

**LEADERSHIP, WORK DISCIPLINE, AND WORK
MOTIVATION AS DETERMINANTS OF JOB
SATISFACTION AMONG EMPLOYEES AT THE YOUTH
AND SPORTS AGENCY OF SOUTH SUMATRA PROVINCE**

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Abstract

This study aims to analyze the influence of leadership, work discipline, and work motivation on employee job satisfaction at the Youth and Sports Office of South Sumatra Province. The independent variables in this study are leadership (X1), work discipline (X2), and work motivation (X3), while the dependent variable is job satisfaction (Y). This study employed a quantitative approach with a survey method. The population consisted of 100 employees at the Youth and Sports Office of South Sumatra Province, all of whom were included as the sample using a saturated sampling technique. Data were analyzed using classical assumption tests, multiple linear regression analysis, F-test, t-test, and coefficient of determination at a 5% significance level. The results indicate that leadership, work discipline, and work motivation simultaneously and partially have a positive and significant effect on employee job satisfaction. This research provides a theoretical contribution to the development of human resource management science, especially in understanding the factors that affect job satisfaction. The practical implication of the study is the need to improve leadership effectiveness, enforce discipline, and strengthen work motivation to create a more productive and conducive work environment in the public sector.

Keywords: *Job Satisfaction, Leadership, Work Discipline, Work Motivation,*

INTRODUCTION

A. Background

Civil Servants (ASN) play a strategic role in ensuring the quality of public services and the success of governmental administration. Optimal performance of civil servants cannot be separated from internal organizational conditions, where leadership, discipline, and work motivation become key determinants of employee job satisfaction. Agustin & Wijayanti (2022) states that job satisfaction is a crucial indicator reflecting organizational effectiveness, as it influences productivity, loyalty, and employees' commitment.

Empirically, the Youth and Sports Agency (Dispora) of South Sumatera Province is experiencing a number of challenges that may affect its employees' job satisfaction. Initial observations indicate an imbalance in task distribution across divisions, weak implementation of internal regulations, and limited workplace facilities that support productivity. These conditions suggest gaps in the management system that may undermine employees' morale, loyalty, and overall job satisfaction.

Leadership within a governmental organization plays a central role in shaping a healthy workplace culture. Hafis & Yustini (2022) states that effective leadership is demonstrated by the ability to provide direction, support, and motivation to subordinates. However, in practice, the leadership at Dispora South Sumatera has not yet fully implemented effective two-way communication, clear career development, or a fair recognition system for employees' performance. This constitutes a key factor contributing to the low job satisfaction felt by some employees.

Work discipline is another important indicator in developing a credible public organization. According to Halim et al., (2024), discipline reflects adherence to workplace rules and ethics within the organization. Nevertheless, cases of

undisciplined behavior in attendance, utilization of working hours, and task responsibilities have been identified and affect employees' satisfaction with their working conditions.

Work motivation is an intrinsic factor that drives employees to be productive and dedicated. Alvian & Dewi (2023) emphasizes that strong motivation encourages the improvement of service quality and loyalty of employees. Nevertheless, in Dispora South Sumatera, complaints have arisen about the lack of rewards, limited training and development opportunities, and insufficient recognition of individual achievements. This underscores the suspicion that low motivation may directly affect job satisfaction.

A review of previous literature shows that many studies have investigated the relationship between leadership, motivation, discipline, and job satisfaction (Firjatullah & Marsofiyanti, 2023; Fitri et al, 2021). However, most of these studies were conducted in the private sector, central agencies, or educational institutions, not within a local government institution with a complex structure like Dispora South Sumatera. Furthermore, few studies comprehensively portray these three variables (leadership, discipline, and motivation) simultaneously, while considering the context of an organization divided into two main divisions youth and sports.

Therefore, a research gap emerges in examining the influence of leadership, discipline, and motivation on job satisfaction in the specific context of Dispora South Sumatera Province. This study is important to provide a more contextual and applicable understanding of the working dynamics of civil servants in the youth and sports sector, and to produce policy recommendations that can enhance the well-being and performance of employees in this environment.

Based on the background described above, the formulation of the problems in this study is as follows:

1. How does leadership affect the job satisfaction of employees at the Youth and Sports Agency of South Sumatera Province, when analyzed partially based on leadership theory in public organizations?
2. How does work discipline affect the job satisfaction of employees at the Youth and Sports Agency of South

Sumatera Province, from the perspective of discipline as a key determinant of employee productivity?

3. How does work motivation affect the job satisfaction of employees at the Youth and Sports Agency of South Sumatera Province, viewed from the framework of motivation theory in public sector organizations?
4. To what extent do leadership, discipline, and motivation collectively influence the job satisfaction of employees at the Youth and Sports Agency of South Sumatera Province, based on the results of multiple linear regression analysis?

LITERATURE REVIEW

Leadership

Leadership is a process of influencing, directing, and guiding others to achieve organizational goals. According to Alie et al., (2022), effective leadership is able to foster a strong work spirit, strengthen workplace relationships, and increase employees' productivity. Widiatmayanti (2015) emphasizes that leadership style whether authoritarian, democratic, or transformational has different impacts on employees' behavior and attitudes toward their work. Leadership that is open to input, able to provide clear direction, and capable of developing relationships and motivating employees tends to create a more positive workplace environment.

Indicators that can be used to measure leadership in this study include the leader's ability to provide clear direction, openness to input from subordinates, ability to foster harmonious working relationships, and ability to motivate employees. These four aspects reflect the extent to which a leader can create a supportive environment and encourage employees to feel valued and supported.

In the context of a public organization, such as the Youth and Sports Agency of South Sumatera Province, effective leadership is key to fostering job satisfaction. Previous studies, such as Hafis & Yustini (2022), have found

that transformational leadership significantly increases job satisfaction by meeting employees' psychological needs to be valued and developed. This view is supported by Alie et al., (2022), who states that leadership capable of managing interpersonal relationships and providing encouragement to employees positively impacts job satisfaction.

Work Discipline

Work discipline refers to the attitude and behavior of complying with organizational rules and norms. Liyas (2017) states that discipline is a form of an employee's responsibility toward their duties, while Alvian & Dewi (2023) emphasizes that a high level of discipline reflects a strong commitment to the organization's success. Work discipline is not limited to punctual attendance; it also includes the efficient use of workplace facilities, adherence to procedures, and the consistent and responsible completion of tasks.

Work discipline in this study is measured by several indicators, namely punctuality in carrying out duties, optimal utilization of facilities and infrastructure, compliance with organizational regulations, and employees' responsibility in completing their responsibilities. These indicators reflect the extent to which employees have a systematic, consistent, and obedient attitude toward their workplace responsibilities.

The study by Idris & Choiriyah (2019) shows that a high level of work discipline positively correlates with job satisfaction. Employees feel valued and respected in a fair and well-structured workplace. Conversely, low discipline can create a disordered work environment, increase workloads for other employees, and foster job dissatisfaction.

Work Motivation

Work motivation is an internal force that drives a person to behave and work toward achieving certain goals.

Rahmansyah & Cahyadi (2024) explain that motivation is a combination of desires, needs, and expectations that a person has toward their job. Two frequently used theories to explain work motivation are Maslow's Hierarchy of Needs Theory and McClelland's Theory of Needs.

Employee motivation can be assessed by the fulfillment of physiological needs, such as a fair salary; a sense of security at work; good social relationships with colleagues and supervisors; recognition and rewards for performance; and opportunities for self-development toward self-actualization. If these needs are adequately met, employees tend to have a high level of motivation in carrying out their responsibilities.

Maslow (2007) states that physiological needs, safety, social relationships, esteem, and self-actualization motivate a person to perform optimally at work. The more these needs are fulfilled, the higher the level of job satisfaction. Meanwhile, McClelland's theory emphasizes that there are 3 dominant needs achievement, power, and affiliation which affect workplace behavior and employees' commitment. Employees with a high need for achievement typically set high standards for themselves and feel satisfied when they meet those goals.

The study by Soejarminto & Hidayat. (2022) shows that work motivation directly influences job satisfaction. Furthermore, Wahyudi et al., (2023) confirm that low motivation results in reduced spirit and productivity at work, which ultimately lowers job satisfaction.

Job Satisfaction

Job satisfaction is defined as a positive emotional response to one's job, arising from a comparison between expectations and reality in the workplace (Setiani, 2023; Solehati et al., 2023). Several theories explain job satisfaction, such as Discrepancy Theory (difference between expectation and reality), Equity Theory (perceptions of fairness), and

Herzberg's Two-Factor Theory, which differentiates between motivator factors (such as achievements and recognition) and hygiene factors (such as salaries, workplace relationships, and working conditions). When these factors are adequately fulfilled, employees feel satisfied and motivated to perform their duties more effectively.

Job satisfaction in this study is measured by several aspects, namely the extent to which employees are satisfied with their work itself, salaries and compensation, opportunities for career development within the organization, and the quality of interpersonal relationships with supervisors and colleagues. These factors are key determinants in creating a positive work experience and strengthening employees' organizational commitment.

Job satisfaction can be influenced by factors such as leadership, motivation, and discipline. The studies by Paryanti et al, (2024) and Wahyudi & Khalik (2023) show that these factors, both individually and collectively, make a significant contribution to the level of job satisfaction of employees in the public sector.

Conceptual Framework

Based on the literature review and previous research, a conceptual framework can be constructed to describe the relationship between independent and dependent variables in this study. Leadership, work discipline, and motivation are assumed to be variables that can influence employee job satisfaction.

Theoretically, the relationship between leadership, discipline, and motivation and job satisfaction can be explained as follows. Effective leadership is believed to provide clear direction, adequate support, and create a conducive and comfortable working atmosphere, thereby increasing employees' spirit and job satisfaction. Meanwhile, work discipline plays a role in creating order and consistency in task implementation, which in turn foster a sense of security and comfort in the workplace. Furthermore, high motivation drives employees to perform, feel valued, and become more committed to their duties, which directly impacts their job

satisfaction. Therefore, these three variables leadership, discipline, and motivation are expected to have a significant influence, both individually and collectively, on the level of job satisfaction of employees at the Department of Youth and Sports of South Sumatera Province.

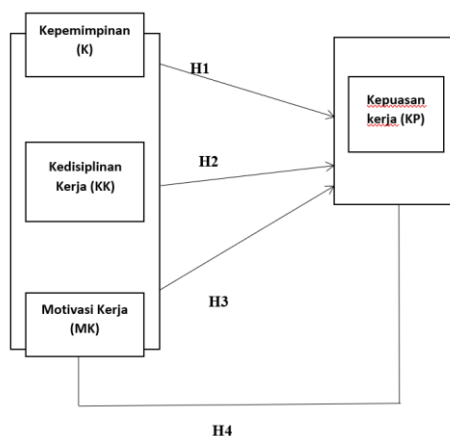


Figure 1. Conceptual Framework

RESEARCH METHODS

This study uses a quantitative approach with a descriptive and causal method to analyze the influence of leadership, work discipline, and motivation on the job satisfaction of employees at the Department of Youth and Sports of South Sumatera Province. This approach aims not only to describe the characteristics of the variables but also to test causal relationships between variables. The population of this study consists of 100 employees at the Department of Youth and Sports of South Sumatera Province. Due to its small size, a saturated sampling (census) method was used, in which the entire population was taken as the sample. Data were collected through a questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was designed based on relevant theory and previous studies, then it was tested for content validity by experts and reliability through Cronbach's Alpha.

Before conducting multiple linear regression analysis, classical assumptions were tested, including normality, multicollinearity, and heteroskedasticity, to make sure the data met the requirements for analysis. The data were processed using IBM SPSS version 26. Multiple linear regression was used to test the partial and simultaneous effects of leadership, discipline, and motivation on job satisfaction. Hypotheses were tested at a significance level of 5% and were interpreted based on t-test, F-test, and the coefficient of determination (R^2). All procedures were carried out systematically to produce valid and reliable research results.

RESULTS OF DATA ANALYSIS

Description of Respondents

The characteristics of respondents in this study cover three main aspects, namely gender, age, and education level. This information is presented in the table below:

Category	Sub-Category	Number of Respondents	Percentage
Gender	Male	37	37%
	Female	63	63%
Age	1965–1980 (45–60 years)	23	23%
	1981–1996 (29–44 years)	48	48%
	1997–2012 (13–28 years)	29	29%
	Senior High School (SMA/Vocational)	12	12%
Education	Diploma/Bachelor's (S1)	53	53%
	Postgraduate (S2/S3)	35	35%

The majority of respondents are female (63%), and in terms of age, the millennial group (29–44 years) dominates

with 48%. This indicates that most employees are in their productive age. In addition, in terms of education, the majority have a Diploma or Bachelor's degree (S1) at 53%. This shows a reasonably good level of education among the employees of the Provincial Youth and Sports Department of South Sumatera, particularly in the Youth Development division.

Validation Test Results

According to Sugiyono (2019), validity is the degree of conformity of research results with their intended purpose. Content validity shows the match between the instrument's items and the aspects being measured, while construct validity assesses whether the instrument corresponds to the theoretical construct. The variables tested for validity were leadership (X1), discipline at work (X2), motivation at work (X3), and job satisfaction (Y). With $n = 98$, $df = N - 2$, and $\alpha = 5\%$ (0.05), the r -table is 0.1966.

Based on the validity test results, all indicators for the four variables — leadership (X1), discipline at work (X2), motivation at work (X3), and job satisfaction (Y) — have a Corrected Item-Total Correlation greater than r -table (0.1966). Therefore, all indicators are valid and appropriate to be used in this research. Pearson's correlation, processed through SPSS version 26.00, was used to test validity, and the item validity was assessed at a significance level of 5% with 100 respondents ($df = 98$).

Reliability Test Results

The author tested the reliability of the following variables: discipline at work (X2), motivation at work (X3), leadership (X1), and job satisfaction (Y). Cronbach's Alpha is particularly appropriate for scale scores (such as 1-4, 1-5) or range scores (such as 0-20, 0-50). A threshold of 0.6 is commonly used in testing.

The results of the data processing show that all variables have Cronbach's Alpha values greater than 0.60. Therefore, leadership, discipline at work, motivation at work, and job satisfaction are all reliable.

Simultaneous Hypothesis Test

To determine whether the independent factors collectively have a significant influence on the dependent variable, a simultaneous hypothesis test was performed. This is demonstrated in the ANOVA table output from SPSS.

Table 2 . Simultaneous Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1872,298	3	624,099	526,056	0,000
Residual	113,892	96	1,186		
Total	1986,190	99			

Source: Processed Data using SPSS Ver. 26.0

From the table above, the F-calculated (Fcount) is 526.0, while the F-table (Ftable) at a significance level (α) of 5% with the denominator degree of freedom (df) = $(n - k - 1) = (100 - 3 - 1)$ and numerator degree of freedom ($k = 3$) is 2.70. Based on the table above, because Fcalculated (526.0) is greater than Ftable (2.70), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Individual Hypothesis Testing

The statistical technique called hypothesis testing is used to assess, using sample data, the validity of a claim or statement about a population parameter. The objective of the hypotheses investigated in this study is to examine the correlations between the variables under study.

Table 3. Individual Hypothesis Testing

Model	t	Sig.
(Constant)	0,751	0,455
Leadership	0,418	0,677
Work Discipline	7,356	0,000
Motivation	4,472	0,000

Source: Processed Data using SPSS Ver. 26.0

Based on the results of the partial hypothesis test (t-test) with degrees of freedom (df) of 96 ($n-3-1 = 100-3-1 = 96$) and

a significance level of 5%, the t-table value is 1.660. The analysis shows that the t-test for leadership is 0.418, which is lower than the t-table. This indicates that leadership has no significant influence on job satisfaction. Meanwhile, the discipline variable has a t-test of 7.356 and motivation has a t-test of 4.472, both greater than the t-table. Therefore, it can be concluded that discipline and motivation have a positive and significant influence on job satisfaction. Thus, the hypotheses for discipline and motivation are accepted, while the hypothesis for leadership is rejected due to its lack of significant influence.

Coefficient of Determination (R²) Test

Data processed using SPSS version 26.00 for Windows shows the following results:

Table 3. Coefficient of Determination (R²) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.971	0.943	0.941	1.08921

Source: Processed Data using SPSS Ver. 26.0

Based on the table above, the R-Squared (R²) value of 0.943 indicates that 94.3% of the dependent variable, namely satisfaction, can be explained by the independent variables, which are motivation, discipline, and leadership. Meanwhile, the remaining 5.7% is explained by other variables outside this research model. The Adjusted R-Squared value of 0.941 further confirms that this model is very strong, as it still shows a high result after being adjusted for the number of variables and the sample size. Thus, this regression model has a very strong predictive ability for the level of respondent satisfaction.

DISCUSSION

The Influence of Leadership on Job Satisfaction

The results of this study show that leadership does not have a significant influence on employee job satisfaction. This finding differs from the results of Alie et al., (2022), and

Widiatmayanti (2015), who stated that effective leadership can create a conducive work environment and support employee job satisfaction. The difference suggests the importance of considering the socio-cultural context within a public organization such as the Provincial Department of Youth and Sports in South Sumatra, where bureaucracy and a hierarchical structure may diminish the direct role of leadership in influencing employee satisfaction.

The implication of this study is that an evaluation of the currently applied leadership style is necessary. A more participatory and communicative approach may be more appropriate in strengthening the role of leadership, for example by enhancing motivation and clarifying roles.

The Influence of Work Discipline on Job Satisfaction

This study finds that work discipline has a positive and significant influence on job satisfaction. This finding supports the results of Liyas (2017); Alvian & Dewi (2023); and Amelinda & Sartika (2024), who stated that discipline creates a more orderly work environment, reduces conflict, and increases workplace satisfaction. In a government bureaucracy, where order is a key value, discipline plays an important role in shaping employees' satisfaction with their jobs.

The implication is that management needs to maintain and improve discipline by implementing consistent supervision and rewarding employees who show strong discipline. This not only increases satisfaction but also supports organizational productivity and efficiency.

The Influence of Work Motivation on Job Satisfaction

Work motivation has a significant influence on employee job satisfaction. This study is in line with the findings of Rahmansyah & Cahyadi (2024) and Soejarminto & Hidayat. (2022), which state that high motivation correlates with enthusiasm for work and satisfaction in performing tasks. However, in the context of Dispora South Sumatra, factors

such as a lack of recognition, non-competitive incentives, and limited opportunities for self-development become obstacles to optimally improving work motivation.

The implication of this study is that organizations need to design a fair and transparent incentive system, provide periodic training, and open career development paths to make employees feel valued and have long-term prospects in their jobs.

The Influence of Leadership, Work Discipline, and Work Motivation on Job Satisfaction

The study finds that all three variables collectively have a significant influence on job satisfaction. These results are in line with (Setiani, 2023; Solehati et al., 2023), who state that job satisfaction is the result of the interaction of various organizational factors, not a single factor. Although leadership is not significant individually, its role is still important as a key element that supports and influences other variables, such as motivation and discipline.

The implication of this study is that human resource management at Dispora South Sumatra should take a holistic approach. Efforts to improve job satisfaction must involve improvements in leadership, enforcement of discipline, and strategies to increase motivation at the same time in order to create a workplace that supports the well-being and performance of employees.

CONCLUSION and SUGGESTIONS

Based on the results of the data analysis, it can be concluded that work discipline and motivation have a significant partial influence on the job satisfaction of employees at the Department of Youth and Sports of South Sumatra Province. On the other hand, leadership does not show a significant partial influence, although simultaneously, all three variables leadership, discipline, and motivation collectively contribute to job satisfaction. These findings indicate that job satisfaction is more influenced by internal factors of employees, such as discipline and motivation, rather than the

leadership approach currently implemented. Furthermore, these results highlight the need to consider the social and structural context of a public bureaucracy, which may limit the direct influence of leadership on job satisfaction.

Based on these findings, it is recommended that the Department of Youth and Sports of South Sumatra Province focus more on improving discipline and motivation, as these two factors have a significant influence on job satisfaction. Such improvement can be made through a consistent reward and punishment system, performance-based incentives, and opportunities for self-development for employees. Although leadership does not have a significant partial influence, the leadership approach should still be improved, particularly in communication and recognition, which can indirectly motivate employees.

This study uses only quantitative data and is limited to examining these three variables, without further exploration of other aspects that may affect job satisfaction. Therefore, future research is recommended to employ a mixed methods approach and to add variables such as organizational culture, interpersonal relationships, or workload to provide a more comprehensive view of job satisfaction.

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