

## Effect of Compensation and Work Environment of Employee Job Satisfaction at Rsu Kartika Husada Setu Bekasi

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**Abstract:** This study aimed to analyze the effect of compensation and work environment on employee job satisfaction. The study population was operational staff (medical services, medical support and non-medical) RSU Kartika Husada Setu worked over one year. The sampling methodology used is descriptive and causative comparative methodology by mistreatment surveys and use knowledge sorts like primary knowledge and secondary knowledge, wherever the first knowledge obtained from questionnaires and interviews to 104 staff RSU Kartika Husada Setu. The analytical methodology used is that the methodology of Multiple statistical regression Analysis. The analysis proves that the compensation and work environment positive and significant result on employee job satisfaction RSU Kartika Husada Setu. Supported the model of the constant of determination take a look at, it's obtained that the R square worth is 0.663, that indicates that job satisfaction is ready to be influenced by compensation and work environment variables by 66,3% and therefore the remaining 33,7% is influenced by different variables outside the compensation and work environment variables.

**Keywords:** compensation, work environment, job satisfaction, employee.

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### I. Introduction

Quality health services are one of the most important elements in improving public health is optimal. The hospital is one of the health-care facility that has a mission to provide quality health services and affordable to the public. UU R1 Number 44 the Year 2009 regarding the hospital says that the hospital as one of the health facilities is part of the health resources that are indispensable in supporting health efforts. Sedarmayanti (2011), said: The human resources to contribute to the competitive advantage of the organization, then the organization must motivate their employees' performance continues to increase, so as to have a high motivation, good discipline and, Employee satisfaction is a research topic that is always interesting to study because it is a complex and produces diverse findings across the world in the context of the service and manufacturing industries. Sutrisno (2012: 74) considers job satisfaction as an emotional reaction to the complex and give rise to a form of feelings of pleasure, feelings of satisfaction or dissatisfaction. Factors that support employee dissatisfaction one of which is compensation. Compensation obtained an employee which is not in accordance with what ought to be obtained will result in dissatisfaction of work and resulted in the emergence of problems or things that are not desirable to harm the organization concerned, for example, absenteeism of employees increases, the decline in the performance of employees, their strike and others.

**Table 1, Turn Over Employee Data Period 2016 - 2018**

Year	Number of Employees Login	Number of Employees Quit	Number of Employees Early Years	Number of Employees at End of Year	Turn Over Rate
2016	24	6	126	144	4,20%
2017	32	10	149	166	6,02%
2018	26	27	170	165	16,36%

Source: Secondary data is processed from the HR department (2018)

According to table 1 above the Problem in job satisfaction experienced by RSU Kartika Husada Setu where in recent times based on records and data from the hospital management, employee satisfaction is considered low, supported by the data increased staff turnover of 2016 at 4.20% until 2018 at 16.36%. From the above problems, the researchers surveyed 30 employees at random and the results:

**Table 2. Results of Pra-Survey**

Job satisfaction	Measurement Scale (%)				
	1	2	3	4	5
Proportion of Salary Increase	30	40	16.67	13:33	0
Salary	23:33	50	20	6.67	0
Overtime allowance	10	33.33	40	16.67	0
Rate leadership	0	0	33.33	50	16.67
Tutorial and management scrutiny	0	3:33	46.67	33.33	16.67
Relationship with boss	0	6.67	46.67	33.33	13:33
Equipment working facilities	3:33	23:34	53.33	16.67	3:33
Conditions workspace	3:33	33.33	43.33	16.67	6.67
Co-workers	0	20	46.67	33.33	0
Ability to perform the work in accordance with the Education	0	0	36.67	56.67	6.66
expertise and skills	0	3:33	33	57	10
Delays in the works	0	0	46.67	40	13:33
Conformity salary with Workload	13:33	40	36.67	6.67	3:33
Promotion	0	13:33	73.33	10	3:33

Source : Data Surveys; 2019

Looking at the data in Table 2, the percentage of respondents' dissatisfaction experienced over 30% value entered in Compensation dimensions and work environment, based on these data the researchers chose these two variables to be studied more deeply.

## II. Study Theory

### Compensation

According to Rival (2009: 74) compensation is something that employees received instead of contributing their services to the company. Compensation was the main reason, someone, in search of a job. According to Gary Dessler (2017: 382), the compensation is all the income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company. From the definition, then the compensation is divided into two dimensions, namely financial compensation payment in the form of wages, salaries, incentives, commissions and bonuses, and non-financial compensation is payment in the form of financial allowances (Garry Dessler; 2017).

### Work environment

According to Sedarmayati (2011: 2) defines that: The working environment refers to the entire apparatus of tools and materials at hand, the surrounding environment in which one is working, working methods, as well as the arrangement works both as individuals and as a team. Sunyata (2012: 4) defines that: the work environment is everything that is outside the company but has an influence on the growth and development of the company. In general, the environment can not be controlled by the company so that the company must adapt to the environment. The definition of the work environment is divided into two dimensions: physical work environment and non-physical work environment.

### Job satisfaction

Handoko in Sutrisno (2012: 75) argues job satisfaction is an emotional state that is pleasant or unpleasant for the employees to view their work. Job satisfaction finding one's feelings in his work is seen in the positive attitude of employees towards work and everything encountered in the work environment. According to Robbins and Judge (2017:) suggested job satisfaction is a positive feeling about the work resulting from an evaluation of its characteristics, one's level of job satisfaction are high have positive feelings about his work, while someone with a level of job satisfaction is low will have negative feelings related to his work. From the definition, job satisfaction is divided into five dimensions of salary, supervision, promotion, co-workers, and the work itself.

### 1. Effect of Compensation by Job Satisfaction

Compensation theory developed by Gary Dessler (2017: 382), financial compensation consists of direct compensation and indirect compensation, direct compensation consists of payments employees in the form of wages, salaries, incentives, bonuses, and commissions. Indirect compensation or benefit consists of all payments that are not included in direct financial which includes flights, various kinds of insurance, such as child care or religious concerns and so forth. Non-financial awards such as praise, respect, and self-recognition that can affect employee motivation, productivity, and satisfaction.

The previous study on compensation to the satisfaction of the work done by Elviera Sari (2009) concluded that compensation directly affects employee satisfaction tested. This is evidenced by the results of the tests correlation coefficient between variable compensation to variable job satisfaction have a correlation

coefficient of 0.852. The correlation coefficient indicates the level of the relationship between compensation and job satisfaction is very strong and positive, it means increasing the means of compensation will increase employee satisfaction

H<sub>1</sub>: Compensation positive and significant effect on employee job satisfaction RSU Kartika Husada Setu Bekasi

## 2. Effect Work Environment with Work Satisfaction

The theory developed by the Working Environment Sedarmayanti (2009: 28), the work environment is everything that exists around the workers and could affect him in carrying out the duties imposed.

The previous study conducted by Fauzi (2017), the results showed that the working environment variable partially significant effect on employee job satisfaction. Studies have suggested that a person who prefers physical state is not dangerous or troublesome. Temperature, light, noise and other working environment factors can also influence job satisfaction and impact on performance. For most people, work is also filling social needs. Therefore, having co-workers were friendly and fun to create high job satisfaction.

H<sub>2</sub>: Work Environment and significant positive effect on employee job satisfaction RSU Kartika Husada Setu Bekasi

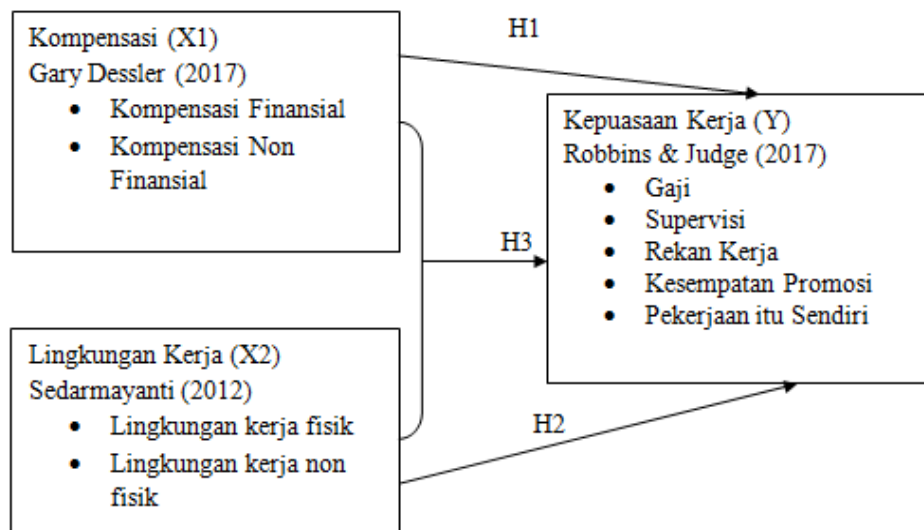
## 3. Effect of Compensation and Working Environment at Work Satisfaction

According to Robbins and Judge (2017: 46) of job satisfaction is a feeling about the work, which results from an evaluation of its characteristics. The results showed salary, promotion, supervision, co-workers, and the work itself affects job satisfaction (Alshetri, 2013). Compensation provides a strong influence on job satisfaction (Sari, 2009). This study shows that compensation is a major factor in job satisfaction. Thus, the compensation component should be tailored to the needs of employees.

In the previous study conducted by Fauzi (2017), the results showed that the working environment is a partially significant effect on employee job satisfaction. Based on these studies, then in this study will investigate whether jointly compensation and working environment affect the job satisfaction of employees at RSU Kartika Husada Setu Bekasi

H<sub>3</sub>: Compensation and working environment with the same positive and significant impact on employee job satisfaction RSU Kartika Husada Setu Bekasi

Based on these descriptions the framework of this research can be described as shown below:  
Framework



**Figure 2.1. Theoretical Framework Diagram Effect of Compensation and Working Environment on Employee Job Satisfaction**

Source: Dessler (2017), Sedarmayanti (2012) and Robbins & Judge (2017)

### III. Research Methods

Type of research is quantitative Causal comparative (Causal-Comparative Research), with the help of questionnaires and interviews, in which the target object is an employee of RSU Kartika Husada Setu Bekasi (Sangadji dan Sopiah 2010).

Population in quantitative research is generalization region consisting of the object/subject that has certain qualities and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2017).

The sample is part of the number and characteristics possessed by this population. Sampling techniques in this study using the technique of sampling nonprobability ie sampling technique that provides equal opportunity for each element of the population to be elected as members of the sample (Sugiyono, 2017: 216). While the subject of research to determine the sample used purposive sampling technique. Purposive sampling for taking samples of the population members is done by using criteria that have been selected by the investigator (Sugiyono, 2017: 216).

The samples in this research were 104 respondents were obtained from the number of employees working in the field of service in both the medical services, medical support and non-medical support to the categories have been working for over one (1) year in RSU Kartika Husada Setu Bekasi.

The population used in this study were all employees of the Hospital Kartika Husada Setu Bekasi working in the field of service in both the medical services, medical support and the support of non-medical categories have worked for over one (1) year and totaled 104 employees.

The data used is quantitative data, quantitative data in this study is data on the number of employees, the survey results and data from the questionnaire in the form of the number of respondents and the score of each variable were then processed and analyzed by the method specified in this study.

The data collection method used was a questionnaire with a closed system and observation. The data analysis technique used consisted of Validity, reliability test, descriptive analysis, Classical Assumption Test, Regression, Analysis The coefficient of determination (R<sup>2</sup>), Hypothesis Testing consisting of F test and t-test.

#### **IV. Research Result**

##### **Profile of Respondents**

The composition of survey respondents is comprised of 68% of employees who are dominated by female employees and the remaining 32% are employees with the male gender. This is because most of the work is a job that requires patience and precision made by women. For more dominant Education employees with vocational education by 36%. This can be interpreted that most employees are implementing the policy. Age is dominated by employees aged less than 25 years as much as 42%. It can be argued that the employee has great potential and high morale and can create good ideas for the progress and future of the company. A working period dominated with tenure of more than one year as much as 53%.

##### **Description of Variable Statistics Research**

In general, the variables studied were compensation, work environment and job satisfaction of employees Kartika Husada Hospital Setu Bekasi has a pretty good value. Variable compensation has an average value of 2.68, the working environment has an average value of 3.42, and job satisfaction has an average value of 3.04. The average value that is above the two figures may reflect that respondents tend to be dissatisfied with the compensation awarded based on a questionnaire submitted to him. The average value of which is above three figures may reflect that respondents tend to be quite satisfied with the compensation awarded based on a questionnaire submitted to him.

##### **Validity and reliability**

Validity test results also showed that 15 item questionnaire compensation, 8 item questionnaire working environment and job satisfaction questionnaire 10 items have a value of  $r_{count} < 0.300$ , so that all of the items of the questionnaire are valid. The reliability test results show that all the questionnaire items are reliable because it has a value of *Cronbach's alpha*  $> 0.70$ , which is between 0.836 to 0.899.

##### **Classic assumption test**

Normality Test, conducted by assessing the distribution of data groups or variables, whether the data is normally distributed or not. This test uses the Kolmogorov-Smirnov method. The test results show the value of Asymp. Sig (2-tailed)  $0.200 > 0.05$ , then the regression model is normally distributed.

Multicollinearity Test, to show the correlation between 2 or more independent variables. This test is detected by looking at the VIF value. The test results show the compensation VIF value of 1.588 and the work environment of  $1.588 < 10$ , then the results occur multicollinearity

Heteroscedasticity Test, To test whether the regression model occurs invariance from the residuals of one other observation. The test is carried out with a Scatterplot which plots ZPRED values with SRESID values. The results show that there is an unclear pattern that is the point that spreads, the conclusion does not occur heteroscedasticity.

**Multiple Linear Regression Analysis and Testing Hypotheses**

The results of multiple linear regression test are presented in the following table.

**Table 3: Multiple Linear Regression Test Results**

Model	Coefficients unstandardized			standardized Coefficients Beta	T	Sig.
	B	Std. Error				
	(Constant)	4,581	1,993		2298	.024
1	Compensation	.367	.047	.570	7822	.000
	Work environment	.404	.089	.330	4534	.000

Source: Data processed, 2019

Based on the results of multiple linear regression tests above, multiple linear regression equation in this study are as follows.

$$Y = 4.581 + 0.367 (\text{compensation}) + 0.404 (\text{work environment})$$

Information:

Y = Job Satisfaction

X1 = Compensation

X2 = Work environment

Based on Table 3, the variable compensation has a t value of 7.822 with sig. 0,000 smaller than 0.05, so  $H_0$  is rejected and  $H_1$  accepted. It shows that compensation positive and significant effect on employee job satisfaction Kartika Husada Hospital Setu. Work environment variable has a value of t count equal to 4,534 with sig. 0,000, so the  $H_0$  is rejected and  $H_2$  accepted. It shows that the work environment positive and significant effect on employee job satisfaction RSU Kartika Husada Setu Bekasi

**Entire Hypothesis Testing (Test F)**

F test results are presented in the following table.

**Table 4. Results of ANOVA F Test**

ANOVA						
Model	Sum of Squares	Df	mean Square	F	Sig.	
1	Regression	1746.143	2	873.071	99.146	.000b
	Residual	889.396	101	8806		
	Total	2635.538	103			

Source: Data Processed, 2019

Based on the data above data F count > F table (99.146 > 3.09) with sig. 0.000b smaller than  $\alpha = 5\%$  (0.05). it can be concluded that the  $H_3$  is accepted, where the Compensation and work environment together significant effect on employee job satisfaction RSU Kartika Husada Setu Bekasi.

**Testing Coefficient of Determination**

Determination coefficient test results are presented in the following table

**Table 5. Test Results Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814	.663	.656	2,967

a. Predictors: (Constant), LingkunganKerja, Compensation

Source: Data Processed, 2019

From the results SPSS output, the obtained value of R Square of 0.663 amounted to 66.3%, which means interpreting that variable compensation and work environment together could explain the variable of job satisfaction, while the remaining 33.7% is explained by other factors which not examined in this study.

**Analysis of Correlation Between Dimensions**

Dimensional correlation between the test results are presented in the following table

**Table 5. Correlation Between Dimensions**

		KEP1	KEP2	KEP3	KEP4	KEP5
KOM1	Pearson Correlation	.799 **	.572 **	.542 **	0104	.467 **
	Sig. (2-tailed)	0	0	0	0292	0
	N	104	104	104	104	104
KOM2	Pearson Correlation	.347 **	.538 **	.565 **	.222 *	.555 **
	Sig. (2-tailed)	0	0	0	0024	0
	N	104	104	104	104	104
LGK1	Pearson Correlation	.346 **	.516 **	.450 **	0187	.581 **
	Sig. (2-tailed)	0	0	0	0057	0
	N	104	104	104	104	104
LGK2	Pearson Correlation	.243 *	.483 **	.429 **	.494 **	.513 **
	Sig. (2-tailed)	0013	0	0	0	0
	N	104	104	104	104	104

\*\* . Correlation is significant at the 0:01 level (2-tailed).

\* . Correlation is significant at the 0:05 level (2-tailed).

Source: Data Processed, 2019

Based on the above table can be summarized as follows:

1. The highest correlation between the value of the variable compensation and job satisfaction are the dimensions of financial compensation to the dimensions of salary/reward on job satisfaction variables that have a correlation that is 0.799 "Strong" means to increase job satisfaction, it is necessary that the appropriate salary.
2. The highest correlation values between the work environment and job satisfaction are the dimensions of the physical work environment to the dimensions of the work itself on the variables of job satisfaction is 0.581 which correlates "Medium" means to increase job satisfaction, the necessary facilities and means maximum work and adequate.

#### **Effect of Compensation for Job Satisfaction**

The result showed that the compensation on the dimensions of financial compensation has a strong influence and significant impact on job satisfaction on the dimensions of the salary/remuneration. These results reinforce some previous research that can predict that compensation directly affects employee satisfaction tested (Sari, 2009), (Abayomi and Ziska Field, 2014), (Hatang, 2016), and (F.Ghazanfar, S Chuanmin, MM Khan, 2011).

Based on the results of in-depth interviews to some employees that dissatisfaction against the salary or remuneration due to a percentage of base salary is still small compared with competitors of similar companies elsewhere, then no reward or appreciation in the form of financial, if employees do more work than it should, all being equal in comparison the company's competitors that provide rewards in the form of performance bonuses during a year of work. Employees are looking for more opportunities in terms of revenue, so the impact will decide to resign and work in other places that could provide better financial compensation. Based on the correlation results and interview above it can be concluded that if the level of compensation increases, job satisfaction will increase conversely, if compensation is low, job satisfaction will be low and the impact employees will respond out or ignore work.

#### **Effect of Work Environment on Job Satisfaction.**

Results showed that the working environment especially environment physical work has a significant positive effect on employee job satisfaction RSU Kartika Husada Setu Bekasi. These results reinforce some previous research that is able to predict that the work environment is partially significant effect on job satisfaction (Fauzi, 2017),(Agbozo, et all, 2016), (Setyani et all, 2018), and (Hatang, 2016).

Depth interviews were conducted against several employees who work in functional as medical services (doctors and nurses), services medical support (pharmacists, assistant pharmacists, an analyst at the laboratory, technologist, medical records, staff nutrition) and supporting non-medical (Teller, Front Office, and Security) that the working environment of non-physical such as facilities and infrastructures provided by the hospital management has been good enough, but there are some that should be maximized in the way it was in the hospital often error because the wifi is missing and was incurred during service patients crowded, leading to problems in serving patients in outpatient and hospitalization. The last problem will make the service becomes so long that many customers who felt waited too long in terms of payment. Conditions and office facilities are still using the old model design so it looks unattractive. Based on the results of the correlation between dimensions, it is known that the physical environment has a significant impact on job satisfaction dimensions itself.

The dimensions of the work environment significant nonphysical correlate to the dimensions of the work itself with the highest correlation value. Based on the interview that the dissatisfaction of the work because for many employees who resigned in a relatively quick time so that work should be done, it can not be done because the employee who placed the new employees who do not understand the work that is done by people who are already doing the work the other, as a result of the increased workload and the work is not completed on time.

### **Effect of Compensation and Work Environment Variables on Job Satisfaction**

The research concludes that compensation and simultaneously work environment has a significant impact on employee job satisfaction. Influence of compensation on job satisfaction of employees in this study is the magnitude of the correlation coefficient for 0814 which shows a very strong relationship between the independent variables with the dependent variable, then the value of determination coefficient of 0.663 or 66.3%, indicating that job satisfaction is influenced both independent variables used in the study this amounted to 66.3%, and there are still 33.7% influence of other factors.

Thus it can be concluded that the Compensation and Working Environment variables jointly have a significant impact on job satisfaction of employees at the RSU Kartika Husada Setu Bekasi.

## **V. Conclusions And Suggestions**

### **Conclusion**

1. There is a significant positive effect between Compensation for Employee Job Satisfaction or the research hypothesis  $H_1$  is accepted if the better the compensation received by employees, the better the Employee Job Satisfaction. The results of this research note that the dimensions of financial compensation have the most powerful influence on Employee Job Satisfaction compared to other dimensions
2. There is a significant positive effect between Job Satisfaction Work Environment on Employee or  $H_2$  research hypothesis accepted if the better the work environment of the company, the better the employee Job satisfaction levels. The results of this research note that the Work Environment Physical dimensions have a strong influence on Employee Job Satisfaction compared to other dimensions
3. Compensation and working environment together have a significant impact on job satisfaction of employees where the influence of the independent variables on the dependent variable of 66.3% or variation of independent variables used in the regression model is able to explain 66.3% of the variation dependent variable (job satisfaction). And the balance of 33.7% is influenced by other factors beyond the variables in the test, such as motivation, leadership, job stress, work discipline, training, careers, organizational culture, organizational commitment, and performance.

### **Suggestion**

1. Variable compensation, recommended compensation received by employees of operational staff medical services (doctors and nurses), staff medical support (pharmacists, assistant pharmacists, laboratory analysts, radiographer, medical records staff of nutritional and staff case-mix), and support staff non-medical ( frontline staff, the staff of cashiers, security guards, cleaning service and general staff) to be fair and balanced in financial and nonfinancial compensation. If employees are compensated accordingly to that done for the company in achieving its goals, employees give their best to the company. Based on the compensation that employees receive fair, can give encouragement and motivation in carrying out its duties and responsibilities, so as to create job satisfaction levels of employees to be better. Kartika Husada hospital management Setu Bekasi expected improvement in the form of compensation as their reward bonus is calculated based on years of service, accomplishment, and complexity (level positions) job. Management is expected to conduct an evaluation of the welfare of employees by considering the potential costs and risks that would arise if employees move to another company.
2. Work environment, it is suggested the company must provide a work environment both physical and non-physical Specifically, the physical working environment, as well as complete facilities and conditions of work equipment becomes essential for the performance of employees. It is of course also can affect a conducive working atmosphere so as to support the work productivity that contributed to employee satisfaction. Management must begin to seek the restructuring of job design and work design to build and motivate enthusiasm for work so that employees can have high loyalty to the work and build responsibilities in their work.
3. **Future research,** In connection this study has limitations in doing research, it is advisable for the next researcher who wanted to examine associated variables contained in this research that compensation, work environment, and job satisfaction so that further research can develop other variables such as motivation, leadership, job stress, labor discipline, training, careers, organizational culture, organizational commitment and



performance that can be a reference to examine the variables that have not been done as well as using other research objects.

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