking risks, making changes and conveying information effectively.

**The Influence of Considerate Leadership on Job Satisfaction**

Data analysis demonstrates that considerate leadership has a positive and significant impact on job satisfaction. This indicates that such leadership influences not only employee performance but also job satisfaction. Essentially, the better the leadership quality provided to employees, the more their job satisfaction increases, which aligns with the findings of this study [44], [45], [46] that there is a relationship between job satisfaction and these leadership behaviors, whereas in this research [47] stating results that are inconsistent with this research.

Consideration leadership is constructed through several indicators, including analytical skills, communication skills, courage, listening ability, and decisiveness. The most significant contribution comes from the communication skills indicator, specifically in terms of conveying messages and receiving feedback. The majority of respondents agreed that leadership at BAPPEDA Sidoarjo effectively receives employee input and

communicates clearly. This effective implementation of consideration leadership directly correlates with the enhancement of employee job satisfaction [46] This is demonstrated by the leadership's attitude, described as a wise leader who establishes good communication with employees. A leader who communicates effectively can improve employee performance within an organization.

**The Effect of Compensation on Employee Performance**

Based on the data analysis, it was found that compensation has a positive and significant effect on employee performance at the Regional Development Planning Agency (BAPPEDA) of Sidoarjo Regency. This indicates that a well-structured compensation system within the organization contributes to enhanced employee performance. The provision of compensation, encompassing both financial and non-financial rewards, serves as a primary driver for work motivation, discipline, and productivity. This is in line with previous research which suggests that [26], [27], [28] stating that compensation tailored to the workload is capable of increasing employee efficiency and commitment. Employees who are satisfied with the remuneration they receive are more motivated to deliver their best performance. However, this contrasts with [29] which states that it is not in line with this research.

Compensation is structured around several indicators: wages/salaries, incentives, benefits, and facilities. The primary contribution to employee performance stems from the benefits indicator, which serves as a critical factor in driving productivity. Providing adequate benefits, such as health, transportation, and family allowances, not only enhances job satisfaction but also fosters a sense of security among employees at BAPPEDA Sidoarjo. The significant impact of compensation on performance is further supported by the statement of [48] With compensation, employees are more enthusiastic about improving their performance. When employee needs are met through adequate benefits, they tend to be more motivated and focused on carrying out their duties, which ultimately has a positive impact on improving performance.

**The Effect of Compensation on Job Satisfaction**

This study confirms that compensation has a significant influence on job satisfaction at the Regional Development Planning Agency (BAPPEDA) of Sidoarjo Regency. Adequate and balanced compensation directly impacts job satisfaction, as employees feel satisfied with their roles when the rewards they receive align with their performance and contributions. This finding is consistent with research by [49], [50], but different in research [51] which states that the results are inconsistent with this research.

Compensation is structured through several indicators: wages/salaries, incentives, benefits, and facilities. The most significant contribution is attributed to the facilities indicator. Providing facilities that align with employee needs effectively boosts motivation, which indirectly fosters a sense of satisfaction regarding their work performance. This is further supported by the statement of [52] An effective compensation system is a vital element of organizational management for attracting and retaining high-quality employees, thereby ensuring satisfaction in the execution of their duties.

**The Influence of Job Satisfaction on Employee Performance**

Job satisfaction is proven to have a positive and significant impact on the performance of employees at BAPPEDA Sidoarjo. A higher level of perceived satisfaction leads to better employee performance, a finding that aligns with research [35], [36], [37] However, this contrasts with study [38] which reported inconsistent results.

Job satisfaction is constructed through several indicators, including satisfaction with compensation, promotion opportunities, and the work environment. The most significant contribution comes from promotion **opportunities**, with respondents strongly agreeing that employees at BAPPEDA Sidoarjo require career advancement paths supported by professional development training. This is further supported by the findings of [53] which suggest that career development is directly linked to enhanced employee performance. Consequently, high job satisfaction exerts a positive influence on organizational performance; the availability of promotion through career development indirectly fosters satisfaction with work outcomes, thereby driving employee motivation to further improve their performance.

## CONCLUSION

**Fundamental Finding :** Appropriate compensation does not merely satisfy the financial needs of employees; it also serves as a formal recognition of their professional contribution and dedication recognition of the contributions made, thereby enhancing job satisfaction. Employees with high levels of job satisfaction play a pivotal role in driving optimal performance, increasing productivity, and maintaining organizational loyalty. **Implication :** To optimize employee performance and ensure the attainment of development targets at BAPPEDA Sidoarjo, leaders must go beyond mere direction and demonstrate a high level of consideration toward their subordinates. Furthermore, the provision of fair and adequate compensation is a vital factor in boosting work motivation. **Limitation :** However, a limitation of this study is that it does not yet encompass other factors that may influence performance, such as organizational culture, interpersonal relationships, or career development opportunities. **Future Research :** Consequently, future research is expected to consider these variables to provide a more comprehensive understanding of the factors affecting employee performance.

## ACKNOWLEDGEMENT

I would like to express my deepest gratitude to the Management Study Program, the Faculty of Business, Law, and Social Sciences, and Universitas Muhammadiyah Sidoarjo for the immense support, guidance, and facilities provided throughout the preparation of this article as part of my final project. Thank you for the invaluable knowledge, motivation, and opportunities granted during the research and writing process. I hope that the contributions and collaboration established will continue to be beneficial and support the advancement of education and future research.

## REFERENCES


[1] M. Akmal and G. Danupranata, "Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Karyawan | Akmal | Jurnal Manajemen Bisnis," *J. Manaj. Bisnis*, vol. 6, no. 1, pp. 286–306, 2015, [Online]. Available: https://journal.umy.ac.id/index.php/mb/article/view/3596

[2] K. JASMINE, "gaya kepemimpinan konsiderasi kepala madrasah terhadap kinerja guru," *Penambahan Natrium Benzoat Dan Kalium Sorbat Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu*, pp. 8–39, 2014.

[3] M. I. Fifaldyovan and W. Nalurita, "Pengaruh Kompensasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Karyawan Pt Samudera Indah Perkasa," *MUARA J. Manaj. Pelayaran Nas.*, vol. 6, no. 1, pp. 1–6, 2023, doi: 10.62826/muara.v6i1.66.

[4] Y. Trikastrianto, "Pengaruh Penempatan Pegawai Terhadap Kinerja Pegawai pada bagian umum sekretariat daerah kabupaten kerinci," vol. 2, no. 1, pp. 32–38, 2022.

[5] R. Hernando, "pengaruh kepemimpinan konsidersi,subjektif,diagnostik,dan subjektif interaktif terhadap keadilan evaluasi," vol. 19, no. 2, 2021.

[6] I. T. Purnomo, "Efektivitas Kepemimpinan Konsiderasi terhadap Employee Engagement di Rumah Singgah Yayasan Mahanaim," *KHARISMATA J. Teol. Pantekosta*, vol. 1, no. 2, pp. 148–155, 2019, doi: 10.47167/kharis.v1i2.31.

[7] S. S. Ramdhani, "Pengaruh Gaya Kepemimpinan Konsiderasi Dan Struktur Inisiasi Terhadap Kepuasan Kerja Karyawan Pada Sekolah Tinggi Ilmu Kesehatan Muhammadiyah Ciamis," *J. Manag. Rev.*, vol. 2, no. 1, p. 97, 2017, doi: 10.25157/jmr.v2i1.912.

[8] C. Fajri, A. Amelya, and S. Suworo, "Pengaruh Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. Indonesia Applicad," *JIIP - J. Ilm. Ilmu Pendidik.*, vol. 5, no. 1, pp. 369–373, 2022, doi: 10.54371/jiip.v5i1.425.

[9] Tarjo, "Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi pada RSUD H. Hanafie Muara Bungo)," *J. Apl. Manaj. dan Inov. Bisnis*, vol. 2, no. 1, pp. 53–65, 2019.

[10] E. D. Firmansyah, H. M. K. Sari, V. Firdaus, and M. Hariasih, "Pengembangan Karir, Kompensasi, dan Motivasi: Faktor Utama Kinerja Karyawan," *J. Pemberdaya. Ekon. dan Masy.*, vol. 1, no. 1, p. 15, 2024, doi: 10.47134/jpem.v1i1.286.

[11] N. F. Haryudina, "Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada Pt. Axa Financial Indonesia Kantor Cabang Makassar," *J. Ekon. dan Manaj.*, vol. 3, no. 4, pp. 1–23, 2020.

[12] J. Caron and J. R. Markusen, "PENGARUH KEPEMIMPINAN DAN MANAJEMEN SUMBER DAYA MANUSIA TERHADAP MOTIVASI DAN KINERJA KARYAWAN PADA PT.," vol. 12, no. 1, pp. 1–23, 2016.

[13] N. K. Yunarsih, "Pengaruh gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pada Dinas Pekerjaan Umum Provinsi Bali," *J. Ekon. Bisnis*, vol. 4, no. 1, pp. 72–82, 2017, doi: 10.22225/JJ.4.1.207.72-82.

[14] N. Lotje, S. M. Sumayku, and S. A. P. Sambul, "Pengaruh gaya kepemimpinan terhadap kinerja karyawan pada PT. Asuransi Bumida Bumiputera Muda Cabang Amando," *Lab. Penelit. dan Pengemb. FARMAKA Trop. Fak. Farm. Univ. Mualawarman, Samarinda, Kalimantan Timur*, no. April, pp. 5–24, 2016.

[15] S. P. Astutik, "Pengaruh Motivasi Intrinsik Terhadap Hubungan Antara Gaya Kepemimpinan Konsiderasi dengan Kinerja Karyawan," *J. Manaj. Dirgant.*, vol. 10, no. 1, pp. 16–27, 2017.

[16] E. S. Halawa, Y. Dakhi, and R. Zogoto, "Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Pada Kantor Camat Onohazumba Kabupaten Nias Selatan," *J. Ilm. Mhs. Nias Selatan*, vol. 4, no. 1, pp. 176–185, 2021.

[17] W. Wasitowati and B. Khoiriyah, "PENGARUH KEPEMIMPINAN KONSIDERASI, DISIPLIN KERJA DAN ORIENTASI KERJA TERHADAP KINERJA PEGAWAI MELALUI

MOTIVASI BERPRESTASI (Studi Kasus Pada PNS Kecamatan di Kabupaten Grobogan)," *Solusi*, 2019, doi: 10.26623/slsi.v16i4.1666.

[18] A. Hakim, S. Effendy, and H. Tanjung, "Pengaruh Lingkungan Kerja, Gaya Kepemimpinan Terhadap Kinerja Pegawai Pada Lembaga Layanan Pendidikan Tinggi Wilayah I Sumatera Utara Yang Dimediasi Oleh Kepuasan Kerja Pegawai," *Maneggio J. Ilm. Magister Manaj.*, vol. 6, no. 1, pp. 22–33, 2023, doi: 10.30596/maneggio.v6i1.13941.

[19] S. Prahasti and Wahyono, "Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Mediator," *Econ. Educ. Anal. J.*, vol. 7, no. 2, pp. 543–552, 2018, [Online]. Available: http://journal.unnes.ac.id/sju/index.php/eeaj

[20] E. Susanto, "Pengaruh Kepemimpinan terhadap Kinerja Dosen Bersertifikasi," *Edukatif J. Ilmu Pendidik.*, vol. 4, no. 6, pp. 7851–7857, 2022, doi: 10.31004/edukatif.v4i6.4247.

[21] R. A. sumartik, hasan U, "THE INFLUENCE OF LEADERSHIP STYLE , COMPENSATION , AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN VILLAGE GOVERNMENT IN JABON DISTRICT PENGARUH GAYA KEPEMIMPINAN , KOMPENSASI , DAN DISIPLIN KERJA," vol. 7, 2024.

[22] U. Sholihin, "Dampak Kompensasi Kerja terhadap Kinerja Karyawan di," *Jmk J. Manaj. dan Kewirusahaan*, vol. 6, no. 1, pp. 86–99, 2021.

[23] D. Kenelak, R. J. Pio, and S. G. Kaparang, "Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada Koperasi Serba Usaha Baliem Arabica Di Kabupaten Jayawijaya Dinus," *J. Adm. Bisnis*, pp. 1–10, 2016.

[24] 2015 Kenny Yulianto Kurniawan, "pengaruh pengembangan karir dan kompensasi terhadap kepuasan kerja karyawan," vol. 3, no. 2, 2015.

[25] T. Wijaya, P. M. Bisnis, P. S. Manajemen, U. K. Petra, and J. Siwalankerto, "Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Sinar Jaya Abadi Bersama," vol. 3, no. 2, pp. 1–10, 2012.

[26] D. Diansyah, "Pengaruh Kepemimpinan Transformasional Dan Kompensasi Terhadap Kepuasan Kerja Melalui Komitmen Organisasi," *Media Ekon. dan Manaj.*, vol. 33, no. 1, pp. 59–72, 2018, doi: 10.24856/mem.v33i1.624.

[27] R. Abadiyah, "Pengaruh Budaya Organisasi, Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai Bank di Surabaya," *JBMP (Jurnal Bisnis, Manaj. dan Perbankan)*, vol. 2, no. 1, pp. 49–66, 2016, doi: 10.21070/jbmp.v2i1.837.

[28] N. Nopianti and A. Anwar, "Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kinerja Pegawai Yayasan Wakaf Kh. Moh. Sirodj Cijantung Ciamis," *J. Ekon. Rabbani*, vol. 2, no. 1, pp. 180–187, 2022, doi: 10.53566/jer.v2i1.14.

[29] T. D. I, M. A. Firdaus, and R. T. K. Rinda, "Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja," *Manag. J. Ilmu Manaj.*, vol. 2, no. 2, p. 144, 2019, doi: 10.32832/manager.v2i2.2567.

[30] F. Hidayat, F. Fikriman, and A. Is, "Analisis Kepuasan Kerja Karyawan Pada Pt. Megasawindo Perkasa Ii Kecamatan Tebo Tengah Kabupaten Tebo," *Econ. J. Ekon. dan Bisnis*, vol. 2, no. 3, p. 87, 2019, doi: 10.31850/economos.v2i3.557.

[31] F. Hariana, "Pengaruh Kepuasan Kerja dan Stress Kerja Terhadap Kinerja Karyawan PT. Mekar Karya Mas," *J. Hum.*, vol. 5, no. 1, pp. 170–183, 2021, [Online]. Available: http://jurnal.abulyatama.ac.id/humaniora

[32] fauziek elizabeth Yanuar, "pengaruh kepuasan kerja terhadap kinerja karyawan dengan stress kertja sebaai variabel mediasi," *J. Ekon. STIEP*, vol. 9, no. 1, pp. 16–25, 2024, doi: 10.54526/jes.v9i1.193.

[33] M. Adharianti, "Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil di Badan Perencanaan Pembangunan Daerah Kabupaten Pontianak," *GOVERNANCE, J. Ilmu Pemerintah.*, vol. 3, pp. 1–13, 2014, [Online]. Available: http://jurmafis.untan.ac.id/index.php/governance/article/view/467%0Ahttp://jurmafis.untan.ac.id/index.php/governance/article/viewFile/467/384

[34] L. Widya Ningsih, "Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan melalui Komitmen Afektif pada PT Cipta Nirmala," *J. Ilmu Manaj.*, vol. 9, no. 1, p. 322, 2021, doi: 10.26740/jim.v9n1.p322-332.

[35] nafi yudha Prastianto, *pengaruh kepuasan kerja terhadap kinerja karyawan pada PT. maju global motor provinsi Jambi*, vol. 33, no. 1. 2022.

[36] L. D. Siregar, B. Perizade, and S. A. Bakri, "Pengaruh Kepuasan Kerja dan Motivasi terhadap Kinerja Pegawai pada Bank Sumsel Babel Kantor Pusat," *J. Manaj. Dan Bisnis Sriwij.*, vol. 17, no. 4, pp. 185–192, 2020, doi: 10.29259/jmbs.v17i4.12111.

[37] novi ayu Lestari, "pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan (studi pada PT. Bank Aceh syariah cabang Jeuram)," *Braz Dent J.*, vol. 33, no. 1, pp. 1–12, 2022.

[38] S. Pazrina, "Pengaruh Kepuasan Kerja Dan Loyalitas Pegawai Terhadap Kinerja Pegawai Pada Universitas Tjut Nyak Dhien," *J. Manaj. Dan Bisnis*, vol. 2, no. 3, pp. 112–123, 2024, doi: 10.36490/jmdb.v2i3.1122.

[39] J. Pratama and D. Harjanti, "PENGARUH KOMPENSASI, MOTIVASI KERJA, DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN Jovianto," vol. 9, no. 2, 2021.

[40] S. D. Handoko, N. M. Wibowo, and C. S. Hartati, "Analisis Pengaruh Lingkungan Kerja, Kepemimpinan Dan Kompensasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja," *J. EMA*, vol. 6, no. 1, pp. 17–26, 2021, doi: 10.47335/ema.v6i1.61.

[41] A. J. Ahmad, Mappamiring, and N. Mustari, "Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai di Dinas Pendidikan dan Kebudayaan Kabupaten Bulukumba," *Kaji. Ilm. Mhs. Admnistrasi Publik*, vol. 3, no. 1, pp. 287–298, 2022.

[42] A. A. SHELEMO, "pengaruh kepemimpinan terhadap kinerja karyawan ( studi pada kspps berkah el hikmah purwojati)," *Nucl. Phys.*, vol. 13, no. 1, pp. 104–116, 2023.

[43] S. Nur Azijah, R. Rahmawati, C. Wahyudin, N. Anak Lydon, and P. Studi Administrasi Publik, "Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Influence of Leadership on Civil Servant Performance," *J. Governansi*, vol. 10, no. 1, pp. 1–14, 2024.

[44] E. S. Djaya, "Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja melalui Budaya Organisasi Pada Lapas Wanita Klas IIA Malang," *BULLET J. Multidisiplin Ilmu*, vol. 1, no. 03, pp. 281–287, 2022.

[45] M. Z. Arafah, S. Hasbiah, A. Akbar, A. W. Kurniawan, and Burhanuddin, "Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Pegawai Di Rs Prima Husada Kota Sengkang," *J. Ilmu Manaj.*, vol. 1, no. 4, pp. 209–218, 2023, [Online]. Available: https://malaqbipublisher.com/index.php/JIMBE

[46] A. Y. Pratama, Ismiasih, T. E. Suswatiningsih, and S. I. Dinarti, "Pengaruh Kepemimpinan Terhadap Kepuasan Kerja Karyawan di Pusat Penelitian Kelapa Sawit Unit Marihat Sumatera Utara," *AGRIFITIA J. Agribus. Plant.*, vol. 2, no. 1, pp. 22–33, 2022, doi: 10.55180/aft.v2i1.196.

[47] Y. Rivaldo and sri langgeng Ratnasari, "pengaruh kepemimpinan dan motivasi terhadap kepuasan kerja serta dampaknya terhadap kinerja karyawan," *dimensi*, vol. 9, no. 2, pp. 505–515, 2020, doi: 10.1016/S1005-8885(08)60090-4.

[48] Mujahid, M. M. Sari, S. Riyadi, and N. Nurdin, "Pengaruh Kompensasi Terhadap Kinerja Pegawai pada Perusahaan Daerah Air Minum (PDAM) Kabupaten Luwu," *Sinar Manaj.*, vol. 9, no. 3, pp. 428–433, 2022.

[49] S. Saragih, "Pengaruh Iklim Kerja Terhadap Kepuasan Kerja Guru," *J. Manaj. Pendidik.*, vol. 5, pp. 101–102, 2019.

[50] P. Dwidanna Safitri and L. Syarfan, "Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Pada PT Fadillah Mandiri Sejahtera di Nagari Koto Kaciak Kecamatan Bonjol," *Jiabis J. Adm. Bisnis dan Ilmu Sos.*, vol. 2, no. 1, pp. 1–16, 2024.

[51] A. A. Saputra, "Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan," *Technomedia J.*, vol. 7, no. 1, pp. 68–77, 2021, doi: 10.33050/tmj.v7i1.1755.

[52] sri astuti Nurjanah and R. Fauzan, "pengaruh kompensasi terhadap kepuasan kerja serta kinerja pegawai" rumah sakit Z"," *Manag. Bus. Innov. Conf.*, p. 6, 2015.

[53] N. C. P. Paparang, W. A. Areros, and V. Tatimu, "Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado," *Productivity*, vol. 2, no. 2, pp. 119–123, 2021, [Online]. Available: https://ejournal.unsrat.ac.id/index.php/productivity/article/view/33793

**Devi Ria Amalinda**
Muhammadiyah University of Sidoarjo, Indonesia

***Vera Firdaus (Corresponding Author)**
Muhammadiyah University of Sidoarjo, Indonesia
Email: verafirdaus@umsida.ac.id

**Detak Prapanca**
Muhammadiyah University of Sidoarjo, Indonesia

**Rezza Dwi Amalia**
Muhammadiyah University of Sidoarjo, Indonesia