

The Influence of Human Resources Management Strategy, Service Leadership, and Work Discipline On Job Satisfaction (Study at PT Cilegon Fabricators)

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Abstract

This study aims to determine the effect of Human Resource Management Strategy, Servant Leadership, and Work Discipline on Job Satisfaction. In determining the number of samples using the Slovin formula and the results obtained were 92 respondents and for sampling using purposive sampling. For data analysis, a model test was used using the SmartPLS (Partial Least Square) analysis tool version 3.0. From the results of the SmartPLS 3.0 calculation, the research results with a t-statistic value greater than t-table, namely 1.96, the conclusions are: (1) showing that Human Resource Management Strategy has an effect on job satisfaction, (2) servant leadership has a positive effect on job satisfaction, (3) work discipline has a positive effect on job satisfaction.

INTRODUCTION

A manufacturing company is a company that produces its own goods, which are then finished goods that have been produced and then sold. In the fierce business competition, all companies are required to find ways to catch up and keep trying to increase their profits. From this, what needs to be considered is the workforce, because a qualified workforce will advance the company. The achievement of organizational goals is highly dependent on the quality of human resources. Human resources, which in this case are employees of a company, of course try to work with the abilities they have in order to achieve the desired job satisfaction.

This research was conducted in a manufacturing company in Banten Province, namely PT. Cilegon Fabricators. The reason for choosing a manufacturing company is because the growth of the manufacturing industry in Indonesia is growing well, this has a positive impact on the Indonesian economy. Based on observations of phenomena that occur at PT. Cilegon Fabricators, it was found that the level of employee discipline was not maximized, because there were still many employees who took disciplinary action, namely not coming to work without information (Alfa). This problem is supported by the recapitulation of employee attendance in July-October 2021. The following is the data on the recapitulation of employee attendance at PT. Cilegon Fabricators below:

**Employee Attendance Recapitulation PT. Cilegon Fabricators
Period July-October 2021**

Month	Employee Absence			
	Absent	Permission	Sick	½ Day
July	8	75	139	252
August	7	75	95	144
September	8	77	85	146
October	4	94	91	145

Source: HRD PT. Cilegon Fabricators, 2021.

Based on the table, it can be seen that there are still many employees who are not present without explanation (Alfa), even though PT. Cilegon Fabricators has made a regulation by giving sanctions that they will get a salary deduction, and they are laid off if they are absent for five consecutive days without an explanation (Alfa). This shows that the sanctions are still not enough to give employees awareness to comply with all the regulations that have been set by PT. Cilegon Fabricators and the lack of firmness of superiors in giving sanctions to violators of the rules.

Based on the above perspective, the authors analyze the influence of human resource strategy, service leadership, and work discipline on job satisfaction at PT. Cilegon Fabricators. This analysis is expected to explain that human resource strategy, service leadership, and work discipline have a large enough influence in the development of the company to become one of the important parts to pay attention to in improving the performance of high achieving employees.

LITERATURE REVIEW

Job satisfaction

According to Wibowo (2015:132), Job Satisfaction is the level of positive emotions as a positive assessment of work and work environment. Satisfied employees feel positive when they think about or participate in their work. Job satisfaction can be formulated as a general reaction of an employee in the form of employee behavior based on awareness of things related to work. Experience shapes and unifies the expectations that must be met in the workplace. Job satisfaction is achieved when the expectations of workers and the reality in the workplace match. Employee awareness of work and job satisfaction includes energy of mind, fairness, joy, status, and pride. Based on an understanding of job satisfaction, it can be concluded that job satisfaction is the emotional level of employees who are satisfied and get positive satisfaction when thinking about or participating in a job. Dissatisfied workers have negative emotions when thinking about their obligations and participating in work.

Job Satisfaction Indicator

The indicators for measuring Job Satisfaction according to Luthans (2016: 73), are:

1. Boss
2. The Work Itself
3. Salary
4. Promotion Opportunity
5. Coworkers

Human Resource Management Strategy

According to Wheelen and Hunger (2001:4), Human resource management strategy is a series of decisions and actions by management that determine the long-term performance of the company. Strategic management includes environmental monitoring. Including strategy development (long term strategy). planning, strategy implementation, and management evaluation. Strategy Management is to link human resources with strategic goals and objectives to improve company performance and develop a corporate culture that promotes innovation and flexibility.

Therefore, the pattern of using human resources from planned activities aims to empower the company to achieve its goals. Human Resources Strategy means developing company strategies and implementing these strategies through Human Resources activities such as recruitment, selection, training, and employee compensation (Fauzi, Ridwan: 2017).

Indicators of Human Resource Management Strategy

In his study (Mesra B. SE., MM: 2015) included four variables of strategic human resource management practices, namely

1. Selection,
2. Training,
3. Empowerment, and
4. Assessment of performance.

Servant Leadership

Servant leadership is a concept of ethical leadership that was first introduced by Robert K. Greenleaf since 1970. In his book entitled *Servant Leadership*, he stated that servant leadership is a leadership that starts from sincere feelings that arise from the heart that desires to serve. , namely to be the first to serve.

The primary purpose of a servant leader is to meet the needs of others. Ideally, this should be the main motivation for leadership (Russell & Stone, 2002:11). Servant leaders expect the same attitude and ultimately develop individual attitudes about themselves in order to serve well. According to Wert (2004:12), servant leaders have the following duties:

1. Work towards a big goal by sustaining a team, business or community. The reasons are so big that everyone challenges and motivates them to do their best.
2. Reverse the pyramid that is included in the traditional management concept. Located at the bottom of the pyramid, they release the energy, passion, and talent of teams, businesses, and communities.
3. Set achievement by selecting team leaders carefully and setting high performance standards. These steps create a performance culture that spans the entire team, the company, or a community.
4. Paving the way by implementing various service leadership practices and principles and removing barriers that can hinder performance. This action multiplies the effectiveness of servant leadership by training and activating leadership in layers.
5. Build strength by leading each individual in his business group or community and sharing top contributions in their respective fields. This combines the strengths of many employees, improving the performance of all employees in strengthening the company.

Servant Leadership Indicators

The framework proposed by Barbuto and Wheeler (2006: 176) combines the ten characteristics of Spears (2002: 242) with dimensions of a natural desire to serve others. The desire to serve is rooted in all concepts of servant leadership. Dimensions of Service Leadership using Development Aspects according to Wheeler and Barbuto Wheeler (2006: 304-307), and Page and Wong (2003: 14) Servant Leadership indicators are as follows:

1. An Action (Altruistic calling)
2. Empathy (Emotional healing)
3. Wisdom (Wisdom)
4. Finding solutions (Persuasive mapping)
5. Grow (Organizational stewardship)
6. Social Spirit (Humility)
7. Visionary (Vision)
8. Serve (Service).

Work Discipline

Rivai (2013: 825) finds work discipline is a way that can help executives communicate with their employees and are ready to change employee behavior, increase awareness and motivation for all regulations in the company. It has been proven as an effort to comply with prevailing social norms.

According to Rivai (2013: 825), there are four basic views on work discipline:

1. Retributive discipline is an attempt to punish someone who has made a mistake.
2. Corrective discipline, discipline that seeks to help employees correct inappropriate behavior.
3. Individual rights perspective, aims to protect the basic rights of individuals in the event of disciplinary action.
4. The utilitarian perspective focuses on the use of disciplinary action only if the consequences of the disciplinary action outweigh the side effects.

Work Discipline Indicator

The indicators of work discipline according to Kartika Dewi in Veithzal Rivai (2013: 444) include:

1. Can Set Time.
2. Work with full active and initiative.
3. Loyalty, commitment, and responsibility
4. Be Polite.
5. Work honestly and passionately.
6. Be firm and strong.
7. Deploy All Skills.

Therefore, discipline will change employees to be orderly. Work discipline is very helpful not only for the company but also for the employees. Discipline facilitates the optimal achievement of company goals. On the other hand, discipline also creates a healthy and comfortable work environment because all employees comply with the rules and are responsible for their work.

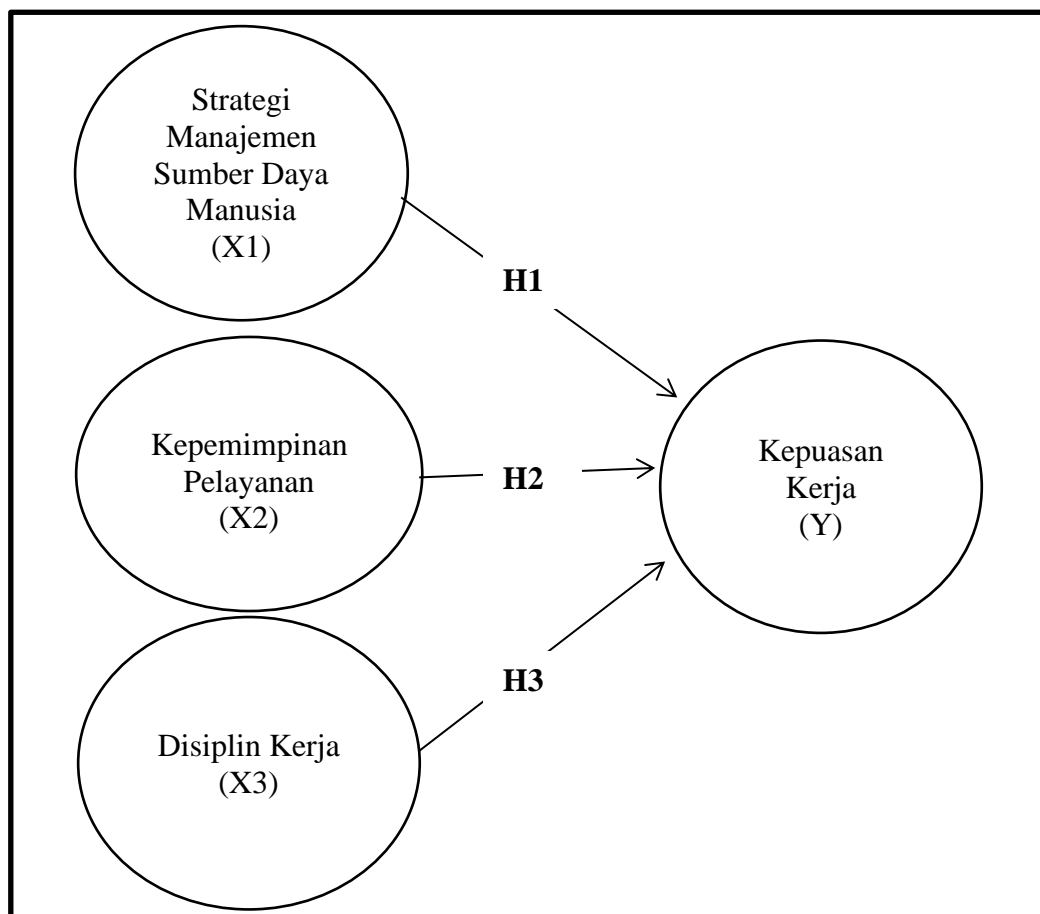
Thinking Framework and Hypotheses

Job satisfaction is the level where employees feel like it or not when an employee is doing work. That is, whether an employee likes or dislikes work, which can be anything that the employee encounters in the employee's attitude towards work or in the work environment. In addition, without the development of human resources, the strategy will affect employee job satisfaction and hinder the achievement of company goals. By implementing appropriate HR strategic planning for employees in accordance with company goals and regulations, the company will obtain qualified employees and achieve the company's goals.

Service leadership is also expected to affect job satisfaction. This is because employee leadership affects the attitudes of employees and managers, changes in employee performance for the better, the attitude of managers who are willing to sacrifice for employees, and the manager's moral thinking pattern is giving.

Work Discipline is also expected to affect Job Satisfaction. However, job satisfaction has a significant impact on organizational productivity, both directly and indirectly. As workers' love for work grows, discipline, including the level of welfare, must be balanced. If the needs are not met, employees will not be able to live properly, task performance will not be optimal, and in the end the company will become less responsible and lead to undisciplined behavior.

From the description above, it can be seen that the Human Resource Management Strategy, Service Leadership, and Work Discipline greatly affect Job Satisfaction as can be seen from the picture below.



Information:

—————> : Effect of Variable X to Variable Y

Hypothesis:

Based on the descriptions above, it can provide several hypotheses in this study, namely:

H₁: The better the Human Resource Management Strategy, the higher the Job Satisfaction.

H₂: The better the Service Leadership, the higher the Job Satisfaction.

H₃ : The higher the Work Discipline, the higher the Job Satisfaction.

METHOD

This type of research uses qualitative methods. According to Sugiyono (2016:9), qualitative research methods are research methods to investigate the state of natural objects centered on researchers. In this study, investigating the effect of human resource management strategies and service leadership on job satisfaction through work discipline using a survey method using a questionnaire as the main tool. This research data collection method, where the research is carried out in a natural space or non-artificial space, and the researcher processes the data collection.

Population

According to Sujarweni (2015), the population consists of a number of objects or subjects with certain characteristics that have been determined by the researcher and will then be studied and draw conclusions. The population of this study were all employees of PT. Cilegon Fabricators totaling 1,097 employees.

Sample

According to Sugiyono (2016: 118), the sample is part of the population and has the characteristics of that population. This is because the sample has been selected based on a population that really must be representative. In this study to find the sample using the Slovin formula. To be able to use the Slovin formula, you must first determine the error tolerance limit (e) which is expressed as a percentage. The smaller the tolerance limit used, the higher the level of accuracy of the sample in describing the population in the company. Vice versa, the greater the tolerance limit used, the smaller the accuracy of the sample in describing the company. In this study, the Slovin formula was used with an error limit of 10%. The Slovin formula which has an alpha level of 10% or $\alpha = 0.1$, is as follows:

$$\text{Formula} \quad : n = \frac{N}{1+Ne^2}$$

Information :

N: The population size of the employees of PT. Cilegon Fabricators

n: The sample size of the employees of PT. Cilegon Fabricators

e: Error tolerance limit 10%

The following is a sample calculation based on the slovin formula:

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{1097}{1 + 1097(0,1)^2}$$

$$n = 91,645$$

From the calculation above, the results obtained are 91,645 and are rounded up to 92. So the sample from this study is 92 respondents from PT. Cilegon Fabricators.

Data Collection Technique

In the preparation technique, this research uses the following data collection techniques:

1. Field Research

a. Questionnaire

In this study, questionnaires were distributed to the employees of PT. Cilegon Fabricators were sampled. The list of statements used is a structured statement and respondents just put a mark (\surd) on the selected answer. Each variable was measured with a 5-point Likert scale, namely: Score 1 = strongly disagree (STS); Score 2= disagree (TS); Score 3 = not sure (RR); Score 4 = agree (S); and Score 5 = strongly agree (SS).

2. Library Research

Literature research is a collection that is carried out by means of a literature study, namely by studying, researching, reviewing, and reviewing the literature that is related to the problem under study. The purpose of this literature study is to obtain as much as possible the theoretical foundations which are expected to support the data collected in the research.

Data analysis method

Researchers used PLS, a software that analyzes data and performs parametric and nonparametric statistical calculations based on Windows to estimate the paths between the structures displayed in the study model.

Descriptive Statistical Analysis

To further clarify the research, general descriptions of the demographics of the respondents, such as gender, age, education, and status, are provided. The researchers used absolute frequency tables showing the mean, median, range, and standard deviation.

Reliability Test

The reliability test is designed to measure the internal consistency of the questionnaire, which is an indicator of a variable or configuration. Measurement of reliability was carried out using a combined reliability test of 0.70 (Ghozali, 2006).

Validity test

Validity test is used to measure the validity or invalidity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire can reveal something that is measured by the questionnaire. Validity test was conducted by comparing the square root of the extract mean variance (\sqrt{AVE}) of each configuration with the correlation between that configuration and other configurations in the model. All propositional indicators are valid if the square root of the AVE for each configuration is greater than the correlation between other configurations in the model (Ghozali, 2006).

Hypothesis test

Data acquisition was carried out using a structural equation model (SEM) approach using partial least squares (PLS) software. PLS can be used not only to confirm the theory, but also to explain whether there is a relationship between latent variables. PLS can simultaneously analyze the composition formed by reflexes and formative indicators. This is an unconfirmed model and cannot be performed with covariance-based SEM. The hypothesis can be said to be

accepted if the T statistic value is greater than the T table 1.96 (α 5%) which can be interpreted if the statistical T value of each hypothesis is greater than the T table value then it can be declared proven or accepted.

Measurement Model (Outer Model)

There are three criteria for evaluating the external model: convergent validity, discriminatory validity, and composite reliability. The convergent validity of the measurement model with the reflex index was assessed based on the correlation between item scores/component scores calculated by PLS. Individual reflection measurement is said to be high if it has a correlation of more than 0.70 with the measured component.

However, according to Chin (1998) of Ghazali (2006) for early stage studies, it is believed that the development of a measurement scale for exposure values from 0.5 to 0.6 is sufficient. Another way to assess discriminatory validity is to compare the root values (AVE) of the mean variance extracted from each construct. It is said to have a better discriminatory validity value than the correlation value between a component and other components in the model. Fornell and Larcker: 1981 in Ghazali: 2006. Recommend that the AVE value is greater than 0.50.

Structural Model (Inner Model)

Internal or structural model testing is carried out to determine the relationship between configuration, significance, and the R square research model. When evaluating the model using PLS, first look at the R square for each dependent latent variable. Changes in the value of R square can be used to evaluate the effect of certain independent latent variables on the dependent latent variable, whether it has a substantive effect or not.

In addition to considering the R square, the PLS model was also reassessed by considering the predictive relevance of the Q-Square to the constitutive model. The predictive relevance of Q Square measures how well the observations are generated by the model and the estimated parameters. A Q-Square predictive relevance value greater than 0 indicates that the model is predictive, and a Q-Square predictive relevance value less than 0 indicates that the model is not predictive (Ghozali (2006)).

RESULTS AND DISCUSSION

Validity test

Validity test is used to measure the validity or validity of a questionnaire. Testing the validity of the data in this study is to use the SmartPLS software with the Outer Model, namely Convergent validity which is seen by the square root of average variance extracted (AVE) value of each construct where the value must be greater than 0.5 (Chin in Ghazali, 2006).

Average Variance Extracted (AVE) Table

	<i>Average variance extracted (AVE)</i>	\sqrt{AVE}	Description
SMSDM	0,753	0,868	Valid
KP	0,724	0,851	Valid
DK	0,621	0,788	Valid
KK	0,645	0,803	Valid

Source: Primary data processed with SmartPLS (2022)

The table above explains the value of AVE and the roots of AVE from the constructs of Human Resource Management Strategy, Service Leadership, Work Discipline, and Job Satisfaction. It can be seen that each construct (variable) has an AVE value above 0.5. This shows that each of these constructs has a good validity value from each indicator or the questionnaire used to determine the relationship between job satisfaction, compensation, organizational commitment and employee performance can be said to be valid.

Reliability Test

The reliability test is intended to measure the internal consistency of a questionnaire which is an indicator of a variable or construct. Testing data reliability in this study using SmartPLS software with composite reliability test criteria. A data is said to be reliable if the composite reliability is greater than 0.7 (Ghozali, 2006).

Composite Reliability Table

	Composite Reliability	Description
SMSDM	0,924	Reliabel
KP	0,954	Reliabel
DK	0,920	Reliabel
KK	0,900	Reliabel

Source: Primary data processed with SmartPLS (2022)

From the table above, it can be seen that each construct or latent variable has a composite reliability value above 0.7 which indicates that the internal consistency of the independent variables (human resource strategy, service leadership, and work discipline) and the dependent variable (job satisfaction) has high reliability good.

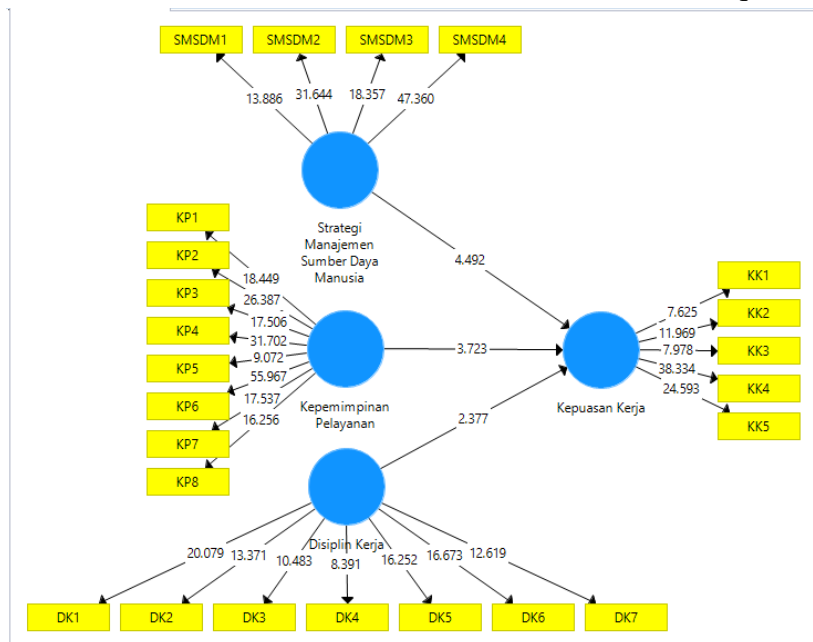
Data analysis

Assessing the Outer Model (Measurement Model)

In assessing the outer model in PLS, there are three criteria, one of which is looking at Convergent validity, while for the other two criteria, namely Discriminant validity in the form of square root of average variance extracted (AVE) and Composite Reliability, which have been discussed previously when testing data quality. According to Chin (in Ghozali 2006), for research in the early stages of development, a loading value measurement scale of 0.5 to 0.6 is considered adequate.

The following shows the overall correlation of each variable, namely, which states the relationship between human resource management strategies, service leadership, work discipline, and job satisfaction.

Picture of Full Model Structural Partial Least Square



Source: Primary data processed with SmartPLS (2022)

Information:

SMSDM = Human Resource Management Strategy

KP = Servant Leadership

DK = Work Discipline

KK = Job Satisfaction

The following can be seen the overall correlation of each variable in the Full Model Structural Partial Least Square image, namely the image that states the influence of the independent variable (human resource management strategy, service leadership, work discipline) on the dependent variable (job satisfaction).

Outer Model Variable Human Resource Management Strategy

The variable of Human Resource Management Strategy is explained by 4 statement indicators consisting of SMSDM1 to SMSDM4. The indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Ghozali, 2006).

Table of Outer Loadings Compensation Variable Value

	Original Sample Estimate	Mean of subsamples	Standard Deviation	T-Statistic
SMSDM Indicators				
SMSDM1	0,830	0,833	0,060	13,886
SMSDM2	0,900	0,901	0,028	31,644
SMSDM3	0,811	0,816	0,044	18,357
SMSDM4	0,924	0,925	0,020	47,360

Source: Primary data processed with SmartPLS (2022)

The results of processing using SmartPLS can be seen in the Table of Outer Loadings Compensation Variables Value, where the t-statistic value of the SMSDM1 to SMSDM4 indicators is greater than the t-table (with sig level = 1.96 and n samples = 92). So it can be concluded that the variable human resource management strategy has met the requirements of the adequacy of the model or Discriminant validity.

Outer Service Leadership Variable Model

Job Satisfaction variable is explained by 8 indicators consisting of KP1 to KP8. The indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Ghozali, 2006).

Table of Outer Loadings Value of Service Leadership Variables

	Original Sample Estimate	Mean of subsamples	Standard Deviation	T-Statistic
Servant Leadership Indicators				
KP1	0,861	0,860	0,047	18,449
KP2	0,864	0,866	0,033	26,387
KP3	0,816	0,815	0,047	17,506
KP4	0,875	0,877	0,028	31,702
KP5	0,722	0,721	0,080	9,072
KP6	0,929	0,929	0,017	55,967
KP7	0,875	0,871	0,050	17,537
KP8	0,850	0,844	0,052	16,256

Source: Primary data processed with SmartPLS (2022)

The results of processing using Smart PLS can be seen in the Outer Loadings Value of the Service Leadership Variable (KP), where the outer loadings value of the service leadership variable indicator has no value less than 0.5 and the t-statistic value of the KP1 to KP8 indicators is more larger than t-table (with sig=1.96 level and n samples=92). So it can be concluded that

the service leadership variable has met the requirements of the adequacy of the model or Discriminant validity.

Outer Work Discipline Variable Model

Work Discipline Variables are explained by 7 indicators consisting of DK1 to DK7. The outer loading test aims to see the correlation between item or indicator scores and their construct scores. The indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Ghozali, 2006).

Table of Values of Work Discipline Variable Outer Loadings

	Original Sample Estimate	Mean of subsamples	Standard Deviation	T-Statistic
Work Discipline Indicators				
DK1	0,793	0,798	0,039	20,079
DK2	0,811	0,812	0,061	13,371
DK3	0,765	0,761	0,073	10,483
DK4	0,753	0,757	0,090	8,391
DK5	0,846	0,846	0,052	16,252
DK6	0,820	0,816	0,049	16,673
DK7	0,721	0,722	0,057	12,619

Source: Primary data processed with SmartPLS (2022)

The results of processing using SmartPLS can be seen in the Table of Outer Loadings Values for Work Discipline Variables (DK), where the outer loadings value of the Work Discipline variable indicator has no value less than 0.5 and the t-statistic value of the indicators DK1 to DK7 is greater than t-table (with sig=1.96 level and n samples=92). So it can be concluded that the work discipline variable has met the requirements of the adequacy of the model or Discriminant validity.

Outer Model of Job Satisfaction Variable

Job satisfaction variable is explained by 5 statement indicators consisting of KK1 to KK5. The outer loading test aims to see the correlation between item or indicator scores and their construct scores. The indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Ghozali, 2006).

Table of Outer Loadings Value of Job Satisfaction (KK)

	Original Sample Estimate	Mean of subsamples	Standard Deviation	T-Statistic
Job Satisfaction Indicators				
KK1	0,726	0,718	0,095	7,625
KK2	0,784	0,780	0,066	11,969
KK3	0,740	0,732	0,093	7,978
KK4	0,893	0,894	0,023	38,334
KK5	0,859	0,859	0,035	24,593

Source: Primary data processed with SmartPLS (2022)

The results of processing using SmartPLS can be seen in the Table of Outer Loadings Value of Job Satisfaction (KK) where the outer loadings value of the Job Satisfaction variable indicator has no value less than 0.5 and the t-statistic value of the KK1 to KK5 indicators is greater than T-table (with sig=1.96 level and n samples=92). So it can be concluded that the job satisfaction variable has met the requirements of the adequacy of the model or Discriminant validity

Hypothesis Testing through Inner Model

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The limit for rejecting and accepting the proposed hypothesis is ± 1.96 , where if the t-statistic value is greater than t-table (1.96) then the hypothesis is accepted, otherwise if the t-statistic value is smaller than t-table (1, 96) then the hypothesis is rejected. The inner model in this study is as follows:

Result For Inner Weight Table

	Original sample estimate	Mean of subsamples	Standard deviation	T-Statistic
SMSDM -> KK	0,410	0,413	0,091	4,492
KP -> KK	0,350	0,377	0,094	3,723
DK -> KK	0,211	0,225	0,089	2,377

Source: Primary data processed with SmartPLS (2022)

Based on the table above, it can be seen that the relationship between SMSDM and KK is positive at 4.492 and significant at 1.96. The relationship between KP and KK is positive at 3.723 and significant at 1.96. And the relationship between DK and KK is positive at 2,377 and significant at 1.96. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable shown in the R-Square Table.

R-Square Table

	R-square
KK	0,802

Source: Primary data processed with SmartPLS (2022)

Information:

KK = Job Satisfaction

The table above shows the R-square value of job satisfaction of 0.802. The higher the R-square, the greater the independent variable can explain the dependent variable, so the better the structural equation. Thus the R-square results above which show 0.802 for the Y variable (Job Satisfaction), it can be interpreted that the X1 variable (Human Resource Management Strategy), X2 (Service Leadership), and X3 (Work Discipline) variables are able to explain the effect of Y variable (Job Satisfaction) of 80.2%.

Discussion

The better the Human Resource Management Strategy, the higher the job satisfaction

Based on the data that has been processed by researchers, it shows that there is a significant influence between human resource management strategies on job satisfaction. This means that the higher the human resource management strategy provided by the company, the higher the level of job satisfaction felt by employees. Conversely, the lower the human resource management strategy provided by the company, the lower the level of job satisfaction felt by employees.

In this study, performance appraisal indicators are the biggest factor in influencing job satisfaction. Providing performance appraisals that are in accordance with the employee's abilities will increase satisfaction with the employee's work itself. A good relationship will also be well established between employees and supervisors because employees feel that their superiors are fair to the performance appraisal itself. A fair boss will get a good response from employees.

This is in line with the research of Zainal, et al. (2020) which concludes that human resource management strategies have a positive and significant effect on job satisfaction.

The better the service leadership, the higher the job satisfaction

Based on the results of data processing shows that job satisfaction has a positive and significant effect on employee performance. This means that service leadership applied by leaders in the company affects employee job satisfaction with a fairly high influence.

Employees who are satisfied with the attitude of their supervisor (supervisor) will automatically have satisfaction with their work. Superiors (supervisors) feel successful in carrying out their duties if employees (subordinates) have a high level of independence. Employees are able to complete their own tasks and are not dependent on fellow employees in other divisions. Employees will feel more satisfied if the leadership always pays attention to employee needs, empathizes with employees, is wise, always looks for solutions if there are problems that occur, contributes, is social, visionary, and is a leader who is able to serve employees.

The results of this study are in line with the research of Damara, Valentina (2015) which states that service leadership has a positive effect on job satisfaction.

The higher the work discipline, the higher the job satisfaction.

Based on the results of data processing shows that work discipline has a positive and significant effect on job satisfaction.

Work discipline is an important factor in increasing job satisfaction because discipline is able to create effectiveness in work, workers who have high work discipline will work well without the need for supervision from the leadership. Thus, the discipline that is formed in workers without coercion is a form of psychological maturity that creates good things by obeying all applicable regulations in the organization and creates a sense of satisfaction in workers.

The results of this study are in line with the research of Widiyanto, Tiyan (2019) which states that there is a significant influence between work discipline on job satisfaction.

CONCLUSION

This study discusses a model that examines the effect of human resource management strategies, service leadership, and work discipline on job satisfaction. Based on the testing and discussion, it is concluded as follows:

1. Based on the results of the study, it shows that there is a significant influence between human resource management strategies on job satisfaction where the t-statistic value of the SMSDM1 to SMSDM4 indicators is greater than the t-table (with sig level = 1.96 and n sample = 92). The results of distributing questionnaires on the Human Resource Management Strategy variable (X1) the highest statement obtained a t-statistic value of 47.360 on the 4th indicator, namely performance appraisal, and the results of distributing questionnaires on the Job Satisfaction variable (Y) the highest statement obtained a t-statistic value of 38.334 on the 4th indicator, namely promotion opportunities.
2. Based on the results of the study, it shows that service leadership has a positive and significant effect on job satisfaction where the t-statistic value of indicators KP1 to KP8 is greater than t-table (with sig level = 1.96 and n sample = 92). The results of distributing questionnaires on the Service Leadership variable (X2) the highest statement obtained a t-statistic value of 55.967 on the 6th indicator, namely social spirit, and the results of distributing questionnaires on the Job Satisfaction variable (Y) the highest statement obtained a t-statistic value of 38.334 on the fourth indicator. 4, namely promotional opportunities.
3. Based on the results of the study, it shows that work discipline has a positive and significant effect on job satisfaction where the t-statistic value of the indicators DK1 to DK7 is greater than the t-table (with sig level = 1.96 and n sample = 92). The results of distributing questionnaires on the Work Discipline variable (X3) the highest statement obtained a t-statistic value of 20.079 on the 1st indicator, which is able to manage time, and the results of distributing questionnaires on the Job Satisfaction variable (Y) the highest statement obtained a t-statistic value of 38.334 on the indicator The fourth is promotional opportunities.

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