

Analysis of Leadership Style, Work Supervision and Work Environment on Employee Job Satisfaction at PT. Perkebunan Nusantara IV Regional I Medan

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ARTICLE INFO

Keywords: Leadership Style, Work Supervision, Work Environment, Job Satisfaction

Received : 21 April

Revised : 23 May

Accepted: 23 June

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ABSTRACT

This research was conducted at PT Perkebunan Nusantara IV Regional I Medan which is engaged in the palm oil plantation industry. The purpose of this study was to evaluate the extent to which leadership style, work supervision, and work environment influence the level of employee job satisfaction both separately (partially) and simultaneously (simultaneously). The population in this study was 556 employees. Sampling was carried out using the Slovin formula so that 85 respondents were obtained as research samples. The approach used was quantitative with the use of primary data collected through questionnaires, direct observation in the field, and literature reviews. Secondary data was also used as a complement. Data analysis was carried out using the multiple linear regression method equipped with classical assumption tests and hypothesis tests to determine the significance of the relationship between the variables studied. The results of the analysis showed that the three independent variables, namely leadership style, work supervision, and work environment, had a significant influence on employee job satisfaction both individually and simultaneously. The contribution of the three variables to changes in the job satisfaction variable was recorded at 77.5% while the remaining 22.5% was explained by other factors outside this research model

INTRODUCTION

Human resources, especially employees, are strategic assets for the sustainability and development of a company. The role of employees is not only limited to carrying out tasks, but also as the main driving force in realizing the organization's targets and vision. Therefore, optimal employee management, including the utilization of potential and competence, is a crucial factor in creating competitive advantage and driving the company's sustainable success. In this case, leaders have an important responsibility to create a conducive work environment and implement effective managerial strategies so that employees are able to work productively and optimally.

According to Widodo (2019), job satisfaction is a psychological condition that reflects the positive or negative feelings of employees towards their work. This satisfaction is greatly influenced by individual characteristics and work environment situations. The results of observations show that most employees have not felt overall job satisfaction, with the percentage of "dissatisfied" responses ranging from 52.5% to 62.5%. This indicates a problem that needs to be examined further.

Fahmi (2019) stated that leadership style reflects the typical behavior of a leader in guiding, motivating, and managing team members to achieve common goals. In the context of this company, employee responses regarding leadership style showed that as many as 47.5% to 62.5% felt dissatisfied. This shows that the leadership approach applied has not fully met employee expectations or needs.

Furthermore, according to Riska et al. (2023), work supervision is an evaluative process that includes monitoring, assessing, and reporting on work implementation to ensure that organizational goals are achieved optimally. However, responses from most employees with a range of dissatisfaction between 52.5% and 60% indicate that the implemented supervision mechanism has not been running effectively.

Sedarmayanti (2020) emphasized that the work environment includes all elements around an individual that can affect their work performance, such as cleanliness, lighting, and comfort of the workspace. Based on field findings, around 50% to 60% of employees feel that the work environment does not support their performance optimally.

This study focuses on PT Perkebunan Nusantara IV Regional I Medan, a state-owned company operating in the palm oil industry sector. As a company with a high level of operational activity, the presence of competent and dedicated employees is very important in supporting work effectiveness and achieving company goals. Therefore, the leadership's hope is that all employees are able to show maximum performance and make real contributions to the company's progress.

However, not all employees feel job satisfaction, both financially and non-financially. Some of them experience dissatisfaction that affects work enthusiasm and the quality of daily task implementation. This phenomenon is an important basis for this research.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is an important aspect in human resource management that reflects the psychological condition of employees when carrying out their work activities. Widodo (2019) stated that job satisfaction is a pleasant mental condition, which arises as a form of an individual's subjective reaction to various aspects of their work and work environment. This opinion is in line with the view of Hendrati (2024) who explains that job satisfaction is a positive attitude shown by employees towards various conditions and situations in the workplace. Therefore, creating and maintaining job satisfaction is the main responsibility of organizational leaders so that employees remain motivated and loyal to the company.

Leadership Style

Leadership style describes the behavioral patterns applied by a leader in influencing, directing, and guiding his subordinates so that they can work optimally. Rafiqah et al. (2024) explained that leadership style is designed to encourage increased subordinate performance in order to achieve organizational effectiveness. In line with that, Fahmi (2019) stated that leadership style is a characteristic of a leader's behavior in managing group members through the process of motivation, direction, and coordination to achieve common goals that have been set in the organization.

Work Supervision

Work supervision is a process carried out to ensure that the implementation of work is in accordance with predetermined standards and plans. According to Merentek (2022), supervision involves steps of observation, assessment, and corrective action if deviations are found in the implementation of tasks. This is in line with the view of Hartatik (2018) who states that supervision includes an evaluative process of work implementation and the implementation of various improvement efforts so that the work results achieved are in accordance with the expected goals.

Work Environment

The work environment includes all physical and non-physical conditions that surround workers and can affect comfort and productivity at work. Sedarmayanti (2020) stated that the work environment consists of various elements around employees such as lighting, cleanliness, and noise levels that can affect the implementation of tasks. Meanwhile, Sinambela (2020) explained that the physical work environment includes real conditions in the workplace such as temperature, ventilation, room layout, and work facilities that can have a direct or indirect impact on employee performance.

METHODOLOGY

This study uses a quantitative approach with an associative research type, which aims to determine the extent of the relationship between the variables studied. The location of the study was at PT Perkebunan Nusantara IV Regional I Medan, a company engaged in the palm oil plantation sector. The population in this study were all permanent employees of the company, totaling 556 people. To determine the number of representative samples, the Slovin formula was used with a certain level of error tolerance, and 85 people were obtained as respondents.

The types of data used consist of primary data and secondary data. Primary data is obtained directly from respondents through questionnaire distribution, while secondary data is collected from various supporting sources such as internal company documents, related reports, and scientific literature. Data collection techniques include literature studies, direct observations in the field, and surveys to predetermined respondents.

All data collected were then analyzed using statistical methods to test the proposed hypothesis. Testing was conducted to determine the effect of leadership style, work supervision, and work environment conditions on employee job satisfaction levels, both separately (partial) and simultaneously.

RESULTS AND DISCUSSION

Research result

1. Data Quality Test

a. Validity Test

Table 1. Results of Leadership Style Validity Test

Variables	Questionnaire Items	Corrected Item- <u>Total Correlation</u> rcount	rtable	Conclusion
Leadership Style	Leadership Style_1	.912	.210	Valid
	Leadership Style_2	.726		Valid
	Leadership Style_3	.624		Valid
	Leadership Style_4	.814		Valid
	Leadership Style_5	.785		Valid
	Leadership Style_6	.794		Valid
	Leadership Style_7	.651		Valid
	Leadership Style_8	.473		Valid
	Leadership Style_9	.856		Valid
	Leadership Style_10	.578		Valid

Source: Data Processed by SPSS, 2025

Table 2. Results of Work Supervision Validity Test

Variables	Questionnaire Items	Corrected Item- Total Correlation r count	r table	Conclusion
Work Supervision	Work Supervision_1	.773	.210	Valid
	Work Supervision_2	.715		Valid
	Work Supervision_3	.671		Valid
	Work Supervision_4	.726		Valid
	Work Supervision_5	.695		Valid
	Work Supervision_6	.606		Valid
	Work Supervision_7	.546		Valid
	Work Supervision_8	.685		Valid
	Work Supervision_9	.725		Valid
	Work Supervision_10	.776		Valid

Source: Data Processed by SPSS, 2025

Table 3. Results of the Work Environment Validity Test

Variable	Questionnaire	Corrected Item- Total Correlation r count	r table	Conclusion
Work Environment	Work Environment_1	.491	.210	Valid
	Work Environment_2	.634		Valid
	Work Environment_3	.723		Valid
	Work Environment_4	.428		Valid
	Work Environment_5	.748		Valid
	Work Environment_6	.570		Valid
	Work Environment_7	.656		Valid
	Work Environment_8	.833		Valid

Source: Data Processed by SPSS, 2025

Table 4. Results of Job Satisfaction Validity Test

Variables	Questionnaire	Corrected Item- Total Correlation r count	r table	Conclusion
Job Satisfaction	Job Satisfaction_1	.392	.210	Valid
	Job Satisfaction_2	.567		Valid
	Job Satisfaction_3	.582		Valid
	Job Satisfaction_4	.499		Valid
	Job Satisfaction_5	.597		Valid
	Job Satisfaction_6	.442		Valid
	Job Satisfaction_7	.644		Valid
	Job Satisfaction_8	.399		Valid
	Job Satisfaction_9	.475		Valid
	Job Satisfaction_10	.315		Valid

Source: Data Processed by SPSS, 2025

Based on the results of the validity test listed in the table, all statements on the variables of leadership style, work supervision, work environment, and job satisfaction show a correlation value (r count) that exceeds the r table value of 0.210. This indicates that all items in the questionnaire are declared valid because they have met the significant criteria in the correlation test. In other words, each indicator used in this research instrument can accurately represent the dimensions to be measured from each variable.

b. Reliability Test Results

Table 5. Reliability Test Results

Reliability Statistics			
Variables	Cronbach's Alpha	Standard Coefficient	Conclusion
Leadership Style_X1	.928	0.6	Reliable
Work Supervision_X2	.917		Reliable
Work Environment_X3	.876		Reliable
Job Satisfaction_Y	.812		Reliable

Source: Data Processed by SPSS, 2025

Based on the results of reliability testing, all variables in this study, namely leadership style, work supervision, work environment, and job satisfaction, showed a Cronbach's Alpha value greater than 0.6. This value reflects that each instrument in the variables studied has a fairly good level of internal consistency. Therefore, it can be concluded that the measuring instrument used in this study is reliable and suitable for use in the data collection process.

2. Classical Assumptions

a. Normality Test

Kolmogorov-Smirnov Test

Table 6. Results of the Kolmogorov Smirnov Test

One Sample Kolmogorov Smirnov Test		
		Unstandardized Residual
N		85
Normal Parameters	Mean	.0000000
	Std Deviation	1.86898936
Most Extreme Differences	Absolute	.085
	Positive	.053
	Negative	-.085
Kolmogorov Smirnov Z		.785
Asymp.Sig. (2-tail)		.569

Source: Data Processed by SPSS, 2025

The results of the normality test conducted using the Kolmogorov-Smirnov method showed a significance value of 0.569. Because this value is greater than 0.05, it can be concluded that the residual data in this study follows a normal distribution. This means that the normality assumption has been met and the regression model used can be considered appropriate for further analysis.

PP Plot Test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable : Job Satisfaction_Y

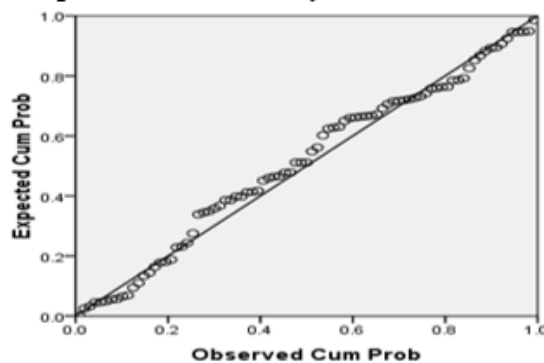


Figure 1. P-Plot Graph Test
Source: SPSS Processed Data, 2025

The normality test using the Normal Probability Plot (PP Plot) approach shows that the distribution of residual points is quite consistent following the diagonal line. This pattern indicates that the residual data has characteristics that resemble a normal distribution. Therefore, it can be concluded that the regression model used has met the normality assumption requirements required in regression analysis.

Histogram

Histogram
Dependent Variable : Job Satisfaction_Y

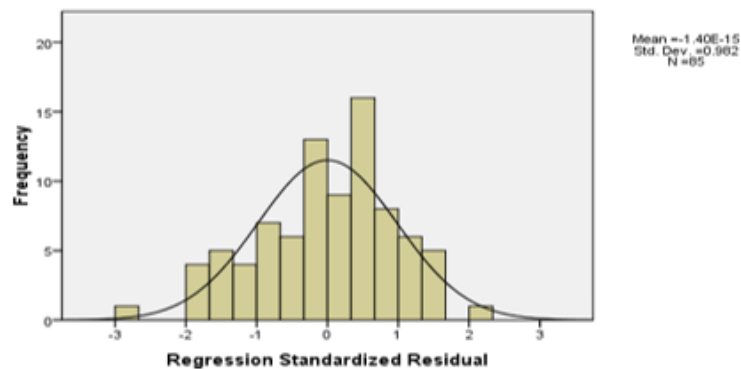


Figure 2. Histogram Test
Source: SPSS Processed Data, 2025

Based on the results of the normality test through the histogram display, it can be seen that the residual distribution forms a pattern that resembles a bell-shaped curve and is symmetrical to the center line. This pattern indicates that the residual data has a distribution that is close to normal. Thus, it can be concluded that the assumption of normality in the regression analysis has been met.

b. Multicollinearity

Table 7. Multicollinearity Test Results

Variables	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
Leadership Style X1	.938	1.066
Work Supervision X2	.899	1.112
Work Environment X3	.893	1.120

Source: Data Processed by SPSS, 2025

The multicollinearity test in this study shows that all independent variables including leadership style, work supervision, and work environment have a tolerance value of more than 0.1 and a VIF value below 10. Referring to the criteria of Ghozali (2018), this condition indicates that there is no strong linear relationship between independent variables in the model. Thus, it can be concluded that the regression model does not experience multicollinearity problems so that each independent variable stands alone without high correlation and the model is suitable for further testing.

c. Heteroscedasticity

Table 8. Glejser Test Results

Model		Coefficients ^a			t	Sig
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error			
1	(Constant)	1.987	1.317		1.509	.135
	Leadership Style_X1	-.002	.033	-.007	-.057	.955
	Work Supervision_X2	.019	.046	.048	.405	.687
	Work Environment_X3	-.046	.039	-.144	-1.189	.239

a. Dependent Variable: Abs_Res

Source: Data Processed by SPSS, 2025

The results of the heteroscedasticity test using the Glejser method show that the leadership style variable has a significance value of 0.955, work supervision of 0.687, and work environment of 0.239. All of these significance values are greater than 0.05, which indicates that there is no particular pattern in the distribution of residuals to the predicted values. Referring to Ghozali's opinion (2018), this condition indicates that the regression model is free from heteroscedasticity symptoms. Thus, it can be concluded that there are no confounding variables in the model that can affect the stability of the residual variance, so the model is suitable for further regression analysis.

Scatterplot

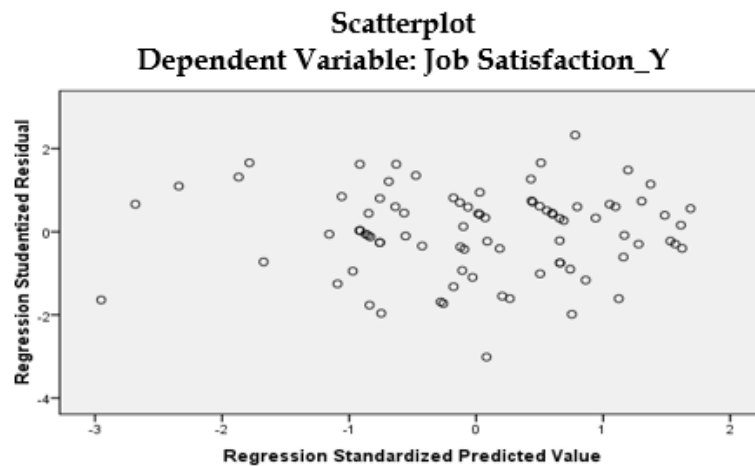


Figure 3. Scatterplot Test
Source: SPSS Processed Data, 2025

The results of heteroscedasticity testing using the Scatterplot method show that the residual points formed in the regression model are randomly distributed along the Y axis, without forming a particular pattern such as a wave or a regular line. This patternless distribution indicates that the residual variance is constant at each predictor level.

3. Multiple Linear Regression

Table 9. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig
	B	Std. Error			
1 (Constant)	2.593	2.593		1.000	.320
Leadership Style_X1	.545	.043	.693	12.722	.000
Work Supervision_X2	.158	.045	.193	3.472	.001
Work Environment_X3	.289	.054	.297	5.317	.000

a. Dependent Variable: Job satisfaction_Y

Source: Data Processed by SPSS, 2025

Based on the results of multiple linear regression testing displayed in the table, the following regression equation was obtained:

$$Y = 2.593 + 0.545 X_1 + 0.158 X_2 + 0.289 X_3$$

The interpretation of the results of multiple linear regression is as follows:

1. The constant (a) of 2.593 shows that if all the independent variables, namely leadership style (X1), work supervision (X2), and work environment (X3), is in a constant condition or does not experience any change (zero value), then the level of employee job satisfaction is estimated at 2.593. This positive constant value indicates that there is a basic influence that remains on job satisfaction, even without any contribution from the three independent variables.

2. Regression coefficient of leadership style (X1) of 0.545 means that every one unit increase in leadership style will contribute to an increase in employee job satisfaction of 0.545 units or 54.50%. This positive coefficient indicates a unidirectional relationship between leadership style and job satisfaction, which means that the better the leadership style applied, the higher the level of employee job satisfaction will be.
3. The regression coefficient of work supervision (X2) of 0.158 indicates that every one unit increase in work supervision will increase job satisfaction by 0.158 units or 15.80%. This confirms that the more effective the supervision applied in the work environment, the more positive impact it will have on increasing employee job satisfaction.
4. Work environment regression coefficient (X3) of 0.289 indicates that every one unit increase in the quality of the work environment will increase employee job satisfaction by 0.289 units or 28.90%. Thus, a conducive, comfortable, and supportive work environment for employee activities will significantly increase job satisfaction.

4. Hypothesis Testing

a. Partial Test (t-Test)

Table 10. Partial Test Results (t-Test)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	2.593	2.593		1.000	.320
	Leadership Style_X1	.545	.043	.693	12.722	.000
	Work Supervision_X2	.158	.045	.193	3.472	.001
	Work Environment_X3	.289	.054	.297	5.317	.000
a. Dependent Variable: Job satisfaction Y						

a. Dependent Variable: Job satisfaction_Y

Source: Data Processed by SPSS, 2025

In this study, as many as 85 respondents became the basis for calculating the t table value of 1.662 at a significance level of 5% (0.05). Based on the test results that have been presented previously, the details of the analysis of each variable are explained as follows:

1. Leadership Style obtained a t count of 12.722 > t table 1.662, and had a significance value of 0.000 < 0.05. This indicates that leadership style has a positive and significant influence on job satisfaction partially. Therefore, the first hypothesis (H1) is declared accepted.
2. Work Supervision obtained t count 3.472 > t table 1.662. With a significance value of 0.001 < 0.05, it can be concluded that work supervision contributes positively and significantly to job satisfaction. Therefore, the second hypothesis (H2) is accepted.

3. Work Environment shows a t count of 5.317 > t table 1.662 and a significance value of 0.000 < 0.05. This finding strengthens that the work environment has a positive and significant influence partially on job satisfaction. Therefore, the third hypothesis (H3) is accepted.

b. Simultaneous Test (F Test)

Table 11. Simultaneous Test Results (F Test)

ANOVA ^a					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	1009.401	3	336.467	92.883	.000 ^a
Residual	293.422	81	3.622		
Total	1302.824	84			

a. Predictors: (Constant), Leadership Style_X1, Work Supervision_X2, Work Environment_X3
b. Dependent Variables: Job Satisfaction

Source: Data Processed by SPSS, 2025

In this study, the number of respondents sampled was 85 people, and the number of independent variables analyzed was 3. Therefore, the degrees of freedom for df(1) is calculated as $k - 1 = 2$, while df(2) is calculated as $n - k = 82$. Based on the calculation, the F table value at a significance level of 5% (0.05) is 2.48. On the other hand, the results of the ANOVA test show that the calculated F count reaches 92.883 with a significance value of 0.000.

Since the calculated F count is much larger than the F table ($92.883 > 2.48$) and the significance value is smaller than 0.05, it can be stated that the three independent variables, namely leadership style, work supervision, and work environment, together have a significant influence on the level of employee job satisfaction. Therefore, the fourth hypothesis (H4) in this study is declared accepted.

c. Determination Coefficient (R²) Test

Table 12. Results of the Determination Coefficient (R²)Test

Model Summary ^a						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F
1	.880 ^a	.775	.766	1.90329	.775	92.883

a. Predictors: (Constant), Leadership Style_X1, Work Supervision_X2, Work Environment_X3
b. Dependent Variables: Job Satisfaction

Source: Data Processed by SPSS, 2025

Based on the results of the analysis of the coefficient of determination, the R value is 0.880. This value reflects that there is a very strong correlation between leadership style, work supervision, and work environment with employee job satisfaction in the company. Meanwhile, the R² value of 0.775 shows that the three independent variables are able to explain 77.5% of the variation that occurs in the level of employee job satisfaction. While the rest, which is 22.5%, is influenced by other factors that are not included in this research model, such as job training, reward and compensation systems, career development opportunities, and other external elements that have not been analyzed specifically in this study.

1. The Influence of Leadership Style on Employee Job Satisfaction at PTPN 4 Medan

The results of the partial test analysis show that the leadership style variable has a positive and significant influence on employee job satisfaction partially, as indicated by the calculated t value of $12.722 > t$ table 1.662 at a significance level of $0.000 < 0.05$. Thus, H_1 is accepted. This finding strengthens the understanding that the leadership style applied by company leaders has a strategic role in shaping employees' positive perceptions of their work. When leaders demonstrate a communicative, supportive attitude, and are able to provide clear direction, employees tend to feel appreciated, motivated, and more comfortable in completing the tasks given.

2. The Influence of Work Supervision on Employee Job Satisfaction at PTPN 4 Medan

The partial test results show that the work supervision variable has a positive and significant influence on employee job satisfaction, indicated by the calculated t value of $3.472 > t$ table 1.662 , and a significance level of $0.001 < 0.05$. Therefore, H_2 is accepted. This shows that work supervision carried out by leaders directly or indirectly contributes to increasing employee job satisfaction. A structured supervision process, either through scheduled methods or surprise inspections, can provide important input for management in assessing individual performance and compliance with applicable standard operating procedures (SOPs).

3. The Influence of Work Environment on Employee Job Satisfaction at PTPN 4 Medan

The results of statistical analysis show that the work environment variable partially has a positive and significant effect on employee job satisfaction. This can be seen from the calculated t value of $5.317 > t$ table 1.662 , and the significance level of $0.000 < 0.05$. Therefore, the third hypothesis (H_3) is declared accepted. This finding indicates that the quality of the work environment plays a major role in increasing employee satisfaction. A clean, safe, comfortable work environment that supports smooth work activities will create a pleasant work atmosphere. This can trigger increased concentration, work enthusiasm, and employee motivation in carrying out their responsibilities.

4. The Influence of Leadership Style, Work Supervision and Work Environment on Job Satisfaction at PTPN 4 Medan

Based on the results of statistical testing, evidence was obtained that simultaneously the variables of leadership style, work supervision, and work environment have a positive and significant effect on employee job satisfaction. This is proven by the calculated F value of $92.883 > F$ table of 2.48 , and a significance value of $0.000 < 0.05$. Thus, the fourth hypothesis (H_4) is declared accepted. These results confirm that employee job satisfaction is not only influenced by one factor, but is an integrative result of several important dimensions in the organizational work environment. In practice, employees have varying expectations of their work, both in the form of material rewards such as salary and benefits, and non-material rewards such as a positive work atmosphere and fair treatment. Thus, to create optimal job satisfaction, companies need to implement a holistic approach by considering aspects of

leadership, supervision, and work environment in a balanced and sustainable manner. Preventive and evaluative actions on these three aspects need to be carried out consistently in order to maintain employee performance and loyalty in the long term.

CONCLUSION AND RECOMMENDATION

Based on the results of statistical tests and the discussion that has been presented, the following conclusions were obtained:

1. Leadership style has a positive and significant effect on employee job satisfaction at PTPN 4 Medan. This shows that the role of leadership is very important in creating job satisfaction. Communicative, firm but fair leadership, and being able to provide clear examples and directions, will encourage employees to feel appreciated and more motivated in carrying out their duties.
2. Work supervision has a positive and significant effect on employee job satisfaction at PTPN 4 Medan. This means that a supervision system that is carried out in a focused and supportive manner, not just controlling, is able to create a sense of security and clarity in work. Good supervision can increase accountability and at the same time provide space for employees to develop.
3. The work environment has a positive and significant effect on employee job satisfaction at PTPN 4 Medan. This finding confirms that the physical and social environment in the workplace plays an important role in building a comfortable and productive work atmosphere. When facilities are adequate, the environment is clean and safe, and relations between employees are harmonious, job satisfaction tends to increase.
4. Simultaneously, leadership style, work supervision, and work environment have a positive and significant effect on employee job satisfaction at PTPN 4 Medan. These three variables support each other in creating a positive work experience. If leadership is effective, supervision is carried out wisely, and the work environment is conducive, then the overall work conditions will be more ideal and contribute greatly to increasing employee job satisfaction at PTPN 4 Medan.

Suggestion

Based on the research results, here are some suggestions that can be given to support increasing employee job satisfaction at PTPN 4 Medan:

1. Company leaders are expected to be more responsive to employee needs and expectations, especially in terms of job satisfaction, so that there is no disappointment that can reduce work enthusiasm and productivity.
2. Evaluation of leadership style needs to be done periodically, to assess the effectiveness of the approach used. If weaknesses are found, then improvements need to be made immediately to remain in line with the needs and characteristics of employees.
3. Work supervision should be applied consistently, including conducting surprise supervision (unannounced inspections), to determine the extent to

which employees are able to work independently and in accordance with established operational standards.

4. Company leaders should continue to pay attention to and manage the work environment optimally. If there are unsupportive working conditions, immediate improvements need to be made so as not to cause discomfort that results in decreased job satisfaction.

FUTHER STUDY

This research still has delays, so further research needs to be done on the topic of Analysis of Leadership Style, Work Supervision and Work Environment on Employee Job Satisfaction at Pt. Perkebunan Nusantara IV Regional I Medan in order to improve this research and add insight for readers.

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