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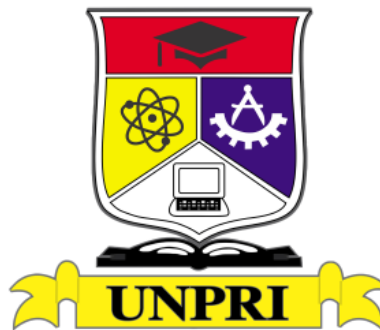
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**2025**



**THE INFLUENCE OF JOB STRESS, MOTIVATION AND DISCIPLINE ON JOB  
SATISFACTION OF EMPLOYEES OF THE POPULATION  
AND CIVIL REGISTRATION OFFICE MEDAN CITY**

**RESEARCH PUBLICATION**



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MANAGEMENT STUDY PROGRAM  
FACULTY OF ECONOMICS  
Prima Indonesia University  
MEDAN  
2025





## **Influence Of Job Stress, Work Motivation And Discipline On Job Satisfaction Population And Regulation Service Officers Civil Registration Of Medan City**

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### **Abstract**

This study aims to analyze the effect of Job Stress, Work Discipline, Work Motivation on Job Satisfaction of Medan City Population and Civil Registration Service Employees. The sample in this study was 130 respondents who were employees of the Medan City Population and Civil Registration Service. The data collection technique used was a questionnaire. The results of the instrument test stated that the data in this study were valid and reliable. The results of the Classical Assumption Test stated that the data in this study were normally distributed and produced a regression model that was free from multicollinearity and heteroscedasticity. The results of this study prove that: (1) Work stress has a significant and partial effect on Job Satisfaction with a value of  $2.064 > 1.988$  (2) Work Motivation has a significant and partial effect on Job Satisfaction with a value of  $4.536 > 1.988$  (3) Work Discipline has a significant and partial effect on Job Satisfaction with a value of  $2.057 > 1.988$  and simultaneously it is obtained that the F count value ( $66.204 > F$  table (2.71)). The results of this study provide suggestions for further researchers as accurate information for all parties interested in obtaining information and basic data in conducting further research related to this study, especially regarding other factors that influence increasing Employee Job Satisfaction in order to improve the comfort and welfare of employees of the Population and Civil Registration Service of Medan City.

**Keywords** : Job Stress, Work Motivation, Work Discipline, Job Satisfaction.





## 1. Introduction

A government agency is an organization in which there is a collection of people specially selected to carry out public services in helping the government. The objectives of government agencies can be achieved if they are able to process, mobilize and use their human resources effectively and efficiently. One of them is the Population and Civil Registration Service, which is a service unit engaged in population administration created by the local government to carry out public service tasks and has the main task of assisting the mayor in carrying out the authority of the local government in formulating, fostering, controlling and managing and coordinating population-related policies. In the efforts of the Population and Civil Registration Office to achieve goals, sometimes faced with obstacles that interfere with the effectiveness and efficiency of workers in terms of work.

Good employee performance is needed to overcome these disturbing obstacles. One of the things that affects employee performance is employee job satisfaction itself. Therefore, the Population and Civil Registration Office must pay attention to fostering good relationships between superiors and employees in order to create a positive job satisfaction. Job satisfaction can become negative if there is an overlap of work that is beyond the responsibility of the employee and a lack of communication between fellow employees which results in a decrease in the effectiveness and efficiency of employees in carrying out their duties, as is the case at the Population and Civil Registration Office of Medan City which is located at Jalan Iskandar Muda No.270, Petisah Tengah, Kec. Medan Petisah, Medan City, North Sumatra.

The decline in the level of job satisfaction and the sustainability of employee effectiveness and efficiency is due to job stress, lack of motivation and employee indiscipline that occurs at the Population and Civil Registration Office of Medan City. Job stress is one of the factors in decreasing the level of job satisfaction of department employees due to conflicts between department employees which cause less focus in carrying out their duties, workloads that exceed employee abilities and physical and psychological imbalances that affect the emotions and conditions of an employee of the Population and Civil Registration Office of Medan City. High levels of job stress can also lead to





feelings of boredom with their work, decreased discipline, decreased motivation and low employee absenteeism.

In addition to the problem of work stress, lack of motivation can also be one of the causes of decreased job satisfaction. Work motivation is something that causes, channels, encourages and supports human behavior so that they want to work harder and more enthusiastically to achieve optimal results. Motivation is closely related to employee job satisfaction, because it provides a driving force that creates a person's work enthusiasm so that they want to work together, work effectively and integrate with all their power and efforts to achieve satisfaction. The lack of agencies in providing motivation to employees of the Population and Civil Registration Office of Medan City can be seen from the lack of employee morale to complete their work on time and according to plan, the work itself becomes monotonous and there is a lack of communication between fellow agency employees. This can also lead to a lack of work discipline of department employees which can be seen from the decline in the attendance rate of employees of the Population and Civil Registration Office of Medan City.

Employee work discipline is a rule or provision of an agency. The existence of work discipline is very necessary in an agency or organization, because in an atmosphere of discipline an agency or organization will be able to carry out its work program to achieve the set targets. Work discipline problems usually occur with an increase in the number of employee tardiness and employee absences. If an employee experiences a decline in doing his job, it involves several of the above factors, namely work stress, motivation and discipline.





## **2. Literature Review**

### **Job Stress**

According to Hasibuan (2014), work stress is a tension that results in an imbalance in the psychological state of employees which can affect their way of thinking, emotions and their own condition. Job stress occurs due to excessive demands and pressures from the tasks assigned by the company. The higher the employee's job stress, the worse the impact on an employee's job satisfaction and can hinder the achievement of company goals and development.

### **Motivation**

According to Andika (2019) Motivation is one of the things that affects human behavior, motivation is also known as a driver, desire, supporter or need - a need that can make someone excited and motivated to reduce and fulfill their own impulses, so that they can act and act in certain ways that will lead to optimal direction. Motivation is very influential on employee job satisfaction. Because in general, employees will have high work productivity if the company supports the implementation of their duties.

### **Dicipline**

According to Agustini (2019: 89) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee constancy in achieving company / organization goals.





### 3. Methods

According to Sugiyono (2019: 2), the research method is a scientific way to get data with specific purposes and uses. This research uses quantitative methods using a questionnaire as one of the techniques for collecting data, with this we will do research first for data collection. The nature of this research is associative. According to Sugiyono (2019: 65) associative research is a formulation of research problems that asks about the relationship between two or more variables. According to Suryani and Hendryadi (2015: 190-191) population is a group of people, events or objects that have certain characteristics and are used as research objects. The population in this study involved all employees who worked at the Population and Civil Registry Office of Medan City, totaling 130 employees. According to Siyoto and Sodik (2015), a sample is part of the number and characteristics possessed by the population, or a small part of the population members taken according to certain procedures so that they can represent the population. Based on the results of the calculation of the population and the sample to be used, it will be rounded up to 98 employees. for validity and reliability testing, 30 respondents were taken from the remaining population.

### 4. Results

#### Descriptive statistic

	N	Minimum	Maximum	Mean	Std. Deviation
Work Stress	98	8	40	22.80	6.596
Motivation	98	8	40	23.26	6.887
Discipline	98	8	40	25.33	7.114
Job Satisfaction	98	8	40	21.16	5.777
Valid N (listwise)	98				

**Table 1. Descriptive Statistics Test Results**





Based on the table above, it can be seen that Job Stress has a minimum value of 8 (respondents 37, 39) and a maximum value of 40 (respondent 36) accompanied by a mean value of 22.80.

Work Motivation has a minimum value of 8 (respondents 37, 38, 39) and a maximum value of 40 (respondent 9) accompanied by a mean value of 23.26. Discipline has a minimum value of 8 (respondents 37, 39) and a maximum value of 40 (34, 38, 73) accompanied by a mean value of 25.33. Job Satisfaction has a minimum value of 8 (37, 38, 39) and a maximum value of 40 (respondent 9) accompanied by a mean value of 21.16.

### **Normality Test**

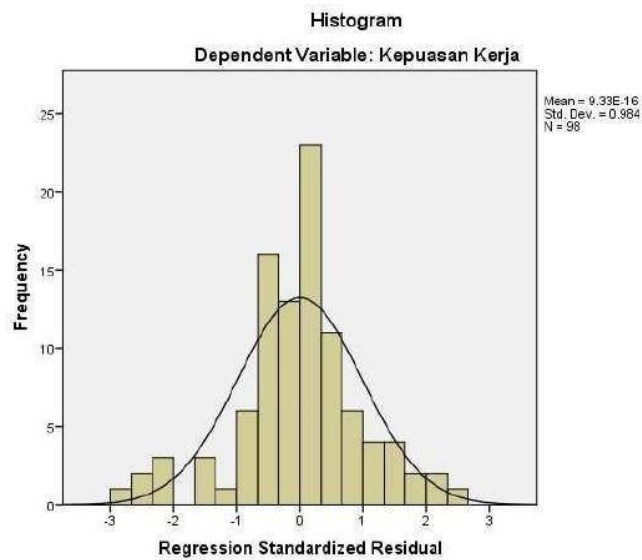
According to Purnomo (2017: 108) The normality test on the regression model is used to test whether the residual value resulting from regression is normally distributed or not. A good regression model is to have a normally distributed residual value. Several normality test methods, namely by looking at the distribution of data on the diagonal source on the Normal P-P Plot of regression standardized residual graph or with the One sample Kolmogorov Smirnov test. Test the normality of residuals using the graph method, namely by looking at the distribution of data on the diagonal source on the Normal P-P Plot of regression standardized residual graph. As a basis for decision making, if the points spread around the line and follow the diagonal line, the residual value is normal. According to Machali (2015) that the normality test is carried out using the Kolmogrov-Smirnov test with the following test criteria:

- a) Significance > 0.05, then the data is normally distributed.
- b) Significance < 0.05, then the data is not normally distributed.





There are two ways to detect whether the residuals are normally distributed or not, namely by graph analysis and statistical tests.



**Figure 1: Histogram Graphic**

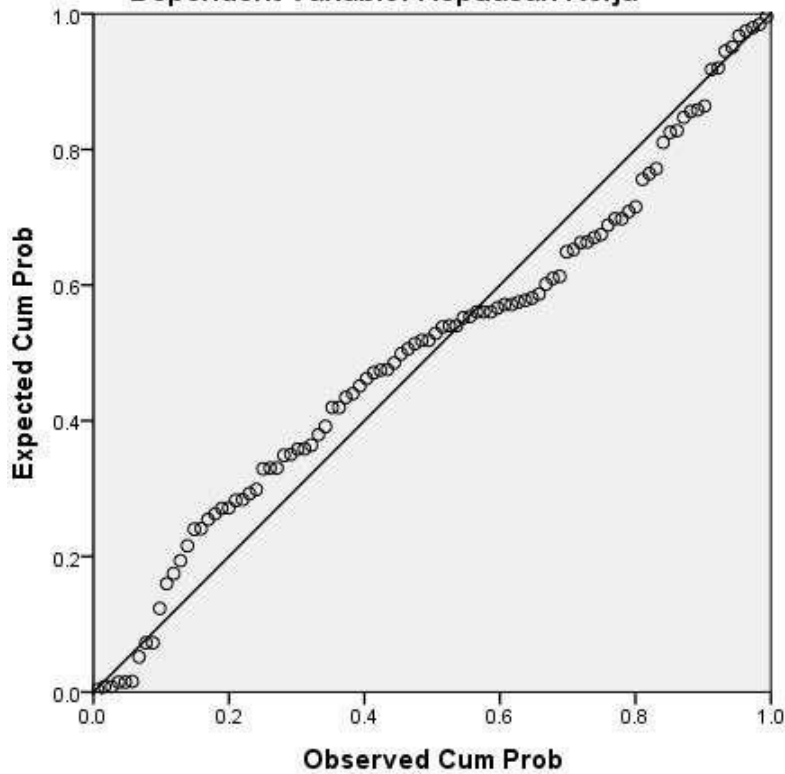
Based on the picture above, it can be seen that the line drawing is bell-shaped, not deviating to the left or right. This shows that the data is normally distributed and fulfills the assumption of normality.





**Normal P-P Plot of Regression Standardized Residual**

**Dependent Variable: Kepuasan Kerja**



**Figure 2 : Normal Probability Plot of Regression Graphic**

Based on the picture above, it shows that there are (dots) spread around the diagonal line and follow the diagonal line. So from this picture it is concluded that the residuals of the regression model are normally distributed.





**Table 2 :**  
**One-Sample Kolmogorov-Smirnov Test**

	Unstandardized Residua
N	98
Mean	.0000000
Normal Parameters <sup>a,b</sup>	
Std. Deviation	3.27437854
Absolute	.094
Most Extreme Differences	.088
Positive	
Negative	-.094
Kolmogorov-Smirnov Z	.928
Asymp. Sig. (2-tailed)	.355

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

Based on the table above, the test results prove that the resulting significant value is greater than 0.05, which is 0.355, it can be concluded that the data is classified as normally distributed.

### **Multicollinearity Test**

According to Janie (2015) that the multicollinearity test aims to test whether the regression model found a high or perfect correlation between independent variables. According to Duli (2019: 120) that the basis for making multicollinearity test decisions can be done in two ways, namely:

- Looking at the tolerance value:

- If the tolerance value  $>$  is 0.10, it means that there is no multicollinearity in the data tested.
- If the tolerance  $<$  value is 0.10, then it means there is multicollinearity in the data tested.

- Looking at the VIF value:

- If the VIF value  $<$  10.00, it means that there is no multicollinearity in the data tested.
- If the VIF value is  $>$  10.00, it means that there is multicollinearity in the data tested.





**Table 3 : Multicollinearity Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	3.449	1.324		2.601	.011		
	Work Stress	.208	.101	.238	2.064	.042	.258	3.881
	Motivation	.385	.085	.455	4.536	.000	.334	2.993
	Discipline	.159	.077	.195	2.057	.042	.379	2.634

a. Dependent Variable: Job Satisfaction

Based on the table above, it can be seen that each variable has a *tolerance* value of  $> 0.1$  and a VIF value  $< 10$ . Thus, there is no multicollinearity problem in this study.

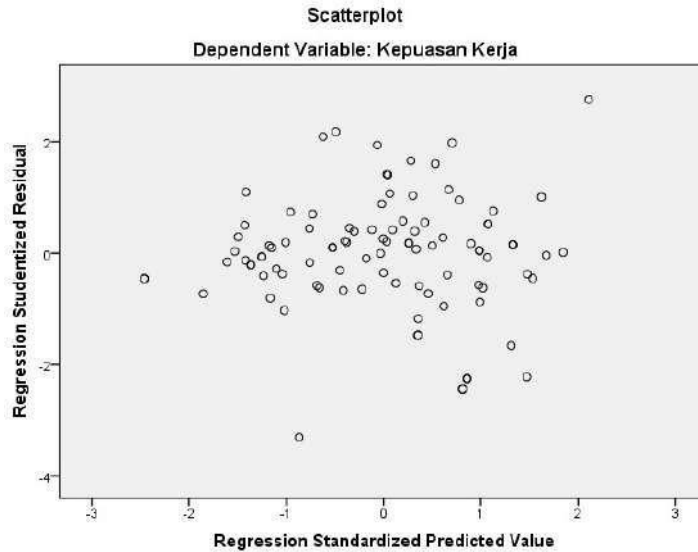
#### Heteroscedasticity Test

According to Priyatno (2018: 136), Heteroscedasticity is a condition where in the regression model there is an inequality of variance from residuals on one observation to another, where a good regression model is that heteroscedasticity does not occur.

The way to detect it is by looking at the plot graph between the value, prediction of the dependent variable (Z-PRED) with its residual (SRESID). Detection of the presence or absence of Heteroscedasticity can be done by looking at the presence or absence of certain patterns in the scatterplot graph between SRESID and ZPRED where the Y axis is the predicted Y and the X axis is the residual (Y pred - Y actual) that has been standardized.

- If there is a certain pattern such as the existing points forming a certain regular pattern, wavy, widening, then narrowing, then heteroscedasticity occurs.
- If there is no clear pattern, and the dots spread above and below zero on the Y axis, then there is no heteroscedasticity.





**Figure 3 : Scatterplot Graphic**

Based on the *scatterplot* graph presented, it can be seen that the dots spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict satisfaction based on the input of the independent variables.

**Table 4 : Glacier Test Result**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.053	.878		.060	.952
1 Work Stress	.073	.067	.206	1.069	.288
1 Motivation	-.063	.056	-.183	-1.117	.267
1 Discipline	.083	.051	.260	1.635	.105

a. Dependent Variable: ABS\_RES





1. Variable X1 (Job Stress) produces a tcount value of  $1.069 < t \text{ table } 2.201$  and a significance value of  $0.288 > 0.05$ , so there is no indication of heteroscedasticity in this variable.
2. Variable X2 (Work Motivation) produces a tcount value of  $1.117 < t \text{ table } 2.201$  and a significance value of  $0.267 > 0.05$ , so there is no indication of heteroscedasticity in this variable.
3. Variable X3 (Discipline) produces a tcount value of  $1.635 < t \text{ table } 2.201$  and a significance value of  $0.105 > 0.05$ , so there is no indication of heteroscedasticity in this variable.

### Research Data Analysis Research Model

This analysis is used to determine how much influence the independent variable (X) has on the dependent variable (Y). According to Kurniawan (2019: 91), multiple linear regression is an extension of simple linear regression, when simple linear regression only provides one independent variable (X) and also one dependent variable (Y).

**Table 5 : Multiple Linear Regression Analysis Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.449	1.326		2.601	.011		
1 Work Stress	.208	.101	.238	2.064	.042	.258	3.88
1 Motivation	.385	.085	.459	4.536	.000	.334	2.99
1 Discipline	.159	.077	.195	2.057	.042	.379	2.63





a. Dependent Variable: Job Satisfaction

$$\text{Satisfaction} = 3,449 + 0,208 (\text{Job Stress}) + 0,385 (\text{Work Motivation}) + 0,159 (\text{Discipline}) + e$$

Based on the equation above, then :

1. Constant (a) = 3,449. This means that if the independent variables, namely Job Stress (X1), Work Motivation (X2) and Discipline (X3) are 0, Job Satisfaction (Y) is 3,449.
2. If there is an increase in Job Stress, Job Satisfaction will increase by 20.8%.
3. If there is an increase in Work Motivation, Job Satisfaction will increase by 38.5%.
4. If there is an increase in discipline, job satisfaction will increase by 15.9%.

### Coefficient of Determination

According to Kuncoro (2019), R<sup>2</sup> measures the ability of the model to explain the effect of the independent variable on the dependent variable. The coefficient of determination is between zero and 1. A small R<sup>2</sup> value means that the ability to explain the independent variables in explaining the dependent variable is very limited. While a value close to 1 means that the independent variables in explaining the dependent variable are very limited. While a value close to 1 means that the independent variables provide almost all the information needed to predict the variation in the dependent variable.

The weakness of using the coefficient of determination R<sup>2</sup> is bias towards the dependent variable in the model. Therefore, many researchers recommend using the Adjusted R<sup>2</sup> value when evaluating which regression model is good. every additional 1 independent variable, then R<sup>2</sup> will definitely increase pa see if the variable has a significant effect on the dependent variable.

**Table 6 : Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824	.679	.669	3.32621

a. Predictors: (Constant), Discipline, Motivation, Job Stress

b. Dependent Variable: Job Satisfaction





Based on the table above, the *Adjusted R Square* determination coefficient value is 0.669. This shows that the ability of the variables Work Stress (X1), Work Motivation (X2) and Discipline (X3) explains its effect on Job Satisfaction (Y) by 66.9%. While the remaining 33.1% is the influence of other independent variables not examined in this study.

### Partial Hypothesis Testing (T-Test)

The t statistical test shows how far the influence of one independent variable individually in explaining the dependent variable. The criteria are if  $t_{count} \leq t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, at  $\alpha = 0.05$  and if  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, at  $\alpha = 0.05$ .

**Table 7 :**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.444	1.326		2.601	.011		
1 Work Stress	.208	.101	.238	2.064	.042	.258	3.881
1 Motivation	.385	.085	.455	4.536	.000	.334	2.991
1 Discipline	.155	.077	.195	2.051	.042	.379	2.636

a. Dependent Variable: Job Satisfaction





Based on the table above, it can be seen that :

1. The tcount value for the Work Stress variable (X1) shows that the tcount value (2.064) > ttable (1.988) with a significant level of 0.042 < 0.05 so it can be concluded that there is a partially significant positive effect between Work Stress on Job Satisfaction.
2. The tcount value for the Work Motivation variable (X2) shows that the tcount value (4.536) > ttable (1.988) with a significant level of 0.000 < 0.05 so it can be concluded that there is a partially significant positive effect between Work Motivation on Job Satisfaction.
3. The tcount value for the Discipline variable (X3) shows that the tcount value (2.057) > ttable (1.988) with a significant level of 0.042 < 0.05 so it can be concluded that there is a partially significant positive effect between Discipline on Job Satisfaction.

### Simultaneous Hypothesis Testing (F-Test)

Table 8 :  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2197.397		732.466	66.204	.000 <sup>b</sup>
Residual	1039.991	94	11.064		
Total	3237.388	97			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Discipline, Motivation, Job Stress





Based on the table above, it is obtained that the value of  $F_{table}$  (2.71) and significant  $\alpha = 5\%$  (0.05) is  $F_{hitung}$  (66.204) and  $sig.a$  (0.000<sup>a</sup>). This indicates that the research results accept  $H_a$  and reject  $H_o$ . The comparison between  $F_{count}$  and  $F_{table}$  can prove that simultaneously Job Stress, Work Motivation and Discipline have a positive and significant effect on Job Satisfaction.

## 5. Discussion

### The Effect of Job Stress On Job Satisfaction

Tests conducted partially show that job stress is proven to affect job satisfaction. This can be proven from the results of the calculation of job stress with a probability ( $sig$ )  $< \alpha$  (significant level), which is  $0.42 < 0.05$ . This shows that the work stress variable has a significant effect on job satisfaction. Employees who have high levels of job stress, if they get good support from the company, will produce positive job stress (eustress) and have an impact on the emergence of positive job satisfaction. This shows that the higher the job stress felt by employees, the employee job satisfaction will decrease or vice versa, the lower the job stress, the higher the employee job satisfaction.

Job stress is one of the factors that determine a person's job satisfaction. The size of the influence of job stress on a person's job satisfaction depends on how much work stress intensity is given. Job stress conditions can also occur due to an imbalance between the pressures faced by individuals and their ability to deal with these pressures.





The results of this study are in line with the results of previous research by Anggi Zherina (2021) entitled "The Effect of Job Stress, Work Discipline, and Work Motivation on Employee Job Satisfaction at the Banyuasin Regency Fisheries Service" which states that partially or simultaneously Job Stress affects job satisfaction.

### **The Effect of Motivation On Job Satisfaction**

Partial testing shows that work motivation is proven to affect job satisfaction. This is evidenced by the results of the calculation of work motivation with probability ( $\text{sig} < \alpha$  (significant level), namely  $0.000 < 0.05$ . This shows that the work motivation variable has a significant effect on job satisfaction.

This shows that if employees are more motivated in doing their work, employee job satisfaction will also increase. From the simultaneous test results, it is also evident that work motivation has a significant effect on employee job satisfaction. So it can be concluded that if employee work motivation increases, employee job satisfaction will also increase.

The results of this study are in line with previous research conducted by Novan Firdiarsyah (2022) entitled "The Effect of Work Stress, Work Discipline and Work Motivation on Job Satisfaction of Pinang District Employees" which shows that partially or simultaneously Work Motivation affects job satisfaction.





## **The Effect of Discipline On Job Satisfaction**

Tests conducted partially show that work discipline has a positive and significant effect on job satisfaction. This is evidenced by the results of the calculation of work discipline with probability ( $\text{sig} > \alpha$  (significant level), namely  $0.042 < 0.05$ ).

This shows that the work discipline variable has a positive and significant effect on job satisfaction. The lack of effect of work discipline on employee job satisfaction can be concluded that even though employees are always disciplined at work, this has no significant effect or has little effect on increasing job satisfaction. This can also happen because discipline is considered an obligation or work norm, not something that directly affects perceptions of satisfaction such as motivation or other psychological conditions.

This is in line with previous research conducted by Yulina Astuti, Muhammad Zulkarnain, & Krisnawati (2020) entitled "The Effect of Work Stress, Work motivation and Work discipline on Job Satisfaction at the National Unity and Political Agency of Langsa City" which states that this study partially or simultaneously Work discipline affects Job Satisfaction.





## Conclusion

The conclusions that researchers can draw from this research are as follows:

1. Job Stress has a positive and significant effect on Job Satisfaction of employees of the Population and Civil Registration Office of Medan City with a significance value of  $0.042 < (0.05)$  and  $t$  count  $2.064 > 1.988$   $t$  table. This means that good management of job stress can actually increase employee job satisfaction as long as the job stress is challenging (eustress) and not disruptive.
2. Work Motivation has a positive and significant effect on Job Satisfaction of employees of the Population and Civil Registration Office of Medan City with a significance value of  $0.000 < (0.05)$  and  $t$  count  $4.536 > (1.988)$   $t$  table. This shows that the higher the work motivation, the higher the employee job satisfaction. Motivation proved to be the most dominant factor in this study.
3. Work discipline has a positive and significant effect on job satisfaction of employees of the Population and Civil Registration Office of Medan City with a significance value of  $0.042 < (0.05)$  and a  $t$  value of  $2.057 > (1.988)$   $t$  table. This means that Work Discipline has a positive effect on Job Satisfaction.
4. Work Stress, Work Motivation and Work Discipline on Job Satisfaction have a value of  $F_{table}$  (2.71) and significant  $\alpha = 5\%$  (0.05) namely  $F_{hitung}$  (66.204) and  $sig.a$  (0.000<sup>a</sup>). This indicates that the research results accept  $H_a$  and reject  $H_o$ . The comparison between  $F_{count}$  and  $F_{table}$  can prove that simultaneously Job Stress, Work Motivation and Discipline have a positive and significant effect on Job Satisfaction.
5. For the Coefficient of Determination (Adjusted R Square), a value of 0.669 is obtained, which indicates that the ability of the Work Stress, Work Motivation and Work Discipline variables to explain their influence on Job Satisfaction is 66.9%. While the remaining 33.1% is the influence of other independent variables not examined in this study.





### Advice

Suggestions that researchers can give based on the results of the study are as follows:

1. For Researchers

It is hoped that researchers will continue this research to find out other factors that affect employee job satisfaction.

2. For the Population and Civil Registration Office of Medan City

It is expected for the Population and Civil Registration Office of Medan City to increase Employee Job Satisfaction based on Work Stress, Work Motivation and Discipline factors.

3. For the Faculty of Economics, Prima Indonesia University

It is hoped that the S1 Management program, Faculty of Economics, Prima Indonesia University can make this research a reference and reference for further research related to the variables studied in this study.

4. For Future Researchers

It is hoped that future researchers should find other variables besides Job Stress, Work Motivation and Discipline as *predictor* variables for employee Job Satisfaction. So that in the future it can get more information about the factors that can affect Job Satisfaction.





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