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Influence Compensation, Leadership Style And Work Environment Against Employee Job Satisfaction Pt. Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office

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Abstract

This study aims to determine the effect of the variable compensation, leadership style and work environment on job satisfaction of employees of PT. Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office. The population used in this study were employees as a population of 50 respondents and a sample of 50 respondents with a saturated sampling method or census. Data was collected by means of observation, interviews, and distributing questionnaires. The analysis technique used in this research is multiple linear regression analysis, classical assumption test, and hypothesis testing. Data analysis was processed using SPSS version 25.0. The results showed that the variables of Compensation, Leadership Style and Work Environment had the same effect on Job Satisfaction of PT. Bank

Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office. The work environment partially has a significant and dominant effect on the Job Satisfaction of the Employees of PT. Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office.

Keywords

Communication, Leadership Style and Work Environment on Employee Job Satisfaction

Introduction

The service industry engaged in banking is required to provide maximum satisfaction for its customers. This is the basis for continuing to meet the needs, desires and expectations of customers in all dynamics of environmental change (Candra, Nasir, & Mulyono, 2021). Efforts to provide maximum satisfaction for customers, then the performance or performance of bank employees is something that is really needed to create excellent service that is comfortable for customers, resulting in loyal customers so that customers will not turn to other competitors. Aware of the importance of employees as human resources who are the driving factor in the company's success, Bank Mandiri seeks to increase the job satisfaction of its employees. Employees who are satisfied in their work will have motivation, commitment,

Robbins and Judge (2011) "Job Satisfaction as a positive feeling on a job, which is the impact/result of the evaluation of various aspects of the job". Many factors affect employee job satisfaction including appropriate compensation, good leadership style, and a comfortable work environment in doing work.

Compensation is an important thing that is the main impetus or motivation of an employee to work. Hanggraini (2012) "compensation is everything received by employees as remuneration provided by the company for the work that has been done". Odunlami and Matthew (2014) stated that "compensation is the biggest effort in influencing the level of employee job satisfaction". Another study conducted by Komara and Nelliwati (2014) stated that "fair and proper financial compensation really helps motivate employees to improve their performance".

(Ridewan, Umar, & Munir, 2017) "Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates and a leader must be able to adapt to the circumstances. ". In fact, leadership style can affect morale, job satisfaction, quality of work life, and especially the level of achievement of an organization. The results of research conducted by Dedy Purwoady (2010) stated that leadership style has a positive effect on job satisfaction.

Sitinjak (2018) "The work environment is one of the factors that can affect employee job satisfaction to achieve company goals". The work environment can be categorized into two, namely the physical work environment and the non-

physical work environment. The non-physical work environment greatly affects employee job satisfaction, where if the circumstances or situations around employees are conducive to work, colleagues are easy to work with and the relationship with superiors is good, employees will enjoy their work and feel satisfied. Mohamad Efendi (2017) "A comfortable and safe work environment created by the company can help employees complete their work, employees feel comfortable so that employee job satisfaction will increase". The work environment has an influence on increasing employee job satisfaction because the work environment can affect employees in carrying out their duties and responsibilities as well as feeling comfortable at work.

Sintha (2013) "Job satisfaction is an evaluation that describes a person's feelings towards his work, whether happy or unhappy, satisfied or dissatisfied at work". Employees who work with a high level of satisfaction will view their work as fun. When employees are satisfied, employees will be more loyal to the company (Ari, 2021). So that their discipline, enthusiasm and work morale in carrying out their duties and responsibilities will increase. Vice versa, employees with low levels of satisfaction will view their work as boring work so that in doing their work, the employee will feel forced.

Formulation of the problem

1. Does the compensation variable affect employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office?
2. Does the leadership style variable affect employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office?
3. Does the work environment variable affect employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office?

Literature review

Ardana, et al., (2012:154) "Compensation provided by the company to employees can provide long-term and short-term benefits for the company because compensation functions and aims to bond the company's cooperation with employees, increase job satisfaction, effective procurement, motivate, maintain employee stability, maintaining employee discipline, avoiding labor unions and the influence of government intervention". Hasibuan (2012: 118) "Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company". Kadarisman (2014):1) "compensation is what an employee or worker receives in return for the work he provides". Kasmir (2016: 233) "Compensation is the remuneration provided by the company to its employees,

The factors that influence the amount of compensation according to Kasmir (2016: 251) are: Education, Experience, Workload and responsibilities, position, rank or class level, and work performance

Hasibuan (2014:127-129) the factors that affect compensation are as follows: a. Manpower Supply and Demand, b. Company's Ability and Willingness, c. Labor Union/Employee Organization, d. Employee Work Productivity, e. Cost of Living, f. Employee Position, g. Education and Work Experience.

Yani (2012:179) "Leadership style is a way of increasing the group to achieve something through motivation, the leader should be more related to job satisfaction and the creation of a clear picture of how subordinates can get an award based on their performance achievement". Edison, et al (2016:93) "Leadership style is the way the leader acts or how he influences his members to achieve certain goals". Suwatno & Priansa (2016:155) "Leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing followers".

The most common factors that appear in leadership style according to Yani (2012: 215) are: a, intelligence, namely the mindset of a person who is able to master or understand quickly a certain field, either learning from others or himself or self-taught, b, Maturity, which is a trait and attitude where a person is able to place himself in accordance with the conditions around him at certain circumstances and is able to take a wise decision c. Self-motivation, namely the desire in a person to be able to change himself

M. Sobry Sutikno (2014:62) the factors that influence the leadership style are as follows: a. Expertise and knowledge, which is the educational background or diploma owned by a leader, whether or not the educational background is in accordance with the leadership tasks that are the responsibility he answered, work experience as a leader to develop his skills and skills in leading. b. The type of work or institution where the leader carries out his/her duties. Each type of institution requires different leadership behaviors and attitudes to achieve the goals of an institution. c. The personality traits of leaders, psychologically, humans have different characteristics, character and personality. Some are tough and firm, some are weak and less brave. With the differences in character and personality possessed by each leader, it will lead to different behaviors and attitudes in carrying out their leadership duties. D. The personality traits of followers, this is related to the nature of group members in accepting and willing to carry out orders and tasks given by the leader.

Siagian (2015: 56) suggests that "the work environment is an environment where employees do their daily work". with the company's vision and mission". Sutrisno (2012: 118) "the work environment is the entire work facility and infrastructure around employees who are doing work that can affect the implementation of work". Mukti (2014: 3) says "the work environment is a relating to elements or various kinds of factors that exist around employees, which affect directly or indirectly the performance of company employees.

Sedarmayanti (2017:21) in his research stated that broadly speaking, the type of work environment is divided into 2, namely the physical work environment and the non-physical work environment.

a. Physical work environment

The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The direct work environment is related directly to employees such as the size of the workspace, desks, chairs, computers and so on. While the indirect or intermediary work environment is the surrounding environment that can affect employee conditions, for example air circulation, lighting, noise, vibration, unpleasant odors, colors and others.

b. Non-physical work environment

The non-physical work environment is all conditions that occur related to work relationships that occur in the work environment, such as relationships with co-workers, subordinate relationships with superiors and vice versa.

Siagian (2015:57) states that broadly speaking, there are two types of work environments, namely:

a. Physical Work Environment

The physical work environment is all physical conditions that exist around the workplace and can affect employees. There are several physical conditions of a good workplace, namely: Workplace buildings besides being attractive to look at are also built with work safety considerations in mind, Availability of adequate work equipment, Availability of resting places to unwind, such as cafeterias either in the company environment or its surroundings that are easily accessible by employees. Availability of places of religious worship such as mosques and prayer rooms for employees, Availability of transportation facilities, both for employees and public transportation that is comfortable, cheap and easy to obtain.

b. Non-Physical Work Environment

The non-physical work environment is a pleasant work environment in the sense of creating a harmonious working relationship between employees and superiors, because in essence humans at work are not only looking for money, but work is a form of activity that aims to get satisfaction.

Robbins (2015:78) "job satisfaction is a general attitude towards a person's work that shows the difference between the number of awards that workers receive and the amount they believe they should receive". Sunyoto (2012:210) "job satisfaction is a pleasant or unpleasant emotional state pleasant in which employees view their work". Hasibuan (2015:202) "Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects." Mangkunegara (2015: 117) that job satisfaction is an important condition that must be owned by

every employee who works,

Mangkunegara (2015: 120) factors that affect job satisfaction are: Employee factors; job factor; According to Robbins (2015: 181) the factors that provide job satisfaction are as follows: Mentally challenging work, Supportive working conditions, Personality compatibility with work, Supportive coworkers.

Framework

To clarify the implementation of the research, a framework for understanding the influence of leadership style, work discipline, and motivation on employee performance is explained as a basis for understanding. The framework of the author's thinking is described as shown below:

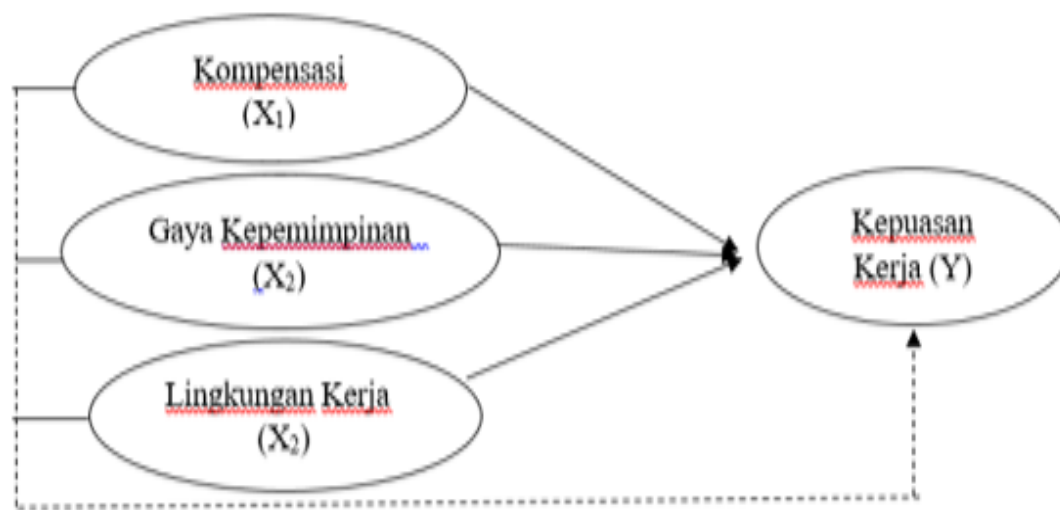


Image 1: Framework

Research Hypothesis:

1. Compensation variable (X1) has an effect on employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office
2. Leadership Style Variable (X2) has an effect on employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office
3. Leadership style (X2) is suspected to have an effect on job satisfaction of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office.

Research Methods

Population And Sample

1. Population

Sugiyono (2017:148)"Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by

researchers to be studied and then drawn conclusions". The population in this study were employees of PT. Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office, totaling 50 employees.

2. Sample

Sugiyono (2017:149)"The sample is part of the number and characteristics possessed by the population". Therefore, the population is known, the sampling technique is carried out by census, meaning that all employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office, totaling 50 employees.

Multiple Linear Regression Analysis

This research was tested using multiple linear regression analysis model. Multiple linear regression analysis is used by researchers if the researcher intends to predict how the condition (up/down) of the independent variables (X1, X2, X3) in a linear equation. As the related variable (Y) is job satisfaction and the independent variables are Motivation (X1), Work Discipline (X2), and Work Environment (X3). The data is processed using a computer with the help of the SPSS software program. By using the following formula:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Information:

Y	= Job Satisfaction
α	= Constant
$\beta_1, \beta_2, \beta_3$	= Independent Variable Coefficient
X1	= Motivation
X2	= Work Discipline
X3	= Work Environment
e	= Residual Value

In analyzing the data required statistical tests using the multiple linear regression method, then the calculations are assisted through the Statistical Package for Social Sciences computer program.

Results And Discussion

Overview of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office

PTBank Mandiri (Persero) Tbk was established on October 2, 1998, as part of the banking restructuring program implemented by the Indonesian government. In July 1999, four state banks – namely Bank Bumi Daya, Bank Dagang Negara, Bank Export Import Indonesia and Bank Pembangunan Indonesia – were merged into Bank Mandiri, each of which has an integral role in the development of the Indonesian economy.

PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is a

business entity that collects funds from the public in the form of savings and distributes them to the public in the form of credit funds or other forms in order to improve the lives of many people. Judging from the variety of products, the types of services offered are also varied, in addition, PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office also has various programs that can be offered to the public whose aim is none other than to get attention and to foster a sense of desire from the community. The public so that they can perform banking transactions only through Bank Mandiri. Therefore,

PT Bank Mandiri (Persero) Tbk is headquartered in Jakarta and has operational areas in 12 Regions spread throughout Indonesia. Bank Mandiri Balikpapan Klandasan Branch is the central branch in the Balikpapan Area which is in Region IX Kalimantan. PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office continues to be committed to becoming a leading, trusted and growing bank to meet all community needs. Awards that have been received by PT Bank Mandiri (Persero) Tbk from year to year namely The World Best Employers 2018 award released by Forbes, Best Companies to Work For 2020 released by HR Asia and Indonesia's Best Bank 2020 released by Global Finance.

The data obtained from the results of research at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office were then analyzed for hypothesis testing purposes, to test the truth of the hypothesis proposed in this study quantitative analysis was used using the Multiple Linear Regression Method.

Multiple Liner Regression Analysis Results

Indicator	Unstandardized Coefficient		Standardized Coefficient	t	Sig	Correlation	
	B	Std Error	Beta			Partial	Part
Constant	2,694	1.197		2.252	.029		
X1. Compensation	0.110	0.054	0.188	2,038	0.047	0.288	0.147
G Leadership X2 Work EnvironmentX3	0.199	0.056	0.357	3,540	0.001	0.463	0.256
	0.289	0.073	0.451	3.954	0.000	0.504	0.285
R = 0.872				fcount = 48,628			
R Square = 0.760				ftable = 2.79			
Adjusted R Square = 0.745				ttable = 2.011			
Durbin Watson = 2.014				Sig = 0.000			

SPSS analysis results

Multiple linear regression equation for the results of research on the effect of Compensation (X1), Leadership Style (X2) and Work Environment (X3) variables on Employee Job Satisfaction (Y) employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch. The Multiple Linear Regression equation is obtained: **Y = 2.694 + 0.110 (X1) + 0.199 (X2) + 0.289 (X3)**

The results of the multiple regression equation can be explained based on statistical analysis as follows:

The constant coefficient value of 2.694 indicates if the value of the variable

Compensation (X1), Leadership Style (X2), Work Environment (X3) has a constant value or zero, then the variable Satisfaction (Y) of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is 2.694.

Based on the statistical analysis in the table with the value of the regression coefficient described as follows:

The relationship between the Compensation variable (X1) on Satisfaction (Y) of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch with a regression coefficient (b1) of 0.110 indicates that any change in the Compensation variable (X1) in a certain unit value will affect changes Satisfaction variable (Y) for employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is $(b1) = 0.110$ with the assumption that the Leadership Style (X2) and Work Environment (X3) variables have a constant value or zero.

The relationship between the Leadership Style variable (X2) and Job Satisfaction (Y) employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch with a regression coefficient (b2) of 0.199 indicates that every change in the Leadership Style variable (X2) in a certain unit value will has an effect on changes in the Job Satisfaction variable (Y) of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office of $b2 = 0.199$ with the assumption that the compensation variable (X1), Work Environment (X3) has a constant value or zero.

The relationship between the Work Environment variable (X3) and Job Satisfaction (Y) employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office with a regression coefficient value (b2) of 0.289 indicates that every change in the Work Environment variable (X3) in a certain unit value will has an effect on changes in the Job Satisfaction variable (Y) of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office of $b2 = 0.289$ with the assumption that the variable Compensation (X1), Leadership Style (X2) has a constant value or zero.

Discussion

This study resulted in a simultaneous test that proves the joint influence of Compensation (X1), Leadership Style (X2), and Work Environment (X3) variables at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office on Employee Job Satisfaction (Y) Simultaneous testing using Fisher Test analysis is obtained by the fcount value of 48.628 while ftable 2.79 degree of confidence 5% ($\alpha = 0.05$) then it is known that $F_{count} = 48.628 > F_{table} = 2.79$ at sig of $0.000 < 0.05$ means Simultaneously it is proven that the variables of Compensation (X1), Leadership Style (X2) and Work Environment (X3) have a joint effect on Employee Job Satisfaction (Y) PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office

The correlation coefficient (R) = 0.872, the value is close to 1, meaning that there is a strong relationship between the variables Compensation (X1), Leadership Style (X2), and Work Environment (X3) on Satisfaction (Y) of PT Bank Mandiri (Persero) employees. Tbk Balikpapan Klandasan Branch Office

The coefficient of determination (R^2) = 0.760 this value indicates that the contribution of the variable Compensation (X1), Leadership Style (X2), and Work Environment (X3) to the Satisfaction (Y) of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is 76% and the remaining 24% is the contribution of other variables that are not included in the analysis of this study.

Testing the Compensation variable (X1) on the Employee Job Satisfaction variable (Y) at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office and the results are acceptable. The test results show that compensation (X1) in the office has a positive and significant effect on employee job satisfaction. This is evidenced by seeing that t_{count} is greater than t_{table} . With a Compensation (X1) received accordingly, Individuals will be able to meet the needs of both primary needs and secondary needs and tertiary needs. The fulfillment of these needs in the end often determines the quality of individual work. The results with this study are supported by Kresna Yudha (2018) Veitzhal and Ella (2011) Kasmir (2016), namely in partial testing, it produces the Compensation variable (X1) which has a positive and significant effect on employee satisfaction.

Testing the Leadership Style variable (X2) on the employee satisfaction variable (Y) at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office and the results are acceptable. The results showed that Leadership Style (X2) had a positive and significant effect on employee satisfaction. This is evidenced by seeing that t_{count} is greater than t_{table} . With a good leadership style can provide work motivation for subordinates. The working relationship between the leadership and employees will also be easier to work together and reduce work stress on employees. The results of this study are supported by Pegi Plangiten (2013) Yantje Uhing (2014), namely the results show that partially leadership style has a positive and significant effect on employee satisfaction. This explains that the leadership style implemented at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is good. So it can be concluded that this research is in line with the previous research.

Testing the Work Environment variable (X3) on the satisfaction variable (Y) at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office and the results have a positive and significant effect on employee satisfaction. The results showed that the work environment (X3) had a positive and significant effect on employee satisfaction. This is evidenced by seeing that t_{count} is greater than t_{table} . With the existence of a supportive work environment, then employee job satisfaction will be better. Employees who work well will have an impact on increasing employee job satisfaction. A clean, comfortable, conducive work space, as well as social relations with fellow co-workers, superiors and subordinates as well as the availability of work facilities and supportive working conditions will bring employees to work well and can foster high morale so that it will result in high job satisfaction. . So that there is no uncomfortable working atmosphere, the accumulation of tasks that interfere with other co-workers and the availability of more complete work facilities to support employee activities.

A work environment that lacks attention will have a negative impact and reduce the level of satisfaction, because employees in carrying out their duties will experience interference, resulting in less enthusiasm and less devoting energy and thoughts to their duties. When employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch work in a comfortable and conducive work environment and good relations with co-workers, employees will tend to work better. This shows that employee job satisfaction can be increased with a good work environment. The results of this study are supported by the research of Syarifatul Fajriah (2015) Siti Khuzaimah (2017) Irena Puspi Hastuti (2019) Lumanauw (2016) which suggests that the work environment has a positive and significant effect on employee job satisfaction, this shows that a conducive work environment will increase a good work atmosphere so having a work team that supports each other on work will increase job satisfaction.

Conclusion

Based on the results of the analysis and discussion, the conclusions of this study are as follows:

1. The first hypothesis is that the compensation variable has a partial effect on employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office. Thus the second hypothesis can be accepted and proven true.
2. The results of testing the second hypothesis proved that the Leadership Style variable had a partial effect on employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office.
3. The results of testing the third hypothesis prove that the Work Environment variable has a partial effect on job satisfaction of employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office.
4. That the variables of Compensation, Leadership Style, and Work Environment have a simultaneous effect on Job Satisfaction of Employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office. Thus the first hypothesis can be accepted and proven true.
5. That the work environment variable has a dominant influence on employee job satisfaction at PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office.

Suggestion

Based on the description and discussion of the conclusions of the research above, the authors have suggestions that can be taken into consideration by the company, namely:

1. The results showed that the variables of compensation, leadership style and work environment either simultaneously or partially affect the job satisfaction of employees of PT. Technics Nusantara Balikpapan, therefore

- the leadership of PT. Technics Nusantara Balikpapan is expected to keep paying attention to the three variables of Motivation, Work Discipline and Work Environment in order to increase employee job satisfaction.
2. The compensation variable given by PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office to employees is quite appropriate. However, the leadership of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office needs to increase the need for a sense of security and work safety such as social security for workers, pension funds, health insurance, accident insurance and work safety equipment, in order to increase employee job satisfaction.
 3. The Leadership Style Variables carried out by the leadership to employees of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office are good but must be further improved. Leaders must better understand the importance of leadership factors which, if implemented properly, will affect the motivation of their employees. And leaders must be more acquainted with and sensitive to the personality and traits of each individual who works on him.
 4. Variable The working environment of PT Bank Mandiri (Persero) Tbk Balikpapan Klandasan Branch Office is good. However, the work structure must be considered carefully, employees must be responsible for their respective duties according to the direction and support of the leadership, maintain communication with colleagues and provide opportunities for employees to communicate well through discussions or other activities that can improve good working relationships. With fellow group co-workers and with the leader, so that employees will increase their work responsibilities because of a work environment that supports employee job satisfaction.

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