

Analysis Of Compensation, Leadership, And Co-Workers On Job Satisfaction Of Honorary Employees Of Langkat District Cooperative Office

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Abstract

The purpose of this study is to investigate the influence of compensation, leadership, and co-workers on the job satisfaction of honorer employees of the Langkat District Cooperative Office. The population of this study is all honorer employees of the Langkat District Cooperative Office, totaling 65 employees. The number of samples taken was 65 respondents. The sampling technique used was saturated sampling. This study was conducted in 2022. This study uses quantitative data that is processed with SPSS 24.0 using multiple linear regression methods. The results of the study show that compensation, leadership, and co-workers have a positive and significant influence on the job satisfaction of honorer employees of the Langkat District Cooperative Office, both partially and simultaneously. The results of the t test (partial) show that compensation has a regression value of 0.554, tcount value = 5.309 and significant = 0.000. Leadership has a regression value of 0.335, tcount value = 3.140 and significant = 0.003. Co-workers have a regression value of 0.269, tcount value = 2.648 and significant = 0.010. The results of the F test (simultaneously) show Fcount = 300.948 and significant = 0.000. Compensation becomes the most dominant variable influencing job satisfaction with the largest tcount value, which is 5.309. 93.4% of job satisfaction can be explained and obtained from compensation, leadership, and co-workers, while the remaining by other factors. Job satisfaction has a very strong relationship with compensation, leadership, and co-workers.

Keywords:

Compensation, Leadership, Coworkers, and Job Satisfaction.

Introduction

Job satisfaction is an emotional attitude of being happy and loving one's job. This is in line with the opinion of Handoko (2019: 193) who states that job satisfaction is a pleasant emotional state for employees looking at their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they face. A person tends to work enthusiastically if he can get satisfaction from his work, so that employee job satisfaction is a key driver of employee morale, discipline and work

performance in supporting the realization of company goals. Job satisfaction can be enjoyed at work, outside work, and a combination of inside and outside work. Job satisfaction is job satisfaction enjoyed at work by receiving praise for work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important.

The level of satisfaction does not have an absolute benchmark because each individual employee has different satisfaction standards. There are many things that influence job satisfaction, but Robbins (2019:50) explains that there are at least 5 factors that influence job satisfaction, namely: the job itself, compensation, career development, leadership, and coworkers. Based on this theory, simultaneously the factors of compensation, leadership, co-worker funds have a strong influence in shaping employee job satisfaction. With the presence of these three factors, employee job satisfaction will be formed and influence the size and extent of the employee's job satisfaction.

Dessler (2018:46) suggests that compensation is all forms of payment or gifts given to employees and arises from their work. Compensation is one of the financial factors, namely the fulfillment of employees' desires regarding the financial needs they receive to meet their daily needs. By fulfilling the daily needs of employees, job satisfaction for employees can be fulfilled. This includes; salary system and amount, social security, various benefits, facilities provided as well as position promotions to support employees' careers. This is based on the fact that humans basically work with the main aim of producing finances that are able to meet their daily needs. Therefore, compensation is one of the factors that provides job satisfaction. So the greater the financial resources received by employees, the greater the employee's job satisfaction will increase.

Sudriamunawar (2019:112) suggests that a coworker is a person or group of people who work in one organization, whether working individually or in groups. One of the goals expected in doing work after satisfying physical needs is social needs. Social needs are realized in the form of interactions between people in the work environment. Colleagues are people who contribute to the success or failure of the work they do. The behavior of fellow workers encourages the growth of satisfaction if each other is respectful, there are no negative conflicts, and they are wise when it comes to mistakes made by other co-workers. Good relationships at work arise because of communication and trust between those who interact during work. If someone at work is well received socially, able to interact well, it will motivate him to do work and gain satisfaction. Coworkers are one of the factors related to achieving an employee's job satisfaction. Where coworkers relate to social interaction

both between fellow employees, with superiors and with employees who have different types of work. The Langkat Regency Cooperatives and SMEs Office is located on Jalan Kartini No.7, Kwala Bingai, Kec. Stabat, Langkat Regency, North Sumatra which is directly under the auspices of the Langkat Regency government. The Langkat Regency Cooperatives and SMEs Office functions to create small and medium enterprise cooperatives that are strong,



independent, competitive and have a personality based on mutual cooperation. Currently the structure of honorary employees at the Langkat Regency Cooperatives and SMEs Office is composed of two parts, namely civil servants and honorary employees. Honorary employees are needed to support the performance of civil servants so that it is hoped that agency activities will be better.

The results of observations and interviews conducted show that there are still problems with the job satisfaction of honorary employees. This can be seen from honorary employees who do not like and love their current job, where many honorary employees are looking for another job so they can change jobs. The sense of work enthusiasm of honorary employees is also low so that the level of work discipline of honorary employees is also low. Apart from that, there are quite a lot of honorary employees who complete the work given by the agency in more time than the time limit given so that their work performance is also low. Apart from that, quite a lot of employees who did not renew their decision letters returned to become honorary employees at the Langkat Regency Cooperative Service Office and had careers in private companies which provided greater compensation than agencies.

Literature Review

Job Satisfaction

Each individual employee has different job satisfaction, even if they are in the same type of job, this depends on the level of their needs and the system that applies to them. According to Robbins (2019:99) job satisfaction is a positive feeling about a person's job which is the result of an evaluation of its characteristics. This results in each employee assessing the work they have and deciding whether they are satisfied with their job or not. Employee dissatisfaction with their job encourages employees to look for other jobs that employees expect.

Handoko (2019: 193) states that job satisfaction is a pleasant emotional state for employees looking at their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. Hasibuan (2017:199) states that job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work and a combination of inside and outside work.

Based on the opinions of the experts above, it can be concluded that what is meant by job satisfaction in this research is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance.

Compensation



Providing compensation is one of the implementation functions of Human Resources Management which is related to all types of individual awards in exchange for carrying out organizational tasks. According to Dessler (2018:46) employee compensation is all forms of payment or gifts given to employees and arises from their work.

According to Mondy (2017:4) compensation is the total of all rewards received by employees in lieu of the services they have provided. Meanwhile, according to Namawi (2017:315) compensation is a form of appreciation or reward given by an organization or company to workers who bear obligations and responsibilities in carrying out work. These obligations and responsibilities arise because between the two parties there is a working relationship within the organization or company. Meanwhile, work that is appreciated and rewarded must be relevant so that it contributes to efforts to realize the goals of the organization or company.

Mathis and Jackson (2018:420) further explained that compensation is an award given by the company to employees. Can concluded that compensation is an important factor that influences how and why people choose to work for an organization rather than another organization.

Based on the opinions of the experts above, it can be concluded that what is meant by compensation in this research is all forms of payment or gifts given to employees and arising from their work.

Leadership

Leadership comes from the word leader. The term leader is used in the context of the results of a person's use of roles related to their ability to influence other people in various ways. In Indonesian, "leaders" are often called penghulu, leaders, pioneers, builders, role models, mentors, administrators, movers, chiefs, chiefs, guides, kings, elders, and so on. A leader is an act/role in a certain system, therefore someone in a formal role does not necessarily have leadership skills and is not necessarily able to lead.

Coworkers

Sudriamunawar (2019:112) suggests that a coworker is a person or group of people who work in one organization, whether working individually or in groups. Coworkers have an important role in achieving company goals and have an influence on the performance of other employees, because coworkers are an inseparable part of work relationships in the company. Interactions between employees and co-workers



will give rise to cooperative or oppositional relationships which will affect a person's performance employees and ultimately can influence company performance.

Relationships between individuals and collaboration can create a comfortable atmosphere and can produce better work activities because of mutually supportive behavior towards each other. Colleagues' support is needed so that strong belief in the profession they are undertaking can be demonstrated through behavior that is in accordance with the values and demands of the profession. Colleague support is a very important thing in a company. With the support of colleagues, you can create a good environment, so that employees will feel comfortable when they are at work. If co-worker support is not created, it is likely that employees will feel that no one else cares about them. So it can make employees feel uncomfortable when they are at work, and can even cause employees to want to leave the company. Luthans (2018:44) states that coworkers are fellow employees who are capable and support each other in their work. Colleagues in a team can influence employee job satisfaction. Being in a good team will make work feel more enjoyable. Coworker support, including mentoring from coworkers, friendliness and positive influence, can be associated with increased job satisfaction, job involvement and organizational commitment). This happens because coworkers are an important source of support and information. Very good communication experience with colleagues influencing performance so that employees can contribute to the quality and quantity of their work Munandar (2020:71) explains that good colleagues are those who can turn an ordinary work atmosphere into something truly spectacular. He is not only willing to help his colleagues, but is also able to be a good listener and can provide advice on even the smallest problems.

Based on the opinions of the experts above, it can be concluded that what is meant by co-workers in this research is a person or group of people who work in one organization, whether working individually or in groups.

Methods

Manullang & Pakpahan (2018:19) explain that based on the level of explanation, this research is quantitative research with an associative paradigm. Associative research or causal research (cause and effect relationship) is research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable.

Population and Sample

Manullang & Pakpahan (2018: 70) explain that population is a group of research elements, where elements are the smallest units that are the source of the required data. The population in this study is all honorer employees who



work at the Langkat Regency Cooperative Office which currently amounts to 65 honorary employees as shown in the following table:

Figure 1. Population and Sample

No	Work Unit	Number of Honorary Employees
1	Service Secretary	3
2	General Subbag and Officership	5
3	Finance Subdivision	6
4	Program Subdivision, Accountability, and Public Information	6
5	Cooperative Empowerment Section	4
6	Constitutional Sexy	6
7	Supervision and Inspection Section	6
8	Small Business Empowerment Section	5
9	Cooperatives and Micro Small Enterprises Section	6
10	<i>Cleaning Service</i>	10
11	Satpam	8
Total		65

Source: Langkat Regency Cooperative Office (2022)

Manullang & Pakpahan (2018: 70) explained that samples are representatives of the population. The determination of sampling is when less than 100 is better taken all. Because the population is less than 100, the entire population is taken as a sample so that the number of samples in this study is 65 honorary employees as respondents.

The sampling technique used in this study is saturated sampling, which is a technique to determine the sample by taking the entire population as a sample so that the number of populations will be equal to the sample.

Research Variables and Operational Definitions

a. Dependent variable (Y)

A dependent variable or dependent variable is one that is influenced, bound, dependent by another variable, namely the independent variable. So that the variable is bound to its value depending on other variables, where the value will change if the variables that affect it



change (Manullang & Pakpahan, 2018: 36). Dependent variables are generally the author's primary concern. The dependent variable (Y) in this study is Job Satisfaction.

b. Independent Variable (X)

The independent variable or independent variable is a variable that affects the dependent variable, so that the free variable becomes something that affects the change in value of the dependent variable (Manullang & Pakpahan, 2018: 36). Because the independent variable influences the change in the dependent variable, the independent variable can have a positive effect or a negative effect. The independent variables (X) in this study are:

- 1) Compensation (X1)
- 2) Leadership (X2)
- 3) Coworkers (X3)

Operational Definition

Sugiyono (2019: 134) explained that the operational definition of a variable is a definition given to a variable by giving meaning or specifying activities or justifying an operation needed to measure the variable. Therefore, to provide a clearer picture of the research variables, the following table is presented:

Figure 2. Variable Operational Definition

No	Variable	Operational Definition	Indicator	Description	Skala
1	Compensation (X ₁)	All forms of payment or gifts are given to employees and arise from their work. Dessler (2018:46)	1. Direct Financial Compensation 2. Indirect Financial Compensation 3. Non-Financial Compensation Dessler (2018:46)	1. Payment that a person receives in the form of wages, salaries, commissions and bonuses. 2. Various benefits or benefits that are usually received indirectly by employees 3. The satisfaction a person receives from the work itself or the environment the psychological and/or physical work on which the person works	Likert
2	Leadership (X ₂)	Influencing process in determining	1. Komunikasi 2. Behaviour	1. How leaders communicate towards employees who	Likert

No	Variable	Operational Definition	Indicator	Description	Skala
		organization, motivating follower behavior to achieve goals, influence to improve the group and its culture. Rivai (2020:12)	3. Ability 4. Personal Development Rivai (2020:14)	led in two directions, as well as joint decision-making that includes subordinates. 2. Leader behavior towards friendly subordinates, and leader behavior that is able to motivate employees to be more productive. 3. The ability of leaders to guide and direct employees to achieve goals, as well as the ability of leaders to make decisions correctly. 4. Self-development of employees that occurs due to various policies and Challenging work given by the leader	
3	Coworkers (X ₃)	A person or group of people who work in an organization either working individually or in groups. Sudriamunawar (2019:112)	1. Healthy Competition 2. Employees Respect Each Other 3. Work Together 4. Family Atmosphere Sudriamunawar (2019:112)	1. Competition among colleagues to achieve the highest position. 2. Attitude and actions of employees in respecting fellow co-workers 3. Employee actions to solve problems that are considered quite complicated, both those that occur to one employee and all employees. 4. Conditions between employees that occur in the environment company.	Likert

Emi Wakhyuni, Ikhah Malikah, Abdul Ghafur Azha:
Analysis Of Compensation, Leadership, And Co-Workers On Job Satisfaction Of Honorary
Employees Of Langkat District Cooperative Office

4	Job Satisfaction (Y)	Pleasant emotional attitude and love of his work. This attitude is reflected by work morale, discipline, and work performance. Hasibuan (2017:199)	1. Love His Work 2. Loving His Work 3. Moral Ker 4. Discipline 5. Work Performance Hasibuan (2017:199)	1. One who is well aware of the direction in which he is headed, why he is going down that path, and how he should go to his goal. He likes his job because he can do it well. 2. Give the best thing, devote all forms of attention with all the heart you have with all your might, for one goal, the best result for the work. Employees are willing to sacrifice themselves even though it is difficult, even though it is sick, by not knowing the time, wherever employees are always thinking about it Work	Likert
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No	Variable	Operational Definition	Indicator	Description	Skala
				3. Employee attitudes both toward the organizations that employ them, as well as toward typical job factors, such as supervision, fellow employees, and financial stimuli 4. Conditions are created and formed through the process of a series of behaviors that demonstrate the values of obedience, obedience, loyalty, order and or order. 5. The results of the work achieved by a person in carrying out the tasks assigned to him are based on Proficiency and earnestness and time	

Source: Data Collected by the Author (2022)



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Results

Based on the results of the tests that have been carried out, a discussion will be carried out on the hypotheses that have been proposed to see the truth of the hypotheses that have been proposed before. Discussion of the hypotheses that have been proposed is discussed in the following chapters:

The Effect Of Compensation On Job Satisfaction

Based on various theories and the results of previous research, the author has proposed Hypothesis H1 which reads that: "partial compensation has a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office". The results of this study explain that compensation has a positive and significant influence on the job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office. This can be seen from the multiple linear regression analysis through a positive t test of 0.554 with a calculated t value of 5.309 with a table t value of 2.000, it is known that the calculated t value $> t_{table}$ and a significant value of 0.000 (sig. < 0.05). This shows that the proposed hypothesis H1 is tested and acceptable. The positive direction indicates that if compensation increases, then job satisfaction will increase, otherwise if compensation decreases then job satisfaction will also decrease. In other words, when compensation consisting of direct financial compensation, indirect financial compensation, and non-financial compensation increases, then job satisfaction will also increase. The results of this study support previous research conducted by Rasyid & Tanjung (2019) and Tonnisen & Ie (2020) showing that partial compensation has a positive and significant effect on employee job satisfaction. In addition, the results of this study in line with the theory put forward by Robbins (2019: 50) which explains that there are at least 5 factors that affect job satisfaction where one of them is compensation.

The results of this study are in accordance with the purpose of the research conducted, namely to determine whether partial compensation has a positive and significant effect on job satisfaction of Honorary Employees of the Langkat Regency Cooperative Office Office has been carried out. The results of this study have also answered the formulation of problem point number 1, namely: whether compensation partially has a positive and significant effect on the job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office, so that it can increase job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office through compensation has been answered.

Compensation is one of the financial factors, which is related to the desire of employees for the financial needs they receive to meet their daily needs. With the fulfillment of daily employee needs, job satisfaction for employees can be fulfilled. This includes; The system and amount of salary, social security, various benefits, facilities provided and promotion as employee career support. This is based on the fact that basically humans work with the main goal of producing compensation that is able to meet the needs of their lives. Therefore, compensation is one of the factors that provide job satisfaction. So that the greater the finances received by employees, the job satisfaction of these employees will increase.



The Effect Of Leadership On Job Satisfaction

Based on various theories and the results of previous research, the author has proposed Hypothesis H₂ which reads that: "leadership partially has a positive and significant effect on job satisfaction of honorary employees of the Koperas OfficeI of Langkat Regency". The results of this study explain that leadership has a positive and significant influence on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office. This can be seen from the multiple linear regression analysis through a positive t test of 0.335 with a calculated t value of 3.140 with a table t value of 2.000, it is known that the calculated t value > t_{table} and a significant value of 0.003 (sig. < 0.05). This shows that the proposed hypothesis H₂ is tested and acceptable. The positive direction indicates that if leadership increases, then job satisfaction will increase, otherwise if leadership decreases then job satisfaction will also decrease. Inother words, when leadership consisting of communication, behavior, ability, and self-development increases, job satisfaction will also increase. The results of this study support previous research conducted by Mubarak1 & Zein (2019) and Pr awira (2020) showing that leadership partially has a positive and significant effect on employee job satisfaction. In addition, the results of this study are in line with the theory put forward by Robbins (2019: 50) which explains that there are at least 5 factors that affect job satisfaction, one of which is leadership.

The results of this study are in accordance with the purpose of the research conducted, namely to determine whether partial leadership has a positive and significant effect on job satisfaction of Honorary Employees of the Langkat Regency Cooperative Office Office has been carried out a. The results of this study have also answered the formulation of problem point number 2, namely: Does partial leadership have a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office, so that it can increase the job satisfaction of honorary employees of the Langkat Regency Cooperative Office through leadership has been answered.

Leadership is the process of influencing in determining the organization, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. Leadership is a form of process in directing and influencing activities related to the tasks of group members. In addition, leadership is also a form of domination based on personal will that can encourage or invite others to do something based on acceptance by their group, and have special skills that are right for a particular situation. Leaders who have a leadership style that is preferred by employees, able to take the right policies, able to respect employees, understand the circumstances and abilities of employees, and are able to provide motivation to employees will encourage employee satisfaction with work. Conversely, if the leader acts authoritarian as he pleases and does not respect employees, there will be a sense of employee dissatisfaction. This makes leadership have an influence on employee job satisfaction. Where leadership in accordance with the wishes of employees will encourage the formation of employee job satisfaction.

The Influence Of Coworkers On Job Satisfaction



Based on various theories and the results of previous research, the author has proposed Hypothesis H₃ which reads that: "coworkers partially have a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office". The results of this study explain that colleagues have a positive and significant influence on the job satisfaction of honorary employees of the Langkat Regency Cooperative Office. This can be seen from the multiple linear regression analysis through a t test with a positive sign of 0.269 with a calculated t value of 2.648 with a table t value of 2.000, it is known that the t value Calculate the table > t and a significant value of 0.010 (Sig. < 0.05). This shows that the proposed hypothesis H₃ is tested and acceptable. The positive direction indicates that if coworkers increase, then job satisfaction will increase, otherwise if coworkers decrease then job satisfaction will also decrease. In other ways, when coworkers consist of healthy competition, employees respect each other, work together, and the family atmosphere increases, job satisfaction will also increase. The results of this study support previous research conducted by Zulfa (2020) and Putra, Wahyuni, & Kurniawan (2018) showing that partial leadership has a positive and significant effect on employee job satisfaction. In addition, the results of this study are in line with the theory put forward by Robbins (2019: 50) which explains that there are at least 5 factors that affect job satisfaction, one of which is a colleague. The results of this study are in accordance with the purpose of the research carried out, namely to determine whether colleagues partially have a positive and significant effect on job satisfaction of Honorary Employees of the Langkat Regency Cooperative Office Office has been carried out. The results of this study have also answered the formulation of problem point number 3, namely: Whether colleagues partially have a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office, so that it can increase job satisfaction of honorary employees of the Kabup aten Langkat Cooperative Officethrough colleagues has been answered.

The behavior of fellow workers encourages satisfaction if each other is respectful, there is no negative conflict, and being wise if the mistakes made by other co-workers. Good relationships at work arise because of communication and trust between those who interact during work. If a person at work is well accepted socially, able to interact well, will motivate himself to do work and obtain satisfaction. Humans have a need for affiliation so that someone expects a friendly and close relationship in the world of work. Thus, employees at work also fill the need for social interaction if friendly and supportive colleagues deliver employees to increased job satisfaction. For most employees, work is also filled with social interaction needs. If someone has a friendly and supportive co-worker will Provide increased employee job satisfaction. Coworkers are one of the factors related to achieving job satisfaction of an employee. Where colleagues are related to good social interaction between fellow employees, with superiors and with employees who have different types of work.

Effects of Compensation, Leadership, and Coworkers on Job Satisfaction

Based on various theories and the results of previous research, the author has proposed Hypothesis H₄ which reads that: "compensation, leadership, and co-workers simultaneously have a positive and significant effect on job satisfaction of honorary employees of the Luggage



Office of Langkat Regency". The results of this study explain that compensation, leadership, and co-workers have a positive and significant effect simultaneously on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office . This can be seen from the multiple linear regression analysis through the F test which is positively marked with a calculated F value of 300.948 while the F_{table} is only 2.755 with a significant level of 0.000. This shows that the proposed H4 hypothesis is tested and acceptable. The positive direction shows that every increase in compensation, leadership, and colleagues will lead to an increase in job satisfaction of honorary employees of the Langkat Regency Cooperative Office simultaneously.

The results of this study are in accordance with the purpose of the research conducted, which is to find out whether compensation, leadership, and co-workers are in accordance with the simultaneously a positive and significant effect on the job satisfaction of honorary employees of the Langkat Regency Cooperative Office has been carried out. The results of this study have also answered the formulation of problem point number 4, namely: Whether compensation, leadership, and colleagues simultaneously have a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office Office, so that it can increase job satisfaction of honorary employees of the Langkat Regency Cooperative Office through compensation, leadership, and colleagues has been answered.

Discussion

The research result and discussion section contain results of the research findings and their ensuing discussions. The findings acquired from the results of the conducted research should be written with the supplementary support of adequate data. The research results and findings should be able to resolve or provide explanations to the question stated in the introduction and also contains with the author's analysis of the findings by connecting the empirical data with the theory used.

Conclusion

Based on the results of testing and data analysis that has been carried out, several conclusions can be drawn in this study as follows:

1. Partial compensation has a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office with a regression value of 0.554, $t_{calculated}$ at 5.309, and significant 0.000.
2. Partial leadership has a positive and significant effect on the job satisfaction of honorary employees of the Langkat Regency Cooperative Office with a regression value of 0.335, t_{count} of 3.140, and significant 0.000.
3. Coworkers partially had a positive and significant effect on job satisfaction of honorary employees of the Langkat Regency Cooperative Office with regression values of 0.269, t_{count} of 2.648, and significant 0.003.



4. Compensation, leadership, and co-workers simultaneously have a positive and significant effect on the job satisfaction of honorary employees of the Langkat Regency Cooperative O

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