

**PENGARUH KOMPENSASI, MOTIVASI DAN DISIPLIN KERJA
TERHADAP KEPUASAN KERJA PEGAWAI DI KANTOR BADAN
KEPEGAWAIAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA
KOTA MALANG (BKPSDM) KOTA MALANG**

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kompensasi, motivasi, dan disiplin kerja terhadap kepuasan kerja pegawai di Kantor Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kota Malang. Penelitian ini menggunakan pendekatan kuantitatif kausal asosiatif. Populasi penelitian adalah seluruh 43 pegawai BKPSDM Kota Malang dengan menggunakan teknik sampling jenuh sehingga seluruh populasi disampel. Data dikumpulkan melalui kuesioner dengan skala Likert 1-5 dan analisis dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa kompensasi berpengaruh positif dan signifikan terhadap kepuasan kerja ($t = 6,042$; sig. $<0,001$), motivasi berpengaruh positif dan signifikan terhadap kepuasan kerja ($t = 2,508$; sig. $<0,016$), dan disiplin kerja berpengaruh positif dan signifikan terhadap kepuasan kerja ($t = 4,559$; sig. $<0,001$). Secara simultan, ketiga variabel tersebut secara signifikan mempunyai kepuasan kerja ($F = 41,032$; sig. $<0,001$) dengan koefisien determinasi $R^2 = 0,759$, artinya 75,9% variasi kepuasan kerja dapat dijelaskan oleh ketiga variabel tersebut. Studi ini merekomendasikan agar Dinas Pengembangan Sumber Daya Manusia Kota Malang (BKPSDM) meningkatkan sistem kompensasi, memperkuat program motivasi, dan menerapkan disiplin kerja konstruktif untuk meningkatkan kepuasan kerja pegawai.

Kata Kunci: Kompensasi, Motivasi, Disiplin kerja, Kepuasan kerja.

**THE EFFECT OF COMPENSATION, MOTIVATION AND WORK
DISCIPLINE ON EMPLOYEE JOB SATISFACTION AT THE OFFICE
OF THE PERSONNEL AND HUMAN RESOURCE DEVELOPMENT
AGENCY OF MALANG CITY (BKPSDM) MALANG CITY**

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ABSTRACT

This study aims to determine the effect of compensation, motivation, and work discipline on employee job satisfaction at the Malang City Human Resources Development and Personnel Agency (BKPSDM). This study uses a causal associative quantitative approach. The study population was all 43 employees of BKPSDM Malang City using a saturated sampling technique so that the entire population was sampled. Data were collected through a questionnaire with a Likert scale of 1-5 and analyzed using SPSS. The results showed that compensation had a positive and significant effect on job satisfaction ($t = 6.042$; sig. <0.001), motivation had a positive and significant effect on job satisfaction ($t = 2.508$; sig. <0.016), and work discipline had a positive and significant effect on job satisfaction ($t = 4.559$; sig. <0.001). Simultaneously, these three variables significantly influence job satisfaction ($F = 41.032$; sig. <0.001) with a coefficient of determination $R^2 = 0.759$, meaning that 75.9% of the variation in job satisfaction can be explained by these three variables. This study recommends that the Malang City Human Resources Development Agency (BKPSDM) improve the compensation system, strengthen motivational programs, and implement constructive work discipline to increase employee job satisfaction.

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