

Research Article

The Influence of Motivation and Work Spirit on Job Satisfaction of Civil Servants at the Public Works and Spatial Planning Office for Housing and Settlement Areas in Kubu Raya Regency

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ABSTRACT

This study aims to analyze the influence of motivation and work spirit on the job satisfaction of Civil Servants (PNS) at the PUPRPRKP Office of Kubu Raya Regency. The research uses an associative quantitative approach with 92 respondents selected through a saturated sampling technique. Data were collected through questionnaires and interviews. The results of the regression analysis show the equation $Y = 1.292 + 0.274X_1 + 0.348X_2$, with a correlation coefficient (R) of 0.669, which indicates a strong relationship, and a determination value (R^2) of 44.7%, indicating that 44.7% of the variation in job satisfaction is influenced by motivation and work spirit. The F-test results show that motivation and work spirit together have a positive and significant effect on job satisfaction. The partial t-test results show that motivation and work spirit have a positive and significant effect on job satisfaction. In conclusion, motivation and work spirit make a real contribution to increasing the job satisfaction of Civil Servants. This study recommends the need to strengthen motivation and work spirit through rewards, incentives, and a supportive work environment. Future research is expected to add other variables so that the results are more comprehensive.

Keywords: Motivation; Work Spirit; Job Satisfaction; Civil Servants; Public Works; Spatial Planning Office

1. INTRODUCTION

Human Resources (HR) refers to individuals who work within an organization or company and contribute through their abilities, knowledge, expertise, and efforts to achieve organizational goals. HR is often regarded as the most valuable asset due to its strategic role in managing and enhancing the overall performance of the organization. The Office of Public Works and Spatial Planning, Housing and Settlement Areas (PUPRPRKP) of Kubu Raya Regency is located at Jalan Angkasa Pura 2, Sungai Raya District, Kubu Raya Regency. Based on the Regent Regulation of Kubu Raya Number 68 of 2021 concerning the Position, Organizational Structure, Duties and Functions, as well as the Working Procedures of the PUPRPRKP Office of Kubu Raya Regency, this office has the responsibility to assist the Regent in carrying out mandatory governmental affairs related to basic services in the fields of public works, spatial planning, housing, and settlement areas. Referring to the Regent Regulation, the PUPRPRKP Office carries out several functions, including: preparing work programs; formulating policies; implementing policies and governmental affairs and public services; managing office administration; providing guidance and implementing tasks; supervising the technical implementing units; coordinating, evaluating, and reporting on governance implementation; and carrying out other tasks assigned by the Regent in accordance with its duties in the fields of public works, spatial planning, housing, and settlement areas. It is recorded that the number of Civil Servants (PNS) is 93 people, while the number of Non-Civil Servants is 137 people. The majority of Civil Servants work in the Bina Marga Division and the Water Resources Division, each comprising 20.4%. Meanwhile, most Non-Civil Servants work in the Secretariat with a proportion reaching 22.6%.

The employee attendance rate at the PUPRPRKP Office of Kubu Raya Regency for the period 2022 to 2024 shows a fairly good trend. In 2022, the absence rate was recorded at 0.17%, then decreased significantly in 2023 to 0.03% and remained stable at the same level in 2024. According to Siswanto in Sinambela (2016), employee discipline can be measured by how high their attendance is or how low the absenteeism rate is. In other words, the more frequently an employee is present and rarely absent, the higher their level of work discipline. The interview results with Mrs. Dina Okyahya Mukhlisa, S.H., as Head of the Subdivision of Administration and Staffing, indicated that every employee who is absent without recording their attendance will be subject to a deduction of the Employee Income Allowance (TPP). This deduction policy is applied as a form of encouragement for employees to be more orderly and disciplined in recording their attendance. Zahari (2017) stated that discipline is closely related to work motivation; an employee will have a good level of discipline if the motivation provided is satisfactory and supports their performance. Manullang in Busro (2018) explained that a high absenteeism rate

can be an indicator of low work spirit. Employees who enjoy their work tend to strive to meet job expectations properly. Conversely, if absenteeism is high, it can be assumed that the employee's work spirit is low. Suhardi (2022) showed that job satisfaction has a negative effect on absenteeism, meaning that the higher the employee's job satisfaction, the lower their absenteeism rate. Therefore, efforts to reduce absenteeism need to be accompanied by strategies to improve job satisfaction.

Based on the interview with Mrs. Dina Okyahya Mukhlisa, S.H., it was also found that tardiness in coming to work remains one of the violations that often occur. Unfortunately, until now there is no documented data regarding the level of tardiness. Manullang in Busro (2018) also stated that frequent lateness indicates a low level of work spirit. Employees who do not arrive on time generally feel dissatisfied with their work, which leads to lower motivation to work optimally. According to Nugrohoseno & Hasibuan (2022), work motivation has a positive effect on employee discipline. Thus, the greater the motivational encouragement given by leaders and the work environment, the higher the employee's work spirit, which will positively impact their discipline. Additionally, Manullang in Busro (2018) argued that employees with high discipline generally have a good work spirit. Employees who are motivated will work earnestly and have the awareness to comply with the regulations in their workplace. The study by Ilahi et al. (2017) supports this view, indicating that job satisfaction has a positive and significant effect on discipline. In other words, the higher the level of employee job satisfaction, the better the disciplinary behavior shown in performing tasks.

In 2022, all employees (100%) received a performance rating of "Good". In 2023, 1% of employees received a "Very Good" rating, while the remaining 99% were still in the "Good" category. In 2024, there was a significant increase, with 5.21% of employees receiving a "Very Good" rating, while the remaining 94.79% remained in the "Good" category. These findings are supported by research from Tsuraya & Fernos (2023) which revealed that work motivation has a positive and significant effect on employee performance. This indicates that the higher the motivation employees have, the better their performance will be. The study by Hermita et al. (2022) also showed a positive relationship between work spirit and performance, meaning that an increase in work spirit will directly impact the improvement of employee performance. In addition, Paparang et al. (2021) emphasized that job satisfaction significantly affects employee performance. Thus, job satisfaction created in the organizational environment can encourage employees to work even better.

Research conducted by Sidik & Kalimin (2018) found that there is a significant influence of work spirit on employee job satisfaction. Furthermore, the study by Amali et al. (2022) also showed that motivation and work spirit simultaneously have a significant effect on employee job satisfaction. Additionally, Hidayat & Anwar (2024) also proved that motivation partially has a significant effect on employee job satisfaction. These findings indicate that motivation and work spirit have a strong relationship with employee job satisfaction, thus strengthening the urgency of conducting this research in the context of Civil Servants at the PUPRPRKP Office of Kubu Raya Regency. Based on the background described above, the author is interested in conducting a study entitled "The Influence of Motivation and Work Spirit on the Job Satisfaction of Civil Servants at the Public Works and Spatial Planning, Housing and Settlement Areas Office of Kubu Raya Regency."

2. RESEARCH METHOD

Type of Research

This study is an associative research which aims to analyze the relationship between Motivation and Work Spirit on the Job Satisfaction of Civil Servants at the Public Works and Spatial Planning, Housing and Settlement Areas Office (PUPRPRKP) of Kubu Raya Regency. According to Siregar (2013, p. 15), associative research is a study that aims to determine the relationship between two or more variables. Through this type of research, a theory can be built that functions to explain, predict, and control a phenomenon.

Data Collection Technique

This study uses both primary and secondary data. Primary data were obtained through interviews and questionnaires. Interviews were conducted directly with Mrs. Dina Okyahya Mukhlisa, S.H., Head of the Subdivision of Administration and Staffing at the PUPRPRKP Office of Kubu Raya Regency, to gather information related to discipline policies, motivation, and the condition of employee job satisfaction. According to Siregar (2013, p. 40), an interview is a process of obtaining information/data for research purposes through a question-and-answer method conducted face-to-face. Meanwhile, questionnaires were distributed to all Civil Servants of the PUPRPRKP Office of Kubu Raya Regency, except for the Head of the Office, to collect data on motivation, work spirit, and the level of job satisfaction. This questionnaire was prepared referring to Siregar (2013, p. 44) who stated that a questionnaire is a technique used to study attitudes, beliefs, behaviors, and characteristics of relevant respondents. Secondary data includes records of the number of employees, attendance data for the period 2022–2024, as well as employee performance appraisal data based on reports from the PUPRPRKP Office of Kubu Raya Regency (2025).

Population and Sample

The population in this study consists of all Civil Servants at the PUPRPRKP Office of Kubu Raya Regency totaling 92 people, excluding the Head of the Office. The population is defined as a generalization area consisting of subjects with certain characteristics determined by the researcher to be studied and conclusions drawn (Sugiyono, 2013, p. 80). The sampling

technique used is saturated sampling, where all members of the population are used as the sample (Sugiyono, 2013, p. 85). Thus, the total sample size in this study is equal to the population, which is 92 people.

Research Variables & Measurement Scale

The variables in this study consist of: Independent variables (X), namely Motivation (X₁) and Work Spirit (X₂). The dependent variable (Y) is the Job Satisfaction of Civil Servants. The dependent variable is the variable that is influenced by the independent variables (Sugiyono, 2013, p. 39). The research instrument uses a Likert Scale to measure respondents' level of agreement regarding motivation, work spirit, and job satisfaction. This scale is chosen because it is suitable for measuring attitudes or perceptions (Sugiyono, 2013, p. 93). The answer options and their scores range from Strongly Agree (5) to Strongly Disagree (1).

Data Analysis Technique

The data analysis in this study was carried out in several stages. First, an instrument test was conducted to measure the validity and reliability of the questionnaire. The validity test uses the Product Moment technique with the criterion that the correlation coefficient must be > 0.3 or greater than the r-table with a significance level ≤ 0.05 (Siregar, 2013, p. 77). Reliability is tested using Cronbach's Alpha with the instrument considered reliable if the r11 value is > 0.6 (Siregar, 2013, p. 90). Furthermore, a classical assumption test was carried out which includes the normality test using the Kolmogorov-Smirnov test, where data is considered normally distributed if sig > 0.05 (Widodo et al., 2023, p. 110); the linearity test using the Test for Linearity with the criterion that the relationship is linear if Deviation from Linearity > 0.05 (Machali, 2021, p. 119); and the multicollinearity test by examining whether the VIF value is ≤ 10 or the tolerance is > 0.1 (Machali, 2021, p. 140). After the data meet these assumptions, the analysis proceeds with multiple linear regression to determine the influence of motivation (X₁) and work spirit (X₂) on job satisfaction (Y). The regression model is expressed as $Y = a + b_1X_1 + b_2X_2$ (Machali, 2021, p. 196). In addition, the correlation coefficient (R) is calculated to see the strength of the relationship between variables (Machali, 2021, p. 150) and the coefficient of determination (R²) is used to measure how much the independent variables explain the variation in the dependent variable (Ghozali, 2016, p. 95). The hypothesis is tested using the F-test to determine the simultaneous effect of motivation and work spirit on job satisfaction, with H₀ rejected if F-count > F-table or sig ≤ 0.05 (Ghozali, 2016, p. 96). Finally, the t-test is used to examine the partial effect of each independent variable on job satisfaction, with decisions based on comparing the t-count to the t-table or using the significance value (Ghozali, 2016, p. 97).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test in this study aims to measure the extent to which the items in the questionnaire represent the variables under study. This process is conducted by correlating each item score with the total score. The correlation value (r calculated) is then compared with the r table calculated based on the sample size (n = 92) and the degree of freedom (df = n - 2 = 90). With a significance level of 0.05, the r table value obtained is 0.205. The results of the validity test for each statement in the variable can be seen in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicators	r value	r table	Description
Motivation (X1)	X1.1	0.843	0.205	Valid
	X1.2	0.834		
	X1.3	0.844		
	X1.4	0.842		
	X1.5	0.819		
	X1.6	0.724		
	X1.7	0.791		
	X1.8	0.779		
	X.9	0.791		
Work Spirit (X2)	X2.1	0.778	0.205	Valid
	X2.2	0.826		
	X2.3	0.847		
	X2.4	0.822		
	X2.5	0.800		
	X2.6	0.650		
	X2.7	0.737		
	X2.8	0.843		
	X2.9	0.779		
	X2.10	0.844		

	X2.11	0.825		
	X2.12	0.777		
	Y.1	0.774		
	Y.2	0.793		
	Y.3	0.643		
	Y.4	0.627		
	Y.5	0.661		
Job Satisfaction (Y)	Y.6	0.731	0.205	Valid
	Y.7	0.631		
	Y.8	0.689		
	Y.9	0.763		
	Y.10	0.758		
	Y.11	0.670		
	Y.12	0.664		

Source: Processed Data, 2025

Based on the validity test results for each variable shown in **Table 1**, it is known that all statement items have a r calculated value greater than the r table value of 0.205. This means that all statements in each variable are considered valid and suitable for use as instruments in this study.

3.1.2 Reliability Test

The reliability test is conducted to analyze the reliability level of a statement in the questionnaire as a measuring tool. The reliability test in this study uses Cronbach's Alpha method, where a measurement item can be considered reliable if it is a Cronbach's Alpha significance value of 0.60. The test results for each variable can be seen in **Table 2**.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Motivation (X1)	0.933	
Work Spirit (X2)	0.946	Reliable
Job Satisfaction (Y)	0.905	

Source: Processed Data, 2025

Based on the reliability test results for each variable shown in **Table 2**, Cronbach's Alpha > 0.60 is obtained. Thus, all statement items in each variable are considered to have good reliability and can be used as instruments in the study.

3.2 Classic Assumption Test

3.2.1 Normality Test

Normality test in this study is conducted to assess whether the data is normally distributed. The test uses the Kolmogorov-Smirnov method and is analyzed using SPSS. The results of the normality test are shown in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	92
Test Statistic	.067
Asymp.Sig.(2-tailed)	.200 ^e

Source: Processed Data, 2025

Based on the normality test results presented in **Table 3**, the Asymp. Sig. (2-tailed) value obtained is 0.200. This value is greater than the normality significance limit of 0.05, so it can be concluded that the data used in this study is normally distributed.

3.2.2 Linearity Test

The linearity test in this study aims to assess the linear relationship between independent and dependent variables. The test is conducted using the Test for Linearity method with the help of SPSS. The results of the analysis are presented in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Motivation	0.311	Linear
Job Satisfaction * Work Spirit	0.173	

Source: Processed Data, 2025

Based on the linearity test results between the independent and dependent variables presented in **Table 4**, the significance value of Deviation from Linearity > 0.05 is obtained, so it can be concluded that the relationship between the two variables is linear.

3.2.3 Multicollinearity Test

The multicollinearity test in this study is conducted to detect high correlation between independent variables in the regression model, which can influence the accuracy of coefficient estimation and model reliability. The analysis using SPSS produces the output shown in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation	.710	1.407
Work Spirit	.710	1.407

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the results of the multicollinearity test in **Table 5**, the results can be explained as follows:

1. The Motivation variable (X1) has a Tolerance value of 0.710, which is greater than 0.10. It also has a VIF value of 1.407, which is less than 10.00.
2. The Work Spirit variable (X2) has a Tolerance value of 0.710, which is greater than 0.10. It also has a VIF value of 1.407, which is less than 10.00.

Based on the above explanation and referring to the decision-making criteria, both variables show a Tolerance value above 0.10 and a VIF value below 10.00. This shows that there are no symptoms of multicollinearity between the two independent variables in the regression model used in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to measure the simultaneous and partial influence of several independent variables on the dependent variable, as well as to form a predictive model of the relationship between variables. The regression coefficient results from the SPSS analysis are presented in **Table 6**.

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.292	4.990	.000
Motivation	.274	3.904	.000
Work Spirit	.348	4.245	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis in **Table 6** above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.292 + 0.274X_1 + 0.348X_2$$

- a. The constant (a) is 1.292, which means that if the variables Motivation (X1) and Work Spirit (X2) are zero, Job Satisfaction (Y) will increase by 1.292.
- b. The regression coefficient (b1) for the Motivation (X1) variable is 0.274 with a positive direction, indicating that every one-unit increase in Motivation will result in an increase of 0.274 in Job Satisfaction.
- c. The regression coefficient (b2) for the Work Spirit (X2) variable is 0.348 with a positive direction, indicating that every one-unit increase in Work Spirit will cause an increase of 0.348 in Job Satisfaction.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is Product Moment correlation. The results of the correlation coefficient test can be seen in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.447	.434	.59037

Predictors: (Constant), Work Spirit, Motivation
 Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the results of the correlation coefficient test shown in **Table 7**, a correlation value (R) of 0.669 is obtained. This value indicates that the relationship between the variables of Motivation and Work spirit on Job satisfaction is in the strong category, because the value is in the range of 0.60-0.799.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test shown in **Table 7**, an R-Square value of 0.447 is obtained. This shows that the variables of Motivation and Work spirit are able to explain their influence on Job Satisfaction by 44.7% ($1 \times 0.447 \times 100\%$), while the remaining 55.3% is influenced by variables outside the study.

3.6 Simultaneous Test (F Test)

The simultaneous test (F test) in this study aims to analyze whether all independent variables collectively have a significant effect on the dependent variable. Based on the results of the simultaneous hypothesis test (F test) using SPSS, the simultaneous test results can be seen in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	25.065	12.532	35.957	.000 ^b
Residual	31.020	.349		

Dependent Variable: Job Satisfaction
 Predictors: (Constant), Work Spirit, Motivation

Source: Processed Data, 2025

Based on the simultaneous test results (F test) in **Table 8**, the calculated F value is obtained as $35.957 > F$ table 3.10 and the significance value is $0.000 < 0.05$. Thus, it can be concluded that simultaneously there is a positive and significant effect between the variables of Motivation and Work spirit on Job Satisfaction.

3.7 Partial Test (t Test)

The partial test (t-test) in this study aims to test the influence of each independent variable individually on the dependent variable, in accordance with the hypothesis that has been formulated. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.292	4.990	.000
Motivation	.274	3.904	.000
Work Spirit	.348	4.245	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the partial hypothesis test (t-test) in **Table 9**, the calculated t-value will be compared with the t-table value. The t-table value is 1.661. The results of the t-test (partial) in Table 9 can be explained as follows:

1. Based on the analysis results, the calculated t-value for the Motivation variable (X1) is $3.904 > t$ -table, which is 1.661. In addition, the significance value is $0.000 < 0.05$. This indicates that H_0 is rejected and H_a is accepted. In other words, Motivation partially has a positive and significant influence on Job Satisfaction (Y).
2. Based on the analysis results, the calculated t-value for the Work Spirit variable (X2) is $4.245 > t$ -table value of 1.661. Additionally, the significance level is $0.000 < 0.05$. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. In other words, Work Spirit has a partial positive and significant influence on Job Satisfaction (Y).

DISCUSSION

The Influence of Motivation on Job Satisfaction

Based on the partial test results, the motivation variable has been proven to have a positive and significant influence on job satisfaction. This finding shows that the higher the work motivation felt by employees, the greater their level of job satisfaction within the PUPRPRKP Office of Kubu Raya Regency. This result is in line with the research by Priyadi et al. (2022) at COMO Uma Canggu Hotel, which also found that motivation has a positive and significant effect on employee job satisfaction. Similarly, Gustami et al. (2024) at PT PINDAD proved that motivation has a significant impact on job satisfaction in the mining service division. The study by Alawiyah et al. (2025) also supports this, where motivation is proven to affect job satisfaction among village government apparatus in Baranangsiang, West Bandung. When employees feel driven by adequate motivation, whether through incentives, rewards, or a supportive work environment, they will feel appreciated and needed, which leads to satisfaction in carrying out their duties. Thus, motivation not only encourages performance but also fosters a sense of satisfaction with the work being done.

The Influence of Work Spirit on Job Satisfaction

The work spirit variable is also proven to have a positive and significant effect on job satisfaction. This means that the higher the employees' work spirit, the greater their level of job satisfaction. This result is in line with the research by Remuna et al. (2023) at PT Tokohero Bali Nusa Denpasar, which shows that work spirit affects employee job satisfaction. Simanjuntak & Sari (2023) also found similar results, showing that work spirit affects job satisfaction among employees at PT. Cipta Rimba Djaja. Likewise, Dewi et al. (2024) at PT. Bromo Falcata Indonesia, Probolinggo Regency, also found that work spirit affects employee job satisfaction. Work spirit is closely related to a supportive work atmosphere, good social relationships within the office environment, and mutual respect among employees. When work spirit is maintained, employees will be more enthusiastic, feel comfortable, and will not easily feel bored with their work.

4. CONCLUSION

Based on the results of this study, it can be concluded that motivation and work spirit have been proven to have a positive and significant effect on the job satisfaction of Civil Servants at the PUPRPRKP Office of Kubu Raya Regency. This is reflected in the correlation coefficient (R) value of 0.669, which indicates a fairly strong relationship, and the coefficient of determination (R^2) of 44.7%, meaning that almost half of the variation in employee job satisfaction can be explained by these two factors. The F-test and partial t-test results also show that motivation and work spirit have a positive and significant effect on job satisfaction, both individually and simultaneously. In practical terms, these findings highlight the importance for management to consistently maintain and improve employee motivation and work spirit. Efforts can be made through the provision of fair rewards and incentives, a supportive work atmosphere, and harmonious working relationships so that employees feel comfortable and valued in carrying out their tasks. In this way, job satisfaction can be well maintained and will have a positive impact on overall performance improvement. For future research, it is suggested that researchers consider other factors beyond motivation and work spirit, such as leadership style, organizational culture, or external work environment factors, so that the results can provide a broader and deeper picture of employee job satisfaction. Longitudinal or cross-sectional studies are also recommended to observe the development of employee job satisfaction in a more comprehensive manner.

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