

# The Influence of Work Environment and Compensation Towards Employee Job Satisfaction

Lusi Olis Vera<sup>\*1</sup>, Badia Perizade<sup>2</sup>, Bambang Bemby Soebyakto<sup>3</sup>

\*Corresponding Author, Email: lusiolisvera@gmail.com

<sup>1,2,3</sup> Magister Management, Faculty Economic University of Sriwijaya

DOI: 10.29322/IJSRP.9.07.2019.p9160

<http://dx.doi.org/10.29322/IJSRP.9.07.2019.p9160>

**Abstract:** The purpose of this research is to find out the influence of work environment and compensation, both partially and simultaneously, on employee job satisfaction of University X. The research was conducted on University X employees with a population of 2,722 people. Respondents of this research were all marketing division employees, all of them chosen by using Purposive Sampling, yielding as many as 145 respondents. Data collection was done by distributing questionnaires and the research method used was the Multiple Linear Regression Analysis. The results of this research indicates that the work environment has a positive and significant effect on employee job satisfaction, compensation has a positive and significant effect on employee job satisfaction, work environment and compensation simultaneously have a positive and significant effect on employee job satisfaction.

**Keywords:** Work Environment, Compensation, Job Satisfaction

## I. INTRODUCTION

Working in company means that the employees work at the already set time. The work require also has put a lot of burden on the employees. Excessive work will make them become lazy and bored; coupled with working environment conditions that are not supportive and all monotonous, it can make them feel stressed in facing their work. If the environment is unstable and uncomfortable, the employees will experience boredom and discomfort that will influence the management of the company. So it is better to provide a work environment that can maximize the performance of the employees by making them feeling comfortable.

In addition to the work environment, the management needs to pay attention to compensation for employees as a reward for what they have done for the company. From the employees' point of view, compensation is still the strongest reason for someone to work. Employee salaries, in part, are based on the form of work they carry out. Salaries, wages, incentives, bonuses and commissions are examples of direct compensation. While indirect financial compensation can be in the form of various supports, health services, work environment, social security, and so on.

Regarding job satisfaction, each employee has a difference way of assessment due to its subjective nature. It also depends on differences in age, gender, education, and work experience. Job satisfaction seeks to measure affective responses to the work environment. Job satisfaction is related to how employees feel about the organization's expectations, such as rewards, and other similar things. Job satisfaction is seen as a happy or unhappy feeling that is relative, different from objective thinking and behavioral desires. Since satisfactions are related to one's feelings, then job satisfaction is defined as an attitude of employees that arise based on an assessment of the situation in which they work.

Based on mentioned background, the objective of this research is to find out the influence of the work environment and compensation both partially and simultaneously on employee job satisfaction of University X.

## II. LITERATURE REVIEW

### **Work Environment**

According to Davis & Newstrom (1996: 469), work environment is among the more obvious factors that can affect the behavior of workers are the physical conditions, including the level of lighting, the usual temperature, the level of noise, the amounts and the types of air chemicals and pollutants, and aesthetic features such as colors of walls and floors, and the presence of art work, music, plants decorative items.

According to Robbins and Coulter (2004: 95) work environment is an environment that refers to institutions or forces that are outside the organization and potentially affect organizational performance. In addition, work environment is a condition around the workplace both physically and non-physically which can give the impression of fun, securing, reassuring, and the impression of comfort at work and so on (Supardi, 2003: 37).

Herzberg (1968: 193-197) said that intrinsic 'Working Conditions' affect job satisfaction. Working conditions that are safe, comfortable, calm, and supported by adequate facilities and infrastructure will certainly make employees feel at home. With

comfortable working conditions employees will feel safe and be productive at work. The working conditions included in this category are the physical conditions of the workplace, the number of jobs or facilities available to do the work, which include ventilation, lights, equipment, work place, and work environment.

### Compensation

According to Werther and Davis, cited by Hasibuan (2002: 119), "Compensation is what the employee receives in exchange of their work. Whether hourly wages or periodic salaries, personnel department usually designs and administers employee compensation."

Compensation is the total of all the benefits received by employees in lieu of the services they have provided, (Mondy, 2008: 4). Meanwhile, according to Handoko (2000: 155) compensation is everything that employees receive as a reward for their work. Based on the definitions stated above, it can be seen that the essence of the definition of compensation is reward/remuneration provided by an employer to someone who is paid in cash and other forms.

No organization can provide new and fresh spirit to its workforce or increase work productivity if it does not have a realistic compensation system. Compensation if used correctly will provide satisfaction for the employee himself, Herzberg (1968: 193-197).

### Job satisfaction

According to Greenberg and Baron (2003: 148), job satisfaction is a positive or negative attitude of individuals towards their work.

According to Mathis (2006: 122), job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Work dissatisfaction arises when someone's expectations are not met. For example, if an employee expects clean and safe working conditions for the job, the employee tends to be dissatisfied if the workplace is dirty and dangerous.

According to Robbins (2007: 79), job satisfaction can be defined as positive feelings towards their work resulting from evaluation of characteristics. Someone with a high level of job satisfaction holds positive feelings towards their work. While dissatisfied people hold negative feelings towards their work. Whereas according to Luthans (2006: 243), job satisfaction is the result of employee perceptions about how well their work provides things that are considered important.

### Previous Research

Mukti Wibowo and Mochammad Al Musadieg, 2014. *The Effect of Work Environment on Employee Job satisfaction (A Study on Employees of PT. Telekomunikasi Indonesia Tbk. Kandatel Malang)*. The results showed that physical and non-physical work environment variables jointly had a significant effect on employee job satisfaction.

Septerina and Rusda Irawati, 2018. *The Effect of Compensation on Employee Job satisfaction at the Production Section at PT Etowa Packaging Indonesia*. The results showed that financial compensation variables significantly influenced employee job satisfaction, non-financial compensation variables also influenced employee job satisfaction, together both financial compensation and non-financial compensation affected employee job satisfaction.

Made Nensy Dwijayanti and A.A Sagung Kartika Dewi, 2015. *The Effect of Compensation and Work Environment on Employee Satisfaction at the Regional Water Supply Company Tirta Mangutama Bandung*. The results showed that compensation simultaneously and partially had a significant effect on employee job satisfaction, the work environment partially had a significant effect on employee job satisfaction, the work environment was a variable that was stronger than compensation for employee job satisfaction.

Fauzi, 2017. *The Effect of Compensation and Work Environment on Employee Satisfaction at PT Tor Ganda Medan*. The partial test results of compensation variables showed the most dominant significant influence on PT Tor Ganda Medan's job satisfaction, the work environment had a significant effect on PT Tor Ganda Medan's job satisfaction, the results of simultaneous testing of compensation variable and work environment variables simultaneously had a significant effect on variable related to job satisfaction of PT Tor Ganda Medan employees.

### Frame of Thinking

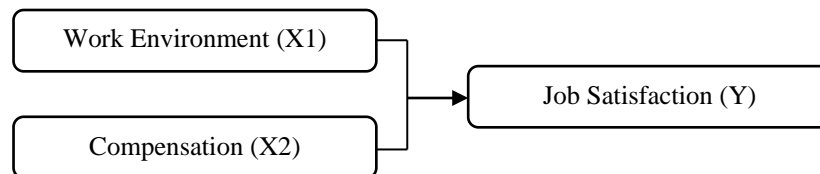


Figure 1: Frame of Thinking

## III. RESEARCH METHODS

### Research Design

This research only discusses matters relating to predetermined research variables which consisted of work environment and compensation towards employee job satisfaction. This research is a quantitative research where the data are in the form of numbers or qualitative data that are projected as numbers and it employs multiple linear regression analysis.

### Population and Sample

<http://dx.doi.org/10.29322/IJSRP.9.07.2019.p9160>

[www.ijsrp.org](http://www.ijsrp.org)

This research used a type of purposive sampling, which is one of the non random sampling techniques where the researcher determines the sampling by specifying specific characteristics that are suitable with the objectives of the research so that it is expected to answer the research questions.

The populations of this research were all employees of University X, with a total of 2,722 employees. From those populations, the samples were taken only in the marketing division which amounted to 145 respondents.

### ***Data Collecting Technique***

According to Kriyantono (2010: 41), primary data are data obtained by the first data source or first hand in the field. Based on existing opinions, the writer took primary data, namely the main data obtained directly to be used in the research. The data collection techniques that were generated or obtained were done by distributing questionnaires. According to Anwar (2009: 168) questionnaire is a technique of data collection conducted by giving a number of questions or written statements about factual data or opinions related to the respondent's self, which are considered facts or truths that are known and need to be answered by the respondent.

### ***Data Analyzing Technique***

#### ***Validity Test***

Validity test was used to determine the level of validity of the instrument (questionnaire) used in data collection. A questionnaire is said to be valid if the question in the questionnaire is able to express something that will be measured by the questionnaire (Ghozali, 2013: 52).

#### ***Reliability Test***

Reliability testing was done to find out how accurate or similar the measurement results of twice or more attempts against the same symptoms using the same measuring device. A questionnaire can be said to be reliable or reliable if someone's answer to a question or statement is consistent or stable over time. (Ghozali, 2013: 47).

#### ***Multicollinearity Test***

Multicollinearity test is used to find out whether in the regression model there was a correlation between independent variables. If there is a correlation, then there is a Multicollinearity (Multiko) problem. A good regression model should not have a correlation between independent variables (Santoso, 2010: 204).

#### ***Normality Test***

The normality test is used to determine whether in a regression model, the residual value of the regression has a normal distribution. If the distribution of the residual values cannot be considered normal distribution, then it is said that there is a problem with the assumption of normality (Santoso, 2010: 210).

#### ***Heteroscedasticity Test***

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another observation. If the residual variance from one observation to another is fixed, then this is called Homokedasticity. And if the variance is different, it is called Heterocedasticity. A good regression model should not be heteroscedasticity (Santoso, 2010: 207).

### ***Multiple Linear Regression Analysis***

Multiple linear regression analysis is where the dependent variable is connected or explained by more than one independent variable, maybe two, three, and so on. But it still shows a linear relationship diagram. The general formula for multiple regressions is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- a = Constant Value
- b = Regression Coefficient
- Y = Dependent Variable (Job satisfaction)
- X<sub>1</sub> = Work Environment
- X<sub>2</sub> = Compensation
- e = error

#### ***T-test (Partial)***

The level of significance used is 95%, so the level of precision or the limit of inaccuracy is (a) = 5% = 0.05. The t-test is intended to determine the level of significance of the effect of individual independent variables on the dependent variable. The criteria used are as follows:

- H<sub>0</sub> is accepted if the value of t count ≤ t table or sig value > a
- H<sub>a</sub> is accepted if the value of t count ≥ t table or sig value < a

#### ***F-test (Simultaneous)***

The F test is used to determine whether the two independent variables simultaneously influence the dependent variable. The criteria used are as follows:

- $H_0$  is accepted if the value of F count < F table or sig value > a
- $H_a$  is accepted if the value of F count > F table or sig value < a

#### IV. RESEARCH RESULT AND DISCUSSION

##### Research Result

##### Validity Test Result

The results of the validity test ensure that the statement items used have valid values; this is because the value of the statement items shown in the Corrected Item Total Correlation (CITC) column has a value greater than r table. Processed data results where the value of r table = 0.3610 (N = 30, alpha = 5%) indicates that all indicators in the variable can be said to be valid.

The results of the validity test in detail can be seen in table 1 below.

Tabel 1: Validity Test Result

Indicator	R-table	Corrected Item- Total Correlation	Result
LK1	0.361	0.644	Valid
LK2	0.361	0.577	Valid
LK3	0.361	0.742	Valid
LK4	0.361	0.757	Valid
LK5	0.361	0.446	Valid
LK6	0.361	0.430	Valid
LK7	0.361	0.467	Valid
LK8	0.361	0.710	Valid
LK9	0.361	0.647	Valid
LK10	0.361	0.493	Valid
K1	0.361	0.393	Valid
K2	0.361	0.372	Valid
K3	0.361	0.544	Valid
K4	0.361	0.719	Valid
K5	0.361	0.683	Valid
K6	0.361	0.621	Valid
K7	0.361	0.414	Valid
K8	0.361	0.488	Valid
K9	0.361	0.694	Valid
K10	0.361	0.743	Valid
KK1	0.361	0.379	Valid
KK2	0.361	0.677	Valid
KK3	0.361	0.610	Valid
KK4	0.361	0.516	Valid
KK5	0.361	0.537	Valid
KK6	0.361	0.496	Valid
KK7	0.361	0.576	Valid
KK8	0.361	0.684	Valid
KK9	0.361	0.642	Valid
KK10	0.361	0.611	Valid
KK11	0.361	0.444	Valid
KK12	0.361	0.713	Valid
KK13	0.361	0.467	Valid
KK14	0.361	0.547	Valid
KK15	0.361	0.648	Valid
KK16	0.361	0.454	Valid
KK17	0.361	0.605	Valid
KK18	0.361	0.536	Valid

Data Source: SPSS Data Output, 2019

##### Reliability Test Result

Table 2 below shows that the results of Cronbach's Alpha are all above 0.60. Hence, it can be concluded that the data on the variable Work Environment (X1), Compensation (X2) and Job satisfaction (Y) are all reliable.

The results reliability test can be seen in table 2 below:

Tabel 2: Reliability Test Result

Variable	Cronbach's Alpha	Cronbach's Alpha Standard	Resulty
Work Environment (X1)	0.869	0.60	Reliable
Compensation (X2)	0.856	0.60	Reliable
Job Satisfaction (Y)	0.905	0.60	Reliable

Data Source: SPSS Data Output, 2019

*Multicollinearity Test Result*

The results of multicollinearity test are presented in table 3 below:

Tabel 3: Multicollinearity Test Result

Model	Tolerance	VIF
Work Environment (X1)	0.581	1.721
Compensation (X2)	0.581	1.721

a. Dependent Variable: Job satisfaction (Y)

Data Source: SPSS Data Output, 2019

Based on the data from the multicollinearity test, the results of the Tolerance score show that there are no variables that have a tolerance value of less than  $< 0.10$ , which means there is no correlation between the independent variables with a value of 95%. The calculated VIF value is 1.721, so it can be concluded that the VIF value is  $< 10$ , thus it can be concluded that there is no multicollinearity between the independent variables in the regression model.

*Normality Test Result*

The following residual normality test results were obtained by using statistical tests using the Kolmogorov-Smirnof test method, by looking at the Asymp.Sig value in the following table 4 below:

Tabel 4: Normality Test Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		145
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Std. Deviation	6.05686592
Most Extreme Differences	Absolute	0.072
	Positive	0.035
	Negative	-0.072
Test Statistic		0.072
Asymp. Sig. (2-tailed)		0.611 <sup>c</sup>

Data Source: SPSS Data Output, 2019

If the probability is  $> 0.05$ , then the distribution of the regression model is considered normal. Based on table 4 above, we can see the value of Asymp. The Sig is  $0.611 > 0.05$  so it can be said that the residual data distribution is normal.

*Heteroscedasticity Test Result*

The results of the heteroscedasticity test are presented in table 5 below:

Tabel 5: Heteroscedasticity Test Result

Coefficients <sup>a</sup>	
Model	Sig.
(Constant)	0.277
Work Environment (X1)	0.496
Compensation (X2)	0.225

a. Dependent Variable: Abs\_RES

Data Source: SPSS Data Output, 2019

From the results of the above test, it can be seen that the significance value of the independent variable Work Environment is equal to  $0.496 > 0.05$  and the independent variable Compensation is obtained at  $0.225 > 0.05$ . Thus, it can be concluded that there is no problem of heteroscedasticity in the regression model.

*Multiple Linear Regressions Analysis Result*

Multiple linear regression analysis is used to determine whether the primary data tested, namely the Work Environment and

Compensation has an influence on Employee Job satisfaction at University X. Based on the calculation of the data, we obtained the following result in table 6 below:

Tabel 6: Multiple Linear Regressions Analysis Result

Model	Coefficients <sup>a</sup>		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	9.882	4.394	
Work Environment (X1)	0.372	0.129	0.203
Compensation (X2)	1.117	0.126	0.624

a. Dependent Variable: Job satisfaction (Y)

Data Source: SPSS Data Output, 2019

From table 6 above, the regression formula is obtained as follows:

$$Y = 9.882 + 0.372X_1 + 1.117X_2$$

The regression formula above can be explained as follows:

- Constant of 9,882 means that if the work environment variable (X1) and compensation (X2) is 0, then the value of job satisfaction (Y) is 9,882. The current job satisfaction of University X employees is 9,882 units, assuming that the working environment and compensation variables are currently constant.
- The regression coefficient of work environment variable (X1) is 0.372; meaning that if the other independent variables are fixed values and the work environment variable increases by 1 unit, then job satisfaction (Y) will increase by 0.372. The coefficient is positive, meaning that there is a positive relationship between the work environment and job satisfaction, the more the value of the work environment rises, the higher the value of employee job satisfaction.
- The compensation variable regression coefficient (X2) is 1.117; meaning if another independent variable is fixed and the compensation variable rises by 1 unit, then job satisfaction (Y) will increase by 1,117. The coefficient is positive, meaning that there is a positive relationship between compensation and job satisfaction, the more the compensation value rises, the higher the value of employee job satisfaction.

*T-test (Partial) Result*

Based on the results of data calculation, the following results of the t-test in table 7 are shown:

Tabel 7: T-test Result

Model	Coefficients <sup>a</sup>	
	T	Sig.
(Constant)	2.249	0.026
Work Environment (X1)	2.887	0.004
Compensation (X2)	8.889	0.000

a. Dependent Variable: Job satisfaction (Y)

Data Source: SPSS Data Output, 2019

T-table can be searched in distribution table of t at 0.05/2 significance = 0.025 (2-tailed test) with df = n-k-1, where n is the number of respondents and k is the number of independent variables. So, df = 145-2-1 = 142, thus the t-table is 1.9766.

- First Hypothesis: Based on the results of the significance test of the Work Environment variable (X1), it was obtained a significant value at  $\alpha = 0.05$  where the t-count value > t-table (2.877 > 1.9766) or value (Sig.) 0.004 < 0.05. This means that the influence of the work environment on job satisfaction of University X employees is significant. This also proves that the first hypothesis which states that the work environment has a positive and significant effect on employee job satisfaction at University X is proven to be acceptable.
- Second Hypothesis: Based on the results of the test of the significance of the Compensation variable (X2), we got a significant value at  $\alpha = 0.05$  where the value is calculated > t-table (8.889 > 1.9766) or value (Sig.) 0.000 < 0.05. This means that the effect of compensation on job satisfaction of University X employees is significant. This also proves that the second hypothesis which states that compensation has a positive and significant effect on employee job satisfaction at University X is proven to be acceptable.

*F-test (Simultaneous) Result*

Data from the simultaneous test results (F-test) are presented in table 8 below:

Tabel 8: F-test Result

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7718.677	2	3859.338	103.739	0.000 <sup>b</sup>
	Residual	5282.730	142	37.202		
	Total	13001.407	144			

a. Dependent Variable: Job Satisfaction (Y)  
b. Predictors: (Constant), Compensation (X2), Work Environment (X1)

Data Source: SPSS Data Output, 2019



F-table can be found in the F distribution table at 0.05 significance with the provisions  $df_1 = k-1$  or  $3-1 = 2$ , and  $df_2 = n-k$  or  $145-3 = 143$ , where  $k$  is the number of variables. So, we obtained F table of 3.0593.

- Third Hypothesis: Based on the F-test results (Anova), it was found that the obtained F count was 103,739 greater than F table of 3.0593 and the level of significance simultaneously sig F was 0,000. This shows that simultaneously the independent variables in the research namely Work Environment (X1) and Compensation (X2) have a significant effect on the dependent variable of Job satisfaction (Y). This also proves that the third hypothesis which states that the work environment and compensation simultaneously have a positive and significant effect on employee job satisfaction at University X is proven to be acceptable.

### **Discussion**

- The results of the first hypothesis test show that the work environment has a positive and significant effect on employee job satisfaction at University X. This finding is supported by the theory put forward by Robbins (2002: 36) that one of the factors influencing job satisfaction is the work environment, where job satisfaction is an attitude shown by employees to their work. Job satisfaction will be achieved if the work environment around the employee is considered such as spatial planning, cleanliness of the workspace, facilities, tools, temperature, and noise levels so as to create personal comfort and feeling of easiness of doing good work for employee. The results of this research are also in line with previous research by (Wibowo and Musadieq, 2014) which explains that the work environment has a positive and significant effect on employee job satisfaction. Based on the results of this research, it can be concluded that if the work environment variable is established well, it will have a positive impact on increasing employee job satisfaction. The environmental conditions in question are not only limited to comfort, security and workplace facilities, but also work procedures that are clear and easy to understand by employees.
- The results of the second hypothesis test show that compensation has a positive and significant effect on employee job satisfaction at University X. This finding is supported by Sofyandi's statement (2013: 162) that the purpose of providing compensation is to provide job satisfaction to employees, meaning if the company provides compensation that is in accordance with the expectations of employees, it will create job satisfaction. The results of this research are also in line with previous research by (Septerina and Irawati, 2018) which explains that compensation has a positive and significant effect on employee job satisfaction. Based on the results of this research, it can be concluded that if the compensation variable is given well, it will have a positive impact on increasing employee job satisfaction. The process of determining compensation needs to pay attention to fairness and feasibility requirements and be competitive with similar competitors, in the sense that the salary received is in accordance with the workload, giving incentives to increase work morale and providing overtime equitable so that employees will be happier and have satisfaction in their work.
- The results of the third hypothesis test show that the work environment and compensation simultaneously have a positive and significant effect on employee job satisfaction at University X. This is consistent with the theory stated by Nitisemito (2013: 75) which states that a good work environment will lead to feelings of satisfaction in employees so that they can give a positive influence on employee job satisfaction, then as revealed by Rivai (2009: 762) that one of the goals of compensation will be able to meet physical needs, social status and selfishness, in order to obtain job satisfaction from his position. The results of this research are in line with previous research by (Fauzi, 2017) which explains that the work environment and compensation simultaneously have a positive and significant effect on employee job satisfaction. Based on the results of this research, it can be concluded that if the work environment is good and compensation is given well, it will have a positive impact on increasing employee job satisfaction. If the work environment is good enough, the employee can work well too, as well as if the compensation by the institution is appropriate and fair so that employees feel satisfied with their work.

## V. CONCLUSIONS AND RECOMMENDATIONS

### **Conclusion**

The conclusions based on the analysis and discussions of this research are as follows:

1. The work environment has a positive and significant effect on employee job satisfaction at University X
2. Compensation has a positive and significant effect on employee job satisfaction at University X
3. Work environment and compensation simultaneously have a positive and significant effect on employee job satisfaction at University X

### **Recommendation**

Based on the conclusions above, it is necessary to make improvements concerning the research conducted. As for suggestions for further research, it is expected that the results of this research can be used as a reference material or further research literature related to the variables under discussion, namely the work environment and compensation to employee job satisfaction, and it is expected that further research can use dimensions in the opinion of other experts so that later they can know what dimensions have the maximum effect on employee job satisfaction. In addition, further research can use different research objects with a wider scope and even more samples.

#### REFERENCES

- Anwar, Sutoyo. 2009. *Pemahaman Individu, Observasi, Checklist, Interviu, Kuesioner dan Sosiometri*. Pustaka Pelajar, Yogyakarta.
- Coulter, Robbins. 2004. *Manajemen, Edisi Ketujuh, Edisi Indonesia, Jilid Kesatu*. PT. Indeks Group Gramedia, Jakarta.
- Davis, K. & Newstrom, J.W. 1996. *Perilaku dalam Organisasi*. Jilid 1. Erlangga, Jakarta.
- Dwijayanti, Made N., & Dewi A.A. Sagung K. (2015). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada Perusahaan Daerah Air Minum Tirta Mangutama Bandung. *E-Jurnal Manajemen Unud*, Vol. 4, No. 2, 4274-4301.
- Fauzi. (2017). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan PT Tor Ganda Medan. *Jurnal Riset Manajemen & Bisnis (JRMB)*, Vol. 02, No. 03, 36-47.
- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program SPSS*. Penerbit Universitas Diponegoro, Semarang.
- Greenberg, Jerald & Robert Baron. 2003. *Behavior in Organizations ( understanding and managing the human side of work )*, Eight edition. Prentice Hall.
- Handoko, T. Hani. 2000. *Manajemen Sumber Daya Manusia*. BPFE, Yogyakarta.
- Hasibuan, P.S. Malayu. 2002. *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta.
- Herzberg, F. 1968. *Work and the Nature of Man*. Granada Publishing Limited, London.
- Kriyantono, Rachmat. 2010. *Teknik Praktis Riset Komunikasi: Disertai Contoh Praktis Riset Media, Public Relation, Advertising, Komunikasi Organisasio, Komunikasi Pemasaran*. Kencana, Jakarta.
- Luthans, Fred. 2006. *Perilaku Organisasi, Edisi Sepuluh*. PT. Andi, Yogyakarta.
- Mathis, R.L. & J.H. Jackson. 2006. *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Salemba Empat, Jakarta.
- Mondy, R. Wayne. 2008. *Manajemen Sumber Daya Manusia, Jilid 2 Edisi 10*. Erlangga, Jakarta.
- Nitisemito, Alex S. 2013. *Manajer Personalia, Edisi Delapan*. Ghalia Indonesia, Jakarta.
- Rivai, Veithzal. 2009. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Raja Grafindo Persada, Jakarta.
- Robbins, Stephen P. 2002. *Organizational Behavior*, Alih Bahasa Dr. Handayani Pujoatmoko. PT. Prenhallindo, Jakarta.
- Robbins, Stephen P. 2007. *Perilaku Organisasi*. PT. Macanan Jaya, Indonesia.
- Santoso, Singgih. 2010. *Statistik Parametrik, Konsep dan Aplikasi dengan SPSS. Cetakan Pertama*. PT Elex Media Komputindo, Jakarta, PT Gramedia, Jakarta.
- Septerina & Irawati, Rusda (2018). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan pada Bagian Produksi di PT Etowa Packaging Indonesia. *Journal of Applied Business Administration*, Vol 2. No. 1, 13-19.
- Sofyandi, Herman. 2013. *Manajemen Sumber Daya Manusia, Cetakan Kedua*. Graha Ilmu, Yogyakarta.
- Supardi, Imam. 2003. *Lingkungan Hidup dan Kelestariannya*. PT. Alumni, Bandung.
- Wibowo, Mukti, Musadieg, Al M., & Nurtjahjono, Gunawan Eko. (2014). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan PT.Telekomunikasi Indonesia Tbk. Kandatel Malang). *Jurnal Administrasi Bisnis (JAB)*, Vol. 16 No 1, 1–9.

#### AUTHORS

**First Author** – Lusi Olis Vera, Magister Management, Faculty Economic University of Sriwijaya. E-mail: lusiolisvera@gmail.com

**Second Author** – Badia Perizade, Magister Management, Faculty Economic University of Sriwijaya. E-mail: badiaprzd@yahoo.co.id

**Third Author** – Bambang Bemby Soebyakto, Magister Management, Faculty Economic University of Sriwijaya.

**Correspondence Author** – Lusi Olis Vera, lusiolisvera@gmail.com, +62 823 7771 4222