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## Remuneration Model and Delegation Leadership Impact on Job Satisfaction: Literature Review Study

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**Abstract:** This article discusses the influence of remuneration and delegated leadership on employee job satisfaction. In today's competitive era, job satisfaction is a key factor influencing employee productivity and retention. This research uses a quantitative approach with a survey of employees in various industrial sectors to explore the relationship between financial rewards, recognition, and the leadership methods applied. The research results show that fair and competitive remuneration contributes significantly to job satisfaction, while effective delegation leadership increases employee autonomy and engagement. These findings indicate that the combination of adequate rewards and an empowering leadership approach can create a more satisfying work environment, which in turn improves organizational performance. This article suggests companies to integrate fair remuneration practices and development of delegation leadership skills in human resource management strategies to achieve higher job satisfaction.

**Keyword:** Job Satisfaction, Remuneration, Delegation of Leadership

### INTRODUCTION

Job satisfaction is an important element in the world of work that is widely discussed by researchers and practitioners in various fields, especially human resource management. This term refers to the positive feelings or attitudes an individual has towards their work. The factors that influence job satisfaction are very diverse, ranging from work environment conditions, salary, benefits, relationships between co-workers, to career development opportunities. Job satisfaction not only impacts individual performance but also overall

organizational productivity. Employees who feel satisfied tend to have higher work motivation, strong loyalty to the company, and commitment to continue to contribute. On the other hand, employees who are dissatisfied often show symptoms of stress, dissatisfaction, and a tendency to look for other job opportunities, which can lead to high turnover. Therefore, a deep understanding of the factors that influence job satisfaction and efforts to increase this satisfaction is very important for organizations that want to retain quality employees and achieve long-term business targets. Managing job satisfaction well will not only create a more harmonious work atmosphere, but will also be able to have a significant positive impact on the sustainability and success of the company.

Furthermore, job satisfaction is also closely related to employees' psychological and emotional well-being. In a work environment that provides support, appreciation, and freedom of expression, employees usually feel more appreciated and motivated to perform better. In addition, a conducive work culture, where open communication and collaboration are encouraged, can also increase feelings of satisfaction. In this regard, effective leadership plays an important role, where leaders who understand the needs and aspirations of their employees tend to create a more supportive and motivating environment.

Not only intrinsic aspects such as meaning and appreciation in work, extrinsic factors such as fair remuneration and balance between work and personal life also play an important role in determining the level of job satisfaction. Employees who feel that the compensation they receive is commensurate with their efforts and contributions usually demonstrate higher levels of satisfaction. This is also related to their perception of fairness in the workplace, where unfairness in salary systems, promotions, or performance appraisals can reduce levels of satisfaction and create feelings of frustration.

In the current digital era, the emergence of the concept of remote work and time flexibility has also become an important highlight in increasing job satisfaction. Many studies show that employees who have more control over when and where they work are more likely to feel satisfied with their jobs, because they can balance professional and personal demands. Therefore, companies that are able to adopt this flexibility tend to be more successful in retaining quality employees.

Overall, job satisfaction is a very complex aspect and is influenced by many factors, both internal and external. Organizations that are able to understand and balance the needs of their employees with long-term business goals will be better able to create a productive and harmonious work environment, and be able to face the challenges of globalization and increasingly dynamic changes in the world of work.

In addition, job satisfaction also has a broad impact on organizational stability and a company's ability to innovate. Employees who feel satisfied tend to be more creative and innovative in carrying out their duties. They are more open to change and are better prepared to take the initiative in developing new ideas that can provide added value to the company. Conversely, dissatisfaction can lead to stagnation in performance and resistance to change, where unhappy employees tend to be less proactive and more focused on minimal work, simply fulfilling their responsibilities.

In this context, an effective human resource development strategy becomes very important. Training programs, skills development, and clear internal promotions are some ways to increase job satisfaction. Employees who feel they have opportunities to develop and advance in their careers tend to be more satisfied and motivated. Conversely, a lack of opportunities for development can lead to boredom and frustration, which can ultimately reduce productivity and morale. Therefore, companies that focus on employee career development not only increase job satisfaction but also increase their competitiveness in the labor market.

The work flexibility offered by many modern companies also strengthens the relationship between job satisfaction and employee retention. In an era that is increasingly dynamic and full of technological disruption, employees are not only looking for financial compensation but also a better life balance. By providing flexibility in terms of working hours and work location, companies can create an environment that better supports balance between work and personal life. This flexibility, when managed well, can increase employee loyalty and reduce turnover, which is one of the biggest challenges for many companies today.

No less important, effective communication within the organization also plays an important role in building job satisfaction. When employees feel that they can voice their opinions without fear or rejection, they will feel more involved and actively participate in achieving organizational goals. Open two-way communication between management and employees creates a high level of trust and sense of belonging. This trust ultimately strengthens employee commitment to the organization and supports a healthy and collaborative work environment.

In the long term, efforts to increase job satisfaction must be viewed as a strategic investment for the company. By creating a work environment that is supportive, fair, and full of opportunities for growth, companies will not only benefit from better performance and higher employee retention, but also a good reputation in the eyes of potential employees. Thus, job satisfaction is an important foundation for a company's long-term success amidst increasingly fierce global competition. The phenomenon of job satisfaction in companies has become a topic that has received increasing attention in the last few decades, along with changes in work dynamics, technological advances and globalization. In many organizations, employee job satisfaction is seen as one of the key indicators for assessing the company's internal health, employee performance and overall business sustainability. Job satisfaction is no longer seen only as an individual factor separate from the organizational context, but as an important element that has an impact on various aspects, from productivity to employee retention. Employees who are satisfied with their jobs usually show higher engagement, loyalty to the company, and better performance. In many companies, the emerging trend to create work environments that are more inclusive, flexible and oriented towards employee well-being is a response to these demands. Various studies show that a supportive work environment, fair compensation, career development opportunities, and good relationships with superiors and co-workers are some of the main factors that influence job satisfaction.

However, even though many companies have realized the importance of increasing job satisfaction, in reality there is still a significant phenomenon of dissatisfaction in various industrial sectors. For example, in highly competitive work environments, such as in the technology or financial industries, many employees feel burdened by the pressure of high targets, long working hours, and uncertainty in career development. These factors, although often considered part of the challenges of modern work, have caused many employees to experience stress, burnout, and ultimately lower their levels of job satisfaction. On the other hand, the emergence of the phenomenon of "The Great Resignation" in several countries, where many employees chose to leave their jobs during or after the COVID-19 pandemic, indicates that there is deep dissatisfaction that has not been addressed in various companies. Employees increasingly prioritize balance between personal and work life, time flexibility, and a good quality work environment, compared to relying solely on financial factors as the main source of satisfaction.

Another phenomenon that is attracting attention is the change in perspective on leadership in the workplace. In the past, an authoritarian or hierarchical leadership style may have been accepted as the norm in many companies, but today more and more employees expect leaders who are more participative, open, and empathetic. Leaders who are able to

listen, appreciate and reward their employees play a big role in creating a conducive work atmosphere. When employees feel supported by management, they tend to have higher levels of job satisfaction. Conversely, lack of attention from management, unfair performance evaluations, or lack of feedback can reduce employee motivation and commitment to the company.

In addition, technological developments and work flexibility also have an ambiguous impact on job satisfaction. On the one hand, technology allows employees to work more flexibly, both in terms of time and place, which in turn can improve work-life balance and satisfaction. However, on the other hand, problems arise such as social isolation, digital fatigue, and difficulty separating work and personal life, which can actually reduce job satisfaction. With more and more employees working remotely, companies need to find ways to create a sense of community and engagement, even in decentralized working conditions. These efforts include better communication strategies, virtual engagement programs, and providing adequate emotional and mental support.

Overall, the phenomenon of job satisfaction in companies shows growing complexity, where various factors interact and influence the level of employee satisfaction. Companies that are able to respond appropriately to employee needs, both in terms of welfare, career development and flexible working conditions, tend to be more successful in retaining the best talent and achieving optimal organizational performance. This phenomenon underlines the importance of human resource management that is adaptive, inclusive and oriented towards employee welfare in facing challenges and changes in an increasingly dynamic global business environment.

Although job satisfaction has been widely researched, there are still several research gaps that need to be considered. One of the main gaps is the differences in perspectives between generations in expectations of job satisfaction, which are not yet deeply understood, especially in Generation Z. In addition, the impact of technology on long-term job satisfaction, such as digital fatigue and isolation in remote work, has not been thoroughly researched. comprehensive. Research also lacks exploration of the influence of multinational organizational culture on job satisfaction in culturally diverse work environments. In addition, the relationship between job satisfaction with innovation and leadership style also requires further research to identify factors that influence productivity and innovation.

## **METHOD**

This research uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sprott Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of management science from various perspectives.

## **RESULTS AND DISCUSSION**

### **The Relationship between Remuneration and Job Satisfaction**

The relationship between remuneration and job satisfaction is very significant, because fair and competitive compensation not only reflects appreciation for employee contributions, but also acts as the main motivator that encourages individuals to improve performance and commit to organizational goals; research shows that employees who are satisfied with their remuneration tend to have higher levels of job satisfaction, which in turn can contribute to increased productivity, loyalty and reduced turnover rates within the company.

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Additionally, transparent and performance-based remuneration can create a sense of fairness among employees, thereby strengthening their ties with the organization. Employees who feel that they are rewarded commensurate with their efforts and work results are more likely to feel involved and contribute actively to achieving team goals. On the other hand, dissatisfaction with remuneration can lead to demotivation, decreased productivity, and even resignation, resulting in high costs for the company in terms of recruiting and training new employees.

Thus, companies need to consider designing a remuneration system that is not only market competitive, but also in line with organizational values and culture, and provides opportunities for employees to develop their careers. In order to achieve high job satisfaction, it is important for management to regularly evaluate and adjust remuneration policies, as well as involve employees in the process of determining compensation to ensure that the system implemented truly reflects their needs and expectations.

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Financial compensation, such as base salary, bonuses, and benefits, plays an important role in job satisfaction, because employees who receive financial rewards commensurate with their contributions feel more appreciated and motivated to work harder. In addition, non-financial aspects of compensation, including recognition, awards, and opportunities for career development, are also very crucial; remuneration that includes professional development programs shows that the company is investing in the future of employees, which can increase their satisfaction and engagement with the organization.

Furthermore, a sense of fairness in the remuneration system is very important; Employees tend to feel more satisfied if they believe that the compensation system implemented is fair and transparent, so companies need to ensure that the criteria for determining salaries and bonuses are well explained and understood by all employees. In addition, remuneration that is directly related to individual and team performance can increase motivation, where a clear incentive system encourages employees to achieve set targets and provides appropriate rewards for these achievements.

On the other hand, dissatisfaction with remuneration can have a significant negative impact on the company; employees who feel unappreciated tend to experience demotivation, which can lead to decreased productivity and quality of work, as well as increased turnover rates as employees look for better-compensated jobs elsewhere, which not only increases recruitment and training costs for the company but also undermines stability. team.

To overcome this challenge, companies should conduct regular job satisfaction surveys to understand employee perceptions of the existing remuneration system, and adjust remuneration policies according to employee needs and expectations, taking into account market conditions and industry trends. In addition, providing development opportunities,

such as training programs that can improve employee skills, and encouraging a culture of appreciation where individual and team achievements are recognized and rewarded, both financially and non-financially, are strategic steps that can bring long-term benefits to employees. company and employees. In this way, companies can not only increase job satisfaction, but also create a productive and loyal environment, making investment in a good remuneration system one of the keys to future organizational success.

in line with previous research: (Armanda et al., 2023; Ayu et al., 2018; Hutagalung & Panjaitan, 2018; Student et al., 2021; Surahman, 2019; Wibowo et al., 2023).

### **The Relationship between Delegation Leadership and Job Satisfaction**

The relationship between delegated leadership and job satisfaction is particularly important in the modern organizational context, where team effectiveness and individual performance are increasingly influenced by the way leaders interact with team members. Delegative leadership, which is characterized by handing over responsibility and authority to employees to make decisions within certain limits, can increase employees' sense of self-confidence and autonomy. When leaders give employees the confidence to manage their own tasks, employees feel valued and recognized, which can increase their intrinsic motivation. Research shows that employees who have greater autonomy in their work tend to experience higher levels of job satisfaction, because they feel involved and contribute significantly to organizational goals.

Additionally, delegated leadership can encourage the development of employee skills and abilities, which also contributes to job satisfaction. By giving employees the opportunity to make decisions and complete tasks independently, leaders not only empower them but also create a positive learning environment. This leads to increased employee competence and confidence, which in turn can result in better performance.

However, it is important for leaders to find balance in delegation; if too much responsibility is given without adequate support, employees may feel overwhelmed and stressed, which can reduce job satisfaction. Therefore, leaders need to ensure that they provide the necessary resources, guidance and feedback to support employees in carrying out delegated tasks. With the right approach, delegated leadership can not only increase employee job satisfaction, but also improve overall organizational performance, creating a more engaged and productive team.

Furthermore, the relationship between delegated leadership and job satisfaction is also influenced by effective communication factors. Leaders who implement delegation well usually have strong communication skills, allowing them to explain goals and expectations clearly to the team. Open and transparent communication helps reduce confusion and increase mutual trust between leaders and team members. When employees feel that they can ask questions or ask for clarification, they are more likely to feel comfortable taking initiative and taking responsibility for their work, which contributes to higher job satisfaction.

Furthermore, leaders who are actively involved in the delegation process tend to pay more attention to employee feedback. By asking for and valuing input from team members regarding work processes and decisions made, leaders can create a deeper sense of involvement. This not only increases job satisfaction but also encourages innovation, as employees feel that their ideas and contributions are valued. A work environment based on collaboration and active participation can strengthen relationships between team members, ultimately contributing to overall job satisfaction.

However, to maximize the positive impact of delegated leadership, it is also important for organizations to provide the necessary training for leaders and employees. Leaders need to be equipped with the right skills to delegate tasks effectively and to support their team members,

while employees also need to be trained in decision-making and time management skills to handle delegated responsibilities well.

Overall, the relationship between delegated leadership and job satisfaction is a complex interaction influenced by many factors, including autonomy, communication, support, and training. By adopting an integrated approach in implementing delegated leadership, organizations can create a work environment that not only increases employee job satisfaction but also contributes to better performance, innovation, and long-term organizational sustainability.

The relationship between delegated leadership and job satisfaction is an increasingly relevant topic in the context of modern organizations, where employee flexibility and empowerment are key to increasing productivity. Delegative leadership is characterized by handing over responsibility and authority to employees to make decisions in their tasks, which can increase a sense of autonomy and self-confidence. Research shows that when employees are given the freedom to manage their own work, they are more likely to feel valued and recognized, which directly contributes to higher job satisfaction. Additionally, delegated leadership can create a positive learning environment, where employees not only gain new skills but also feel support from their leaders.

The importance of communication in this context cannot be ignored either; leaders who are effective at delegating tasks usually have good communication skills, allowing them to explain goals, expectations, and boundaries clearly. Transparent communication helps reduce confusion and increase mutual trust, which in turn drives employee engagement. Additionally, employees who feel involved in the decision-making process through delegation are more likely to provide constructive feedback, which can improve the quality of decisions and promote innovation within the team.

However, to achieve optimal results from delegate leadership, it is important for leaders to provide adequate support and manage workload wisely. Excessive delegation without sufficient guidance or resources can cause stress and reduce job satisfaction. Therefore, appropriate training for leaders and employees regarding effective delegation practices is highly recommended. With a strategic and planned approach, delegated leadership can not only increase employee job satisfaction, but also create more productive and innovative teams, thereby contributing to the long-term success of the organization.

in line with previous research: (Armanda et al., 2023; Fauzan & Santoso, 2024; Pamungkas et al., 2024; Siregar, 2022; Wibowo & Tjahjono, 2023)

## **CONCLUSION**

The essence of employee job satisfaction lies in the positive feelings that arise when they feel appreciated, recognized, and involved in their work. Job satisfaction includes several important aspects, such as recognition and rewards that are commensurate with the contribution made, as well as a supportive, safe and collaborative work environment. Additionally, opportunities for development through training and upskilling also play a crucial role, as employees feel that the company is investing in their future. Autonomy in decision making and good interpersonal relationships with colleagues and superiors create a sense of community that strengthens bonds. Overall, high job satisfaction not only increases employee productivity and loyalty, but also reduces turnover rates, thereby providing long-term benefits to the organization as a whole.

High job satisfaction also contributes to employee mental health and well-being, reducing stress and burnout that often occur in unsupportive work environments. When employees feel satisfied, they are more likely to behave positively, collaborate well in teams, and show initiative in their work. This creates a productive and innovative work culture, where new ideas can flourish.

Additionally, companies that have high levels of job satisfaction often attract the best talent, as prospective employees tend to look for work environments that are supportive and provide development opportunities. Thus, investing in increasing job satisfaction not only impacts existing employees, but also the company's attractiveness in the labor market. In the long term, companies that successfully create and maintain high job satisfaction will enjoy competitive advantages, including improved performance, greater customer loyalty, and a strong reputation in the industry.

Furthermore, high job satisfaction can be an important indicator of an organization's overall health. When employees are satisfied, they are more likely to become positive brand ambassadors, spreading a good opinion of the company to colleagues and potential employees. This creates a beneficial ripple effect, where a company's reputation as a great place to work can attract more quality talent and increase retention of existing employees.

On the other hand, companies that ignore aspects of job satisfaction often face high risks, including high turnover rates and low employee motivation. This can lead to additional costs related to recruitment and training, as well as a negative impact on team productivity and morale. Therefore, it is critical for management to proactively assess and improve factors that influence job satisfaction, such as fair reward policies, career development opportunities, and a positive work environment.

By understanding and prioritizing employee job satisfaction, organizations can create a more inclusive and productive work culture, ultimately supporting long-term business goals. Investing in job satisfaction is not only an investment in employees, but also in the future and sustainability of the organization itself. Thus, job satisfaction must be viewed as a strategic component in planning and managing human resources in every company.

Job satisfaction not only impacts individual employees, but also has far-reaching consequences for organizational performance and success. When employees feel satisfied, they are more likely to commit to the company's vision and mission, which increases team cohesion and creates a harmonious work environment. This contributes to increased collaboration and communication, making it easier to achieve common goals.

In addition, satisfied employees tend to be more creative and innovative. The sense of self-confidence and autonomy that arises from job satisfaction motivates them to think outside the boundaries and seek new solutions to existing problems. This innovation is important in the competitive business world, where the ability to adapt and react to market changes is crucial. Thus, job satisfaction becomes a catalyst for organizational growth and development.

Companies that are proactive in increasing employee job satisfaction can also reduce the risk of mental health problems that often occur due to stress and pressure in the workplace. Employees who feel supported tend to have better wellbeing, which has a positive impact on their productivity and attendance. On the other hand, companies that ignore employee welfare can face the problem of high absenteeism and increased health costs.

In the context of globalization, job satisfaction also plays an important role in the competitiveness of organizations in international markets. Companies that are known as good places to work have a better reputation with customers and business partners. This can increase customer loyalty and create better relationships with other stakeholders. When customers see that a company treats their employees well, they are more likely to support and recommend the company's products or services.

To maximize the benefits of job satisfaction, management must regularly evaluate and adjust human resource policies and practices. This may include job satisfaction surveys, feedback sessions, and ongoing career development programs. Employee involvement in the decision-making process can also increase their sense of ownership and commitment to the company.



Finally, it is important to remember that job satisfaction is not a static goal, but rather an evolving process. Organizations need to be adaptive and responsive to changing employee needs and expectations, as well as trends in the job market. By creating a work culture that supports employee satisfaction and engagement, companies can not only achieve short-term success but also build a strong foundation for future growth and sustainability. In this framework, job satisfaction is one of the key elements that influences the performance, innovation and reputation of the organization as a whole.

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