



IMPROVING JOB SATISFACTION THROUGH EMPLOYEE SOCIAL SECURITY AND COMPENSATION

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ABSTRACT

This study aims to analyze the effect of social security and compensation on increasing employee job satisfaction in the Semen Indonesia Foundation environment. The method used in this study is quantitative with a quantitative experimental approach used to determine the effect of independent variables of social security and compensation on increasing employee job satisfaction. The population consists of all 22 employees, who are also sampled through a total sampling technique. Data collection uses a questionnaire with a five-point Likert scale, while data analysis uses Structural Equation Modeling-Partial Least Square (SEM-PLS). The results show that social security has a positive and significant effect on increasing employee job satisfaction with a path coefficient of 0.524 and a p-value of $0.000 < 0,05$, and has a large category effect. Compensation also has a positive and significant effect on increasing employee job satisfaction with a path coefficient of 0.376 and a p-value of $0.007 < 0,05$ with a medium category. Simultaneously, both variables are able to explain 68% of the variation in increasing employee job satisfaction. The conclusion of this study confirms that employee social security and compensation are important factors in increasing employee job satisfaction, and therefore, organizations should prioritize them when formulating human resource welfare policies.

Keywords: Employee social security, compensation, job satisfaction

A. INTRODUCTION

Industrial competition in the era of the 4.0 revolution integrates humans with technology to remain focused on meeting consumer needs and services through various efforts. The organization's orientation does not only focus on the quality of products or services offered, but also on optimizing human resources as they play a major role in carrying out organizational activities to achieve goals. In other words, in the midst of an increasingly dynamic work environment, organizational success largely depends on the ability of organizations to effectively manage and empower their human resources.

Human resources (HR), as actors, thinkers, and planners within an organization, deserve greater attention. Therefore, human resource management should not be limited to enhancing employee competence and productivity, but must also consider employee well-being. Well-being is a supporting factor in creating job satisfaction. Satisfaction arises when a person feels that their needs have been met, which is expressed as happiness with their work.

A number of studies have indicated that job satisfaction represents a key indicator in evaluating the effectiveness of human resource management within organizations. Job satisfaction refers to a positive emotional state experienced by employees as a result of their evaluation of their job or work experiences. Employees with higher levels of job satisfaction tend to exhibit better performance, stronger organizational commitment, and greater loyalty to the organization. In contrast, low levels of job satisfaction may result in decreased productivity, higher absenteeism, and an increased intention to leave the organization (Montag-Smit & Smit, 2021)

Empirical evidence suggests that issues concerning employee well-being and job satisfaction remain a major concern for organizations across many countries. The State of the Global Workplace Report reveals that the level of employee engagement remains relatively low, with only about 23% of employees worldwide reported to be actively engaged in their work, while the majority are either not engaged or actively disengaged (Gallup, 2023). These findings indicate that organizations need to place greater emphasis on factors that promote employee well-being and job satisfaction as part of an effective human resource management strategy.

One of the strategies that organizations can implement to improve employee well-being is by providing fair compensation and adequate social security protection. Compensation is not merely viewed as financial remuneration provided to employees for their contributions to the organization, but also as a form of organizational recognition of employees' roles and efforts. Meanwhile, social security serves as a protective mechanism against various work-related risks that may affect employees' economic and psychological conditions. Empirical studies indicate that fair compensation systems and adequate social security benefits can positively influence job satisfaction and strengthen employees' loyalty toward the organization (Astari et al., 2022; Sultana & Hawken, 2023).

According to the Job Demands-Resources (JD-R) theory, employee job satisfaction is influenced by the balance between job demands and the resources provided by the organization. Organizational resources, such as organizational support, compensation, and employee welfare benefits, enable employees to cope with job demands, thereby reducing work-related strain and fostering more positive psychological conditions in the workplace (Kuijpers et al., 2020; Schaufeli, 2021). When organizations are able to provide adequate resources, employees tend to experience higher levels of job satisfaction and exhibit stronger organizational commitment.

Job satisfaction is an important aspect of human resource management that reflects employees' psychological responses to the work they perform. According to Indra & Rialmi (2022), job satisfaction is a feeling of happiness experienced by employees, where employees feel appreciated and receive rewards commensurate with their work results. This finding suggests that the reward system implemented by the organization, including compensation, plays a significant role in determining the level of employee job satisfaction. In line with this perspective Hulu et al. (2024) explains that job satisfaction is an employee's personal feeling that is influenced by their perception of their work, which is formed while working, where they obtain maximum results and recognition in a good work environment. These findings suggest that job satisfaction is shaped not only by individual internal factors but also by organizational policies that support employee welfare. Furthermore, Sapar (2022) emphasizes that job satisfaction is essentially a psychological aspect that reflects a person's feelings towards their work. They will feel satisfied when there is a match between their abilities, skills, and expectations with the work they have to do.

Within the context of human resource management, organizations are required to establish policies that can fulfill employees' expectations, particularly through the provision of fair compensation and adequate social security protection against work-related risks. Accordingly, a fair compensation system and sufficient social security benefits may serve as important determinants in enhancing employee job satisfaction. When employees perceive that the organization appropriately rewards their contributions and provides protection for their occupational welfare, they are more likely to demonstrate higher levels of job satisfaction.

Based on the description of job satisfaction above, it can be concluded that job satisfaction is a feeling of pleasure experienced by employees over their abilities, skills, and expectations having received maximum recognition from the company or organization. Job satisfaction has intrinsic and extrinsic aspects to measure its level of achievement (Aprilianti & Mansur, 2022). Intrinsic aspects originate from within an individual and are related to the job itself, including achievement, job characteristics, opportunities for growth, responsibility, autonomy, and recognition.

Meanwhile, extrinsic aspects arise from external factors related to working conditions and are physical or social in nature. Extrinsic aspects include: the salary received by employees for their workload and responsibilities, relationships with colleagues or superiors, environmental conditions, work-life balance, management policies, and insurance and security. Employment social security represents an important mechanism for enhancing workers' welfare and protecting them from various risks that may arise during the course of employment. In Indonesia, employment social security programs are administered by the Social Security Administering Body for Employment (BPJS Ketenagakerjaan), which provides several protection schemes for workers. These include Old Age Security (JHT), which provides cash benefits upon retirement or termination of employment; Work Accident Insurance (JKK), which protects workers against occupational accidents; Death Benefits (JKM), which provide financial assistance to beneficiaries in the event of a participant's death; Pension Security (JP), which aims to ensure income continuity during retirement; and Job Loss Insurance (JKP), which provides protection for workers who experience job termination (BPJS Ketenagakerjaan, 2021).

At the end of February 2025, PT. Sri Rejeki Isman Tbk, better known as PT. Sritex, the largest textile company in Southeast Asia, conducted mass layoffs affecting more than 10,000 employees. The state intervened through the Employment Social Security Agency (BPJS Ketenagakerjaan) to ensure that the employees were beneficiaries of the BPJS Ketenagakerjaan program. The employees will receive benefits in the form of cash assistance amounting to 60% of their reported wages for 6 months and job training as access to the job market provided by the Ministry of Manpower (Nugraheny & Djumena, 2025).

From a conceptual perspective, social security is defined as a form of protection provided to workers to ensure the fulfillment of their basic living needs when they encounter various social and economic risks, including work-related accidents, illness, unemployment, and death (Sari et al., 2023). In general, social security systems are administered based on several fundamental principles, namely humanity, benefit, and justice, which aim to provide equitable protection while promoting sustainable improvements in workers' welfare (Sari et al., 2023). An adequate social security system can foster a sense of security among employees in performing their duties, thereby reducing concerns related to occupational risks and promoting greater comfort in the workplace.

In Maslow's theory (Suryani, 2022), it is stated that there are five basic human needs up to the highest need: Psychological needs that are directly related to a person's survival. The need for security, such as physical security, financial stability, and health. Social needs such as friendship, affection, and harmony, The need for recognition from others for one's competence and the need for self-actualization in realizing one's potential, creativity, and achievements. Within the organizational context, employment social security programs can contribute to fulfilling employees' safety needs, particularly those associated with financial security and protection from occupational risks. When these fundamental needs are addressed through organizational welfare policies, employees are more likely to experience a greater sense of security and comfort in the workplace.

A growing body of research indicates that the existence of an adequate social security system can positively influence employee job satisfaction. Well-designed employment protection programs can enhance employees' sense of security, reduce economic uncertainty, and strengthen employees' perceptions that the organization is concerned about their well-being (Sultana & Hawken, 2023). Accordingly, the provision of adequate employment social security represents an important factor in enhancing employee job satisfaction. When employees perceive that they are socially and economically protected through organizational policies, they are more likely to experience higher job satisfaction and exhibit stronger organizational commitment.

In addition to social security for workers as a factor that can increase job satisfaction, there is another factor, namely compensation. Compensation is a reward given to employees for their

services, either in the form of money or other benefits. According to Aprinawati et al. (2021), compensation is all income in the form of money or goods, either directly or indirectly, received by employees in return for services rendered to the company.

Meanwhile, Kristanto & Pudjoprastyono (2021) argue that compensation is a form of appreciation/reward or remuneration given by the company to employees for their contributions to the company, either directly or indirectly. Employees expect remuneration from the company for their work, while the company expects its employees to contribute to the company through their work. There are several types of compensation provided by companies to their employees (Sanaba et al., 2022). One is direct compensation, which is any form of monetary reward such as salary, allowances, commissions, or bonuses. Two is indirect compensation, which can also be in the form of money but through other parties such as work insurance and health insurance. Third, non-financial compensation, which is not related to money but has positive and valuable benefits, such as flexible working hours, recognition for achievements, and longer leave.

Meanwhile, there are seven factors that can affect compensation (Soeyanto & Farida, 2023), as follows: 1) labor supply and demand; 2) organizational capabilities and circumstances; 3) labor unions; 4) employee performance productivity; 5) cost of living; 6) employee position and title; 7) education and work experience. Organizational needs in ensuring and guaranteeing effective social security for workers and compensation in order to increase employee job satisfaction. Amidst the challenges post-pandemic, strengthening welfare policies has become a priority that not only increases productivity but also maintains the psychological stability of employees (Aprillianti & Mansur, 2022).

Although a number of studies have examined factors influencing employee job satisfaction, previous research has largely focused on the effects of compensation or general employee welfare on job satisfaction. Empirical studies that simultaneously examine the influence of social security benefits and compensation as integral components of employee welfare systems on job satisfaction remain limited, particularly in the context of educational institutions or non-profit organizations. Furthermore, most prior studies have been conducted in industrial sectors or commercial enterprises, suggesting that the organizational context of educational institutions requires further empirical investigation (Sultana & Hawken, 2023). Therefore, this study seeks to provide a more comprehensive understanding of how social security benefits and compensation influence employee job satisfaction.

The research questions in this study include: (1) Does employee social security affect the increase in employee job satisfaction (2) Does compensation affect the increase in employee job satisfaction (3) Do employee social security and compensation simultaneously affect the increase in employee job satisfaction. This study aims to analyze the effect of employee social security and compensation on increasing employee job satisfaction and to provide relevant policy recommendations for improving human resource welfare.

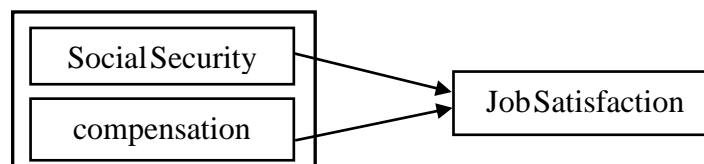


Figure 1 Conceptual Framework

B. RESEARCH METHOD

The research method used in this study is quantitative with an experimental quantitative approach to determine the effect of independent variables (social security for workers and compensation) on dependent variables (increased job satisfaction) under controlled conditions. In this study, employment social security and compensation are treated as independent variables, while employee job satisfaction serves as the dependent variable. A quantitative approach was

employed because it allows researchers to objectively examine the relationships among variables using statistical analysis (Sugiyono, 2023)

The research was conducted at the Semen Indonesia Foundation's Semen Indonesia Polytechnic work unit during the period March-June 2025. The population in this study consisted of all employees, including lecturers and educational staff, totaling 22 people. Given the relatively small population size (fewer than 30 respondents), this study employed a total sampling technique, in which all members of the population were included as research respondents (Arikunto, 2020). Accordingly, the sample in this study consisted of 22 respondents representing the entire research population.

Data collection was conducted using a questionnaire developed based on the indicators of each research variable. The instrument utilized a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The Likert scale was employed to quantitatively assess respondents' perceptions of employment social security, compensation, and job satisfaction.

Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS) version 4. The SEM-PLS method was chosen due to several advantages, including its capability to simultaneously analyze relationships among latent variables, its flexibility regarding data distribution assumptions, and its suitability for studies with relatively small sample sizes (Hair et al., 2021; Sugiyono, 2023). Therefore, this method is deemed appropriate for the present study, which involves a limited number of respondents. The analysis process was carried out in two stages. First, the outer model test was used to test validity through the loading factor parameter and Average Variance Extracted (AVE) value, which can be categorized as valid if the loading factor value is greater than 0.7 and the AVE value is greater than 0.5. Discriminant validity is determined by looking at the Cross Loading value if it has a value greater than 0.7. The reliability test uses two methods, namely Cronbach's alpha and composite reliability. Cronbach's Alpha is said to be reliable if the value is >0.6 and Composite reliability if the value is >0.7 .

Both use the Inner model to test the relationship between variables, including: R-square. The R-square value is used to measure the level of variability of changes in independent variables relative to dependent variables. F-square is used for changes in r-square in endogenous construction, with values of 0.02 for the small category, 0.15 for the medium category, and 0.35 for the large category.

Hypotheses can be accepted or rejected based on the level of significance. The significance in this study is 5% or a confidence level of 0.05. If the p-value ≤ 0.05 ($\alpha=5\%$), then H_0 is rejected and H_a is accepted. If the p-value ≥ 0.05 ($\alpha=5\%$), then H_0 is accepted and H_a is rejected.

C. RESULTS AND DISCUSSION

Research Results

Based on the results of the correlation validity test between the indicators and their constructs, the outer loading value was ≥ 0.7 and the convergent validity of the AVE value was ≥ 0.5 .

Table 1 Outer Model Validity Test Results

	Cronbach's alpha	Composite reliability	Composite reliability (AVE)
Social Security	0.871	0.885	0.661
Job Satisfaction	0.932	0.937	0.570
Compensation	0.928	0.932	0.698

Source; SEM-PLS 4 data processing results

Discriminant validity tests are conducted to ensure that each indicator in the study is able to represent the construct of the measured variable and has clear differences from the constructs of other variables. Discriminant validity is said to be met if the cross-loading value of the indicator on the variable is greater than that of other variables. It was found that each variable indicator met the discriminant validity requirement, namely a cross-loading value greater than 0.7. Thus, it can be

concluded that each indicator is able to accurately explain the measured variables. This indicates that the research instrument has a good ability to differentiate the constructs of social security for workers, compensation, and job satisfaction as the variables studied.

Next, reliability testing was conducted to assess the consistency of the research instrument in measuring the variables studied. Reliability in this study was tested using two approaches: Composite Reliability and Cronbach's Alpha. Composite reliability tests the reliability values of indicators on a variable. A variable is said to meet composite reliability if it has a composite reliability value ≥ 0.7 . Reliability testing can be seen from the Cronbach's Alpha value shown in Table 1, which shows that the Cronbach's Alpha value is above 0.6, meaning that the measurements in this study are reliable. These findings indicate that the indicators used in this study have a good level of consistency in measuring the constructs of the research variables, so that the instruments used can be said to be reliable and suitable for use in further analysis.

The Inner Model is used to see the direct and indirect effects between variables. The evaluation of the Inner Model with SEM-PLS can be seen from the R-Square Test value and the Path Coefficient.

Table 2 Inner Model Test Results

	R-square	R-square adjusted
Employee Satisfaction	0.680	0.645

Source; SEM-PLS 4 data processing results

It is known that the R-square value for the variable of increased employee job satisfaction is 0.680, which can be interpreted as meaning that the influence of the variables of employee social security and compensation on increased employee job satisfaction is 68%. In other words, the two independent variables studied have a fairly strong contribution in influencing the level of employee job satisfaction in the research object, while the remaining 32% is explained by other variables outside the scope of this study such as work environment conditions, leadership, organizational culture, and individual employee factors. These findings indicate that employee social security and compensation are important factors in increasing employee job satisfaction, so organizations need to pay more attention to employee welfare policies as part of an effective human resource management strategy

Tabel 3 Results of the variable effect size test

	f-square
Social Security -> Employee Satisfaction	0.475
Compensation -> Employee Satisfaction	0.245

Source; SEM-PLS 4 data processing results

In this study, it can be seen that social security for workers affects job satisfaction with an F-square value of 0.475 or 47.5%, placing this variable in the high category. Compensation affects job satisfaction with an F-square value of 0.245 or 24.5%, placing this variable in the medium category.

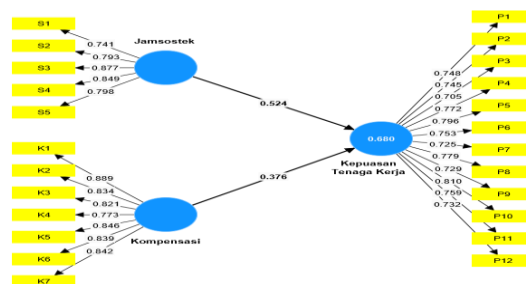


Figure 2 Path Diagram

Source; SEM-PLS 4 data processing results

Partial test aims to test the significance of the overall effect of exogenous variables (X) on endogenous variables (Y). This test is conducted by comparing the p-value < 0.05 generated from the SEM SmartPLS 4 software calculation.

Table 3 Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Social Security -> Job Satisfaction	0.524	0.552	0.143	3.672	0.000
Compensation -> Job Satisfaction	0.376	0.376	0.141	2.677	0.007

Source; SEM-PLS 4 data processing results

Based on the results of hypothesis testing using SEM-PLS analysis, the results obtained were, it appears that the first hypothesis (H1) regarding the significant positive effect of social security for workers on increased job satisfaction can be seen from the p-value of $0.000 < 0.05$, thus showing that the relationship between the two variables is statistically significant. and the original sample value of 0.524, which indicates that the relationship between social security for workers and increased job satisfaction is positive. These findings indicate that the better the employee social security program provided by an organization, the higher the level of job satisfaction experienced by employees. The existence of employee social security provides a sense of security and protection against various occupational risks, making employees feel more protected and valued by the organization, which ultimately can increase their job satisfaction.

The second hypothesis (H2), namely that compensation has a positive effect on job satisfaction, can be seen from the p-value of $0.007 < 0.05$, so it can be concluded that compensation has a significant influence on job satisfaction. And the original sample value of 0.376, which indicates that the direction of the relationship between compensation and job satisfaction is positive. This means that the better the compensation system provided by the organization, the higher the level of employee job satisfaction. Providing fair compensation that is commensurate with employee contributions can increase perceptions of fairness and appreciation for employee performance, thereby encouraging increased job satisfaction within the organization.

Discussion

Data analysis using the SmartPLS analysis technique produced statistical results to test the research hypotheses in the table below.

Table 4 Research Hypothesis Results

No	Research Hypothesis	Conclusion
1	H1: Social security for workers has a positive and significant effect on job satisfaction	Accepted
2	H2: Compensation has a positive and significant effect on job satisfaction	Accepted
3	H3: Social security for workers and compensation simultaneously have an impact on increasing job satisfaction.	The model has simultaneous effects

The results of data testing show that social security for workers has a positive and significant effect on increasing employee job satisfaction, in accordance with the path coefficients results with an original sample value of 0.524, which shows a positive number and a p-value of 0.000, which is less

than 0.05. Therefore, it can be said that social security for workers has a significant effect on increasing employee job satisfaction.

This study contradicts the research conducted by (Sari et al., 2023), which explains that social security does not have a positive effect on increasing employee job satisfaction with a t-value of 0.477, which is smaller than the t-table of 2.03951. This shows that providing social security for workers is an obligation and responsibility of the company, not to increase employee job satisfaction.

The data testing results show that compensation has a positive and significant effect on increasing employee job satisfaction with path coefficients with an original sample value of 0.376, which shows a positive number and a p-value of 0.007, which is smaller than 0.05, so it can be said that compensation has a positive and significant effect on increasing employee job satisfaction.

This study is in line with research conducted by Safrila & Oktiani (2024), which explains that compensation has a positive effect on increasing employee job satisfaction, obtained from a t-value of $0.667 > t\text{-table } 0.355$ and a significance value of $0.000 < 0.05$, so it can be concluded that there is a strong and positive relationship between compensation and job satisfaction.

The results of this study indicate that labor social security and compensation simultaneously explain 68% of the increase in employee job satisfaction. This finding suggests that organizational policies related to employee welfare play a significant role in shaping employees' level of job satisfaction. These results are consistent with the study conducted by Azmi et al. (2023), which found that financial compensation, social security, and non-financial compensation simultaneously have a significant effect on job satisfaction and show a positive relationship with employees' job satisfaction. An equitable compensation system can enhance employees' perceptions of recognition and appreciation for their contributions, which in turn leads to higher levels of job satisfaction.

This shows that compensation is the main source of income for employees and loyalty to the company's goals. Financial compensation consists of direct compensation in the form of salaries and incentives from the company to employees and indirectly in the form of allowances, insurance, and other facilities.

D. CONCLUSION AND RECOMMENDATIONS

Conclusion

The objective of this study is to examine labor social security and compensation as the core determinants driving the elevation of job satisfaction among personnel at the Semen Indonesia Foundation. Based on the empirical analysis and discourse presented, the principal findings are as follows;

1. Employee social security has a positive and significant effect on improving employee performance.
2. Compensation has a positive and significant effect on improving employee performance.
3. Social security for workers and compensation simultaneously have an impact on increasing job satisfaction.

Theoretically, the findings of this study contribute to the advancement of Human Resource Management (HRM) scholarship, particularly concerning the nexus between employee welfare policies—such as labor social security and compensation—and job satisfaction. This research substantiates the premise that the fulfillment of economic requirements and occupational security serve as fundamental pillars in shaping favorable employee dispositions toward their professional roles.

In practical terms, the empirical insights derived from this study offer actionable implications for the Semen Indonesia Foundation. The findings suggest that elevating employee job satisfaction can be strategically achieved through the fortification of welfare frameworks, specifically by ensuring comprehensive social security systems and equitable, competitive remuneration. Consequently, the organization is poised to cultivate a more conducive

professional climate, bolster employee retention, and facilitate sustainable organizational performance.

Recommendations

The author's recommendations based on the results of this study are as follows:

1. The Semen Indonesia Foundation, as a social organization, should pay attention to the welfare of its employees through the types of compensation provided in order to increase job satisfaction. According to the research results obtained through an f-square value of 0.245 or 24.5%, this variable falls into the moderate category.
2. For future researchers, it is hoped that they can conduct research with more diverse variables to measure increases in employee satisfaction beyond social security and compensation.

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