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The Influence of Leadership Style, Gender, Compensation, and Development Career, Against Satisfaction Work at PT AXA Insurance Indonesia Employees

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Abstract: This research aims to For Analyze The Influence of Leadership Style, Gender, Compensation, and Development Career, Against Satisfaction Work on Employees of PT AXA Insurance Indonesia. Research This use approach quantitative through distribution questionnaire The population in this study were all employees of PT Asuransi AXA totaling 300 employees, while the sample was taken using a sampling technique, namely Simple Random Sampling and obtained a sample of 50 people. The results of the study indicate that: Leadership style, Compensation and Career Development have a significant positive effect on employee job satisfaction, while Gender does not affect employee job satisfaction at PT Asuransi AXA. It is recommended that PT Asuransi AXA improve the goodness of leadership style, Compensation and Career Development so that employee job satisfaction at PT Asuransi AXA increases.

Keyword: Leadership Style, Gender, Compensation, Career Development, Employee Job Satisfaction.

INTRODUCTION

In the midst of the era of globalization and increasing competition in the business world, companies from various sectors, including the insurance industry, face the challenge of continuously improving organizational performance. (Markonah, et.al, 2023). One of the key elements that plays a role in improving company performance is employee satisfaction. High job satisfaction significantly affects employee productivity, retention rates, and loyalty, which ultimately contribute to the long-term success of the organization. Employee job satisfaction is influenced by various internal and external factors in the work environment, such as leadership style, gender, compensation, and career development. An effective leadership style can create a conducive work atmosphere. Gender factors also often influence employee perceptions and expectations of the work environment. In addition, fair compensation and clear career development opportunities are important factors in increasing job satisfaction.

In the insurance industry, attention to these factors is very important so that employees can provide the best service to customers. To remain competitive, insurance companies must ensure that employees are satisfied with their jobs. (Martina, et.al, 2025). Therefore, companies need to understand well how leadership style, gender roles, compensation, and career development have a significant influence on employee job satisfaction levels. (Zaky, et.al., 2024), (Kusnadi, et.al., 2022). Insurance is a contract between two parties, namely the insurer and the insured, where the insurer provides a guarantee to the insured against certain risks in exchange for premium payments (Mariyam, 2023). This definition is in line with Law No. 2 of 1992 which explains insurance and the provisions applicable in insurance regulations

Based on the results of previous studies, it was found that leadership style has a significant influence on job satisfaction (Rojis Tarigan et al., 2024). However, research from (Ruhayu, 2023) shows different results, where leadership style does not have a significant influence on job satisfaction. In terms of gender, the study (Tambuwun & Tewal, 2024) found that gender has a positive and significant influence on job satisfaction. However, the study (Aprillia & Setiawan, 2022) did not find differences in job satisfaction based on gender. Compensation is also a factor that is debated. Research (Made et al., 2020) shows that compensation has a positive effect on job satisfaction, while (Hermingsih & Purwanti, n.d.) showing a negative effect. Career development is also considered an important factor. Research (Aliefiani et al., 2023) shows a positive effect of career development on job satisfaction, but research (Manao et al., 2023) finds that career development does not have a significant effect.

This data show existence significant difference in a number of aspect satisfaction Work employees in the industry insurance. As example, employee in a way general feel comfortable and satisfied with environment Work they, as seen from majority respondents who stated they were very satisfied or satisfied. In addition, the balance between life work and personal are also assessed positive by some big employees, who confirmed that they feel balanced in undergo second aspect This. Other aspects that support satisfaction Work is existence chance for employee for grow and achieve potential they, as well as effective communication between management and employees who participate contribute to the improvement satisfaction. Important factor other is a sense of accomplishment and recognition on contribution, which also influences level satisfaction Work in a way overall.

Table 1. Job Satisfaction

Indicator Satisfaction Work	Job satisfaction					Total Score	Total score x many indicator	Percentage (%)
	SA	A	U	D	SD			
Environment place I Work make I comfortable and satisfied	1	4	4	3	4	16	80	8,752
I agree balance between life work and life personal awake with Good	2	4	5	0	5	16	80	21,252
The company provides chance For grow and achieve potential I	2	3	3	5	3	16	80	25
I believe communication between management and employees walk effective	2	2	4	4	4	16	80	22.52
Work I am in the company This provides a sense of accomplishment and recognition on contribution I	0	4	4	6	2	16	80	22.5
	7	17	20	18	18			

Description: strongly agree (SA), agree (A), uncertain (U), disagree (D) and strongly disagree (SD)

Source: Pocessed Data

The table shown show percentage satisfaction Work employees of PT. Asuransi AXA Indonesia based on five indicators. The following is explanation of each indicator: Strongly Agree: Note percentage of 8.75%. This shows that only part small employees who feel very satisfied with condition Work they. This is Can become signal that there is issues that need to be addressed handled for increase comfort employee. Agree: With percentage 21.25%, some employee agree that environment Work they satisfying. Although There is support positive, number This show existence room for repair. Doubt: Percentage by 25% indicates that Lots employee feel doubtful about satisfaction Work they. This can to signify uncertainty or lack of clear communication about hope company to employees. Disagree: Percentage 22.5 % shows existence dissatisfaction among employees. This reflects that There is element in environment work that is not in accordance with hope they. Strongly Disagree: With the same figure, 22.5%, this to signify that a number of employee feel very uncomfortable satisfied. Issues This need handled in a way serious by management for prevent resignation yourself and improve retention employees. In overall, graph This show that although There is a number of satisfactory aspects, there are significant proportion from employees who do not satisfied or doubt about satisfaction Work they. This shows existence opportunity for PT AXA Insurance Indonesia to increase condition work, communication and support for employee. I choose title thesis "The Influence of Leadership Style, Gender, Compensation, and Development" Career to Satisfaction Work at PT AXA Insurance Indonesia Employees because importance understand contributing factors to satisfaction Work employees in a competitive environment. With analysis deep about influence style leadership and other factors, I hope can give valuable insights for management of PT AXA Insurance Indonesia for increase condition work and satisfaction employee. Satisfaction Work No only impact on individual employees, but also have an impact direct to productivity and success company in a way overall. With focus on the theme This is me committed for give contribution positive for research in the field management source Power Humans and Development organization.

The purpose of study This is as as follows: 1) To analyze the influence of leadership style on employee job satisfaction at PT AXA Insurance Indonesia; 2) To analyze the influence of gender on employee job satisfaction at PT AXA Insurance Indonesia; 3) To analyze influence compensation to satisfaction Work employee PT AXA Insurance Indonesia; 4) To analyze influence development career to satisfaction Work employee PT AXA Insurance Indonesia

METHOD

Research Design

According to (Robin & Militina, 2019), research methods are steps taken by researchers to collect information and conduct data analysis. While (Sina, 2022), defines the research method as a scientific approach to obtaining valid data with the aim of finding, developing, or proving certain knowledge, so that it can be used to understand and solve problems in a particular field. Menurut (Hermawan & Amirullah, 2021), explains that the research method is a process carried out by researchers to examine and test phenomena and problems as a source of information for decision making.

Unit of Analysis

The unit of analysis according to (Rahman, 2021), refers to a specific unit that is used as the subject of the study. The unit of analysis used is the employees of PT AXA Insurance Indonesia who act as respondents.

Operational Variables

According (Hertina et al., 2024), states that operational variables are the process of changing abstract or theoretical concepts into something that can be measured or observed empirically. (Maskur, 2024) operationalizing variables is the process of defining research variables in a form that can be measured and observed. The variables used in this study consist of independent variables, namely leadership style (X1), gender (X2), compensation (X3), and career development (X), while the dependent variable is job satisfaction (Y).

Table 2. Operational Definition of Variables

Variables	Definition	Indicator
Leadership Style (X1)	Leadership style is ability a leader For influence , direct , and support employee For reach objective organization .	1. Withdrawal decision 2. Ability Motivate 3. Ability communication 4. Management subordinate 5. Responsibility answer
Gender (X2)	Gender is perception about gender roles in environment related work with opportunity career , participation , and justice in organization .	1. Gender roles in Team 2. Division Work gender based 3. Perception gender justice
Compensation (X3)	Compensation is reward financial and non- financial provided by the company to employee as confession on contribution they .	1. Basic salary 2. Allowances 3. Incentives / performance bonuses
Development Career (X4)	Development career is a process of planning and improvement purposeful skills For increase position and ability employee in organization .	1. Planning Career 2. Development career individual 3. Bait come back to performance
Satisfaction (Y)	Satisfaction Work is level comfort and happiness felt employee in work they .	1. Job That myself 2. Salary 3. Opportunities Promotion 4. Relationship with colleague work 5. Supervision from boss

Population and Sample

Population is defined as the entire person or case or object from which the research results will be generalized (Swarjana, 2022). The population in this study were insurance employees in a company with a total of 300 employees. The sample is a selected part of the population selected through a sampling method in a study (Swarjana, 2022). The sample in this study was 50 insurance employees. With the *Simple Random Sampling sampling technique* , because taking member sample from population done in a way random without pay attention to existing strata in population That Alone .

Data Types and Sources

The type of data used in this study is quantitative with empirical methods and statistical, mathematical, or computational approaches to collect and analyze numerical data (Ardyan et al., 2023). Data were obtained through questionnaires filled out by employees of PT AXA Insurance Indonesia.

According to (Zafri & Hastuti, 2023), data sources include all information obtained by researchers from various methods, such as interviews, observations, or other data collection techniques. In this study, the data source came from 50 employees of PT AXA Insurance Indonesia who were selected as respondents, where they provided information by filling out a questionnaire prepared by the researcher. These respondents are expected to provide an

accurate picture of the variables studied, so that the results of the study can reflect the actual conditions in the company. A questionnaire is a list of written questions (Zafri & Hastuti, 2023). For this study, researchers collected and processed data obtained from the questionnaire by giving a weighting of each statement based on the Likert scale. "The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people towards a phenomenon.

Table 3. Provision weight score Likert scale

Choice Answer	Scale
Strongly agree	5
Agree	4
Doubtful	3
Don't agree	2
Strongly Disagree	1

RESULTS AND DISCUSSION

This study aims to analyze the influence of leadership style, gender, compensation, and career development on employee job satisfaction at PT AXA Insurance Indonesia. To support the analysis, the author will conduct data analysis in the biographical characteristics of respondents that are of concern including gender, age, education level, and length of service, position and employment status. The population studied were employees of PT AXA Insurance Indonesia, with a sample size of 50 employees who were willing to fill out the questionnaire. Respondents who have filled out the questionnaire are then identified based on these variables, with the aim of providing an overview of their characteristics. This identification is important to know the general profile of respondents and demographic patterns that may affect the results of the study.

In the following table you can see the profile of the respondents who were included in this study.

Table 4. Respondent Profile

No	Respondent Profile	Amount	(%)
1	Gender		
	Man	20	40
	Woman	30	60
2	Age Group		
	20-30	22	44
	31-40	18	36
	41-50	9	18
	> 50	1	2
3	Education		
	Diploma	15	30
	S1	33	66
	S2	2	4
4	Length of work		
	1 year	8	16
	2-5 years	24	48
	6-10 years	10	20
	> 10 years	8	16

Source: Primary Data (2025)

Testing Quality Instrument

Test of Instrument Validity and Reliability

Validity according to (Amanda et al., 2019), is an index that shows that the measuring instrument really measures what is to be measured. Validity testing is used to determine the extent to which the measuring instrument (questionnaire) can measure the variables studied precisely and accurately. The technique that can be used is Pearson Correlation to see the relationship between items with the total score. In this study, testing was carried out using questionnaire data consisting of 38 statements, namely the Leadership Style variable consisting of 10 statements, the Gender variable consisting of 6 statements, the Employee Compensation variable consisting of 6 statements, the Career Development variable consisting of 6, and the Job Satisfaction variable consisting of 10 statements. This research instrument needs to be tested to determine whether the statements in the questionnaire are good or valid. In this study, all statements were declared valid

Reliability is an index test that shows the extent to which a measuring instrument can be trusted or relied upon. Measuring instrument it is said reliable If produce same result although done measurement many times (Amanda et al., 2019). Techniques that can be used: Cronbach's Alpha to measure the internal consistency of the questionnaire. In this study, all variables were declared reliable.

Classical Assumption Test

Normality Test

Testing normality done for determine whether a regression model own normal distribution on variables independent, variable dependent, or both of them. If the distribution variable not normal, then results analysis statistics Can become not enough accurate. In the normality test this, researcher using SPSS software version 27 with approach graphs and statistical tests.

One of the simplest way for evaluate residual normality is with view the histogram and compare it with distribution observation as well as distribution theoretically identifying normality. Normally distributed data will to form straight diagonal line pattern on the graph, and the residual data plot will brought closer with the diagonal line. If the plot distribution approaches the diagonal line, then the data is considered normally distributed. However, if deviant plot distribution from the diagonal line, the data is Possible No normally distributed.

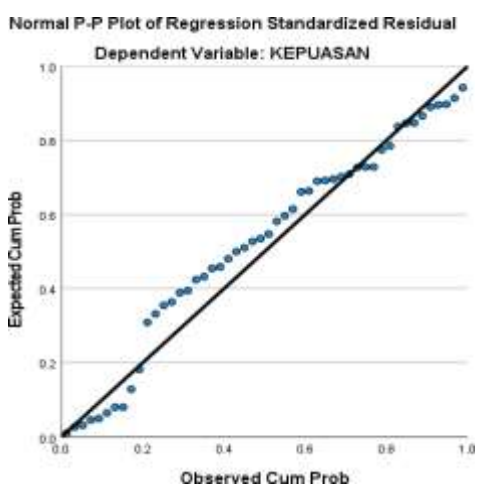


Figure 2. Results Test Normality and PP Plot

Source: Processed data

Based on Figure 2 it can be seen that the data distribution is around the diagonal line and does not deviate Far from the line. This is show that related data distribution variable decision purchase fulfil assumption normality.

Multicollinearity Test

Inspection multicollinearity done for ensure whether in the regression model there is connection between variable independent with variable dependent. The existence or whether or not problem multicollinearity can identified through tolerance value and Variance Inflation Factor (VIF)

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Style	.277	3.604
Gender	.535	1.869
Compensation	.484	2.068
Career Development	.227	4.402

Source: Processed data

Based on the data in Table 5 Coefficients, no there is indication existence multicollinearity between variable independent. This is can seen from tolerance value and Variance Inflation Factor (VIF) for every variable. Tolerance value for all variable independent more big of 0.10, namely 0.277 for Leadership Style, 0.535 for Gender, 0.484 for Compensation, and 0.227 for Development Career. In addition, the VIF value for every variable are also more small out of 10, namely 3.604 for Leadership Style, 1.869 for Gender, 2.068 for Compensation, and 4,402 for Development Career. With Thus, it can concluded that the multiple linear regression model This No experience multicollinearity, so that can used in study This.

Heteroscedasticity Test

Testing heteroscedasticity done with use Scatterplot method, which displays distribution between residual and value prediction standardized from variable dependent. Testing This aiming for see whether there is pattern certain that indicate existence heteroscedasticity. The results of this test can observed through The following Scatterplot graph This:

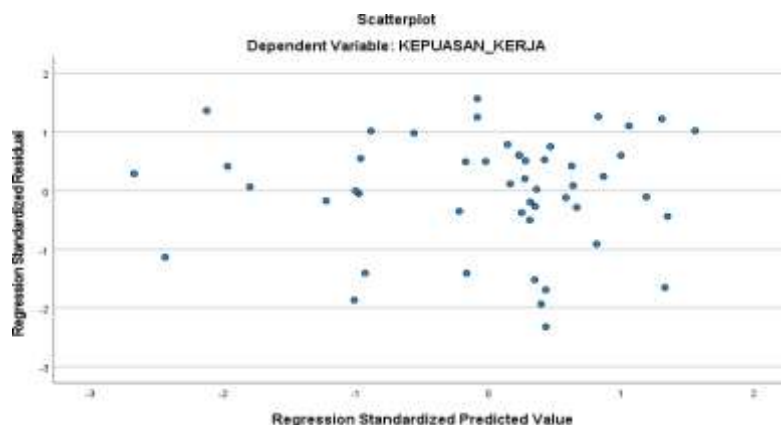


Figure 3. Heteroscedasticity Test Results

Source: processed data

Figure 3 scatterplot above shows that the residual points are randomly spread around the number 0 on the Y axis, both above and below it. This distribution does not form a particular pattern, indicating that there are no symptoms of heteroscedasticity in the regression model. Thus, the multiple linear regression model used can be considered feasible to predict employee job satisfaction based on the variables of leadership style, gender, compensation, and career development analyzed in this study.

Multiple Linear Regression Analysis

Analysis multiple linear regression used for evaluate influence a number of variable independent to One variable dependent. Variable dependent is measured variables or predicted, while the independent variable is factors that influence variable Based on that. results testing statistics conducted use device SPSS software version 27, as follows is results analysis multiple linear regression:

Table 6. Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	3.366	2.854		1.179	.245
Leadership Style	.271	.096	.336	2.815	.007
Gender	.290	.147	.170	1.975	.954
Compensation	.306	.119	.232	2.559	.014
Career Development	.399	.172	.307	2.321	.025

a. Dependent Variable: Job satisfaction

Source: Processed data

From the table of 10 coefficients above, we obtain equality linear regression as following: Satisfaction (Y) = 3.366 + 0.271 X 1 + 0.290 X 2 + 0.306 X 3 + 0.399 X 4 + e, from the equation regression said, can concluded a number of matter following: 1) Constant of 3,366 means that If variable style leadership, gender, compensation, and development career worth zero, then level satisfaction Work of 3,366; 2) Regression coefficient variable style leadership (X1) of 0.271 indicates that If style leadership increase of 1 unit, then satisfaction Work will increase of 0.271 units, with assumption variable other constant; 3) Regression coefficient gender variable (X2) of 0.290 indicates that if gender experiences improvement of 1 unit, then satisfaction Work will increase of 0.290 units, with assumption variable other constant; 4) Regression coefficient variable compensation (X3) of 0.306 means that If compensation increases by 1 unit, then satisfaction Work will increase by 0.306 units, with assumption variable other fixed . 5). Regression coefficient variable development career (X4) of 0.399 indicates that If development career increases by 1 unit, then satisfaction Work will increase of 0.399 units, with assumption variable other remain. Every variable independent give contribution positive to variable dependent (satisfaction work) according to with mark coefficient regression respectively, except constant that becomes mark base moment all variable is worth zero.

Hypothesis Testing

T-Test (Partial Test)

Purpose of the T-test for know how much big the influence of each variable individually (partially) towards variable dependent. In research this, t-test is performed in a way partial with level significance 0.05. Guide in taking decision is as following: 1) Taking decision based on mark probability (p-value): If the value significant (p-value) < 0.05, then hypothesis accepted. If the value significant (p-value) > 0.05, then hypothesis rejected; 2) Retrieval decision based

on t-count: If t- count > t- table, then hypothesis accepted. If t- count < t- table, then hypothesis rejected.

Table 7. t-test Results

	Model	t	Sig
1	(Constant)	1.179	.245
	Leadership Style	2.815	.007
	Gender	1.975	.954
	Compensation	2.559	.014
	Career Development	2.321	.025

a. Dependent Variable: Job satisfaction

Source: Processed data

Based on the results in table 7 Coefficients above, can be explained as following:

a. Influence of Leadership Style to Satisfaction Work

From table 11, the t- count value for Leadership Style Variables is 2,815, which is more big from t- table (assume t- table around 1.98472) and the value significance (sig.) of 0.007 which is greater small from 0.05. This is means hypothesis accepted, which shows that in a way partial, Leadership Style own influence significant positive to Satisfaction Work.

b. Influence Gender towards Satisfaction Work

In the Gender variable, the t-count value by 1,975 a little more low compared to with t-table (around 1.98472), with mark a slight significance of 0.054 more big from 0.05. Therefore that, hypothesis rejected, which shows that in a way partial, Gender has an effect negative in a way significant to Satisfaction Work.

c. The Impact of Compensation on Satisfaction Work

For variable Compensation, t-value by 2,559 more big from t- table and values significance by 0.014 which is more small of 0.05. This shows that hypothesis accepted, so that in a way partial, there is influence positive between Compensation to Satisfaction Work.

d. Influence Development Career to Satisfaction Work

On the variable Development Career, t-value is 2,321 more big from t- table, with mark significance of 0.025 which is also higher small from 0.05. This is show that hypothesis accepted, so that in a way partial, influential positive significant between Development Career to Satisfaction Work.

With thus, from results analysis partial, Leadership Style, Compensation, and Development Career own influence significant positive to Satisfaction Work, while Gender has influence negative.

F Test (Model Suitability Test)

feasibility test of the model is used for determine is the resulting regression model worthy used in explain influence variables independent to variable dependent. Basis for taking decision is as following: 1) Taking decision based on mark probability (Sig.): If the value of Sig. $F < 0.05$, then hypothesis accepted. If the Sig value. $F > 0.05$, then hypothesis rejected; 2) Retrieval decision based on F-count value. If F-count > F-table, then hypothesis accepted. If F-count < F-table, then hypothesis rejected.

Table 8. F Test Results ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2097.258	4	524.314	15.837	.000 ^b
	Residual	455.162	45	10.115		
	Total	2552.420	49			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Career Development, Gender, Compensation, Leadership Style

Source: Processed data

From the ANOVA table 12 above, it was obtained F-value count of 51,837, which is more big from the F- table (around 2.60), with mark significant of < 0.001 which is more small from 0.05. With Thus, the hypothesis accepted, which means this model worthy used For explain influence variable independent to variable dependent.

R² Test (Coefficient Determination)

Coefficient of determination aiming for see how much big ability variable independent in explain variable dependent.

Table 9. R² Test (Coefficient Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.822	.806	3.18036

a. Predictors: (Constant), Career Development, Gender, Compensation, Leadership Style

Source: Processed data

From the Model Summary table, it is obtained The adjusted R Square value is 0.806. This is means that variable independent (Career, Gender, Compensation, and Leadership) capable explain by 80.6% of the variables dependent (Satisfaction Work), while the rest 19.4 % is explained by other factors outside the research model This.

Discussion

The Influence of Leadership Style to Satisfaction Work Employees at PT Asuransi AXA

Based on results data analysis, partial test show that t-value count For variable style leadership (X1) is 2.815, more big from t- table value of 1.98472, with mark significance of 0.007 which is higher small from 0.05. With Thus, the hypothesis First proven, namely style leadership influential positive and significant to satisfaction Work employees at PT Asuransi AXA. Average results analysis descriptive show that style leadership applied Already Enough well, with capable leader give motivation, taking the right decision, and manage team with effective. This is reflect importance role leader in create atmosphere conducive work, where decisions are taken notice welfare employees and encourage improvement performance.

The Influence of Gender on Satisfaction Work Employees at PT Asuransi AXA

Based on the partial test, the gender variable (X2) has t- value count of 1,975, which is more small from t- table of 1.98472, and the value significance 0.054, more big of 0.05. This shows that in a way partial, gender not own influence significant to satisfaction Work employees at PT Asuransi Jaya. Although in a way statistics No significant, results analysis descriptive show that majority employee feel that gender does not become barrier in distribution work, opportunity promotion, as well as in taking decisions in the company. Employees man and also Woman feel equal opportunity in various aspect work, which shows policy fair company towards gender.

The Impact of Compensation on Satisfaction Work Employees at PT Asuransi AXA

Based on partial test results, variables compensation (X3) has t- value count of 2,559 which is more big from t-table of 1.98472, and mark significance of 0.014, which is more small from 0.05. This is means that compensation influential positive and significant to satisfaction Work employees. From the results analysis descriptive, majority employee feel that the compensation they receive thank you, good in form wages principal, allowances, and bonuses, already in accordance with contributions given. Employees feel that proper compensation is factor important in maintain motivation and performance they are in place Work.

Influence Development Career to Satisfaction Work Employees at PT Asuransi AXA

Based on the partial test, the variables development career (X4) has t-value count by 2,321, more big from t- table of 1.98472, with mark significance of 0.025 which is more small of 0.05. This shows that development career influential positive and significant to satisfaction Work employees at PT Asuransi AXA. From the results analysis descriptive, employee feel that company give sufficient support Good in matter development career, through various training and development programs self. Opportunity for development skills and knowledge on the spot Work make employee more motivated for increase performance they. Bait The feedback given by the leader is also assessed beneficial in help employee achieve targets and improve productivity.

CONCLUSION

Study This aiming for know influence style leadership, gender, compensation, and development career to satisfaction Work employees at PT Asuransi AXA. With Respondent totaling 50 people, research This refers to various theory and results study previously. Based on results data analysis conducted, conclusions from each variable is as following: 1) Leadership style (X1) has an influence positive and significant to satisfaction work (Y). This result in line with research conducted by Fadrian et al (Lahakim et al., 2022) who show that style leadership influential positive to satisfaction work. A capable leader give motivation, clear direction, and involvement employee in taking decision will increase satisfaction employees on site work. Therefore that, company need ensure that leader own ability good leadership For look after satisfaction Work employee. 2) Gender (X2) has an effect positive and significant to satisfaction work (Y). Findings This supported by research Thank you et al (Tambuwun et al., 2024) who stated that gender has influence positive to satisfaction work, show that gender is not barrier for employee For feel satisfied in working. PT Asuransi Jaya has show fair policy towards gender, where employees feel that gender roles do not influence distribution Work or opportunity career. 3) Compensation (X3) has an effect positive and significant to satisfaction work (Y). This result consistent with study Hermingsih & Purwanti (Hermingsih & Purwanti, 2020) where compensation influential significant to satisfaction work. Appropriate wages, adequate benefits, and incentives that reflect performance employee give impact positive on satisfaction Work employees. Therefore that 's important for company For Keep going manage system fair and competitive compensation to maintain satisfaction high work. 4). Development Career (X4) influence positive and significant to satisfaction work (Y). Findings This in accordance with research conducted by Kartono & Sri (Kartono & Ningsih, 2019), which shows that development career own influence significant to satisfaction work. Opportunities For develop and move up give encouragement for employee For Keep going increase skills and performance them, so that create environment productive and fulfilling work motivation.

Based on the conclusion above, as follows is some suggestions that can given: 1) For Companies: a) Leadership Style. Important for company for Keep going push leaders to improve ability communication, taking participatory decisions, and give more motivation

effective to team. Improvement competence leadership will contribute to improvement satisfaction employees. b) Gender. Although No There is obstacle gender related in environment work, company still must ensure existence policies that encourage gender equality and strengthening perception justice in promotion as well as opportunity career. c) Compensation. The company should Keep going maintain system fair and transparent compensation. In addition, regular evaluation of compensation employee for adapt with development industry need done so that employees still feel appreciated. d) Development Career. Companies need expand access to training and development programs career, as well as give bait back more constructive to employee related development skills them. With method this, company can maintain and improve motivation as well as productivity employees. 2) For Researchers Next. Research This only researching influence style leadership, gender, compensation, and development career to satisfaction work. For study Next, it is recommended For researching other factors such as culture organization, motivation work, or environment possible work own influence to satisfaction Work.

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