The Effect of Compensation and Job Environment on Employee Loyalty through Job Satisfaction as an Intervening Variable

Case Study of BNI Bank Branch in Makassar

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Abstract

This study aims to determine the effect of compensation and job environment on job satisfaction, the effect of compensation, and job environment on employee loyalty, the effect of job satisfaction on employee loyalty. It is also intended to analyze the effect of compensation and job environment on employee loyalty, through job satisfaction as an intervening variable. This study uses a path analysis model. The sample in this study was 62 permanent employees of the BNI Makassar Branch. The data in this study were obtained by distributing questionnaires. The results showed that the compensation and job environment had a significant effect on job satisfaction. Further, the research indicates that compensation, job environment, and job satisfaction have a positive and significant effect on employee loyalty. The result also found that job environment has a significant effect on employee loyalty through the job satisfaction variable as an intervening. Job satisfaction has a significant effect on employee loyalty and compensation has a significant effect on employee loyalty through the job satisfaction variable as an intervention.

Keywords: compensation; job environment; job satisfaction; employee loyalty

INTRODUCTION

In a company business, of course the company needs good employee performance. With good employee performance, employees will experience satisfaction so that it will build employee loyalty to the company. Therefore the company must take careful steps in order to achieve loyalty from its employees. One of them is by assessing what needs the company must meet for employees for the sake of satisfaction which is expected to foster employee loyalty.

Employee job satisfaction is formed from several factors. Research conducted by Nurdin (2017) found that compensation has a significant effect on job satisfaction at Karya Medika Hospital. This is also supported by research conducted by Muflih and Nur (2015) which states that compensation has a positive effect on employee job satisfaction. Research conducted by Potale and Uhing (2015), and Rubel & Kee (2015) also has a positive and significant effect on employee job satisfaction variables.

Apart from compensation, the work environment has an influence on employee satisfaction. Luthans (2006) state that the work environment is a factor that can affect job satisfaction. Employees, of course, have a good physical and non-physical work environment such as good relationships with fellow employees and superiors, a dynamic work climate, and adequate work facilities. The results of research conducted by Lee et al. (2011) and Mukti Wibowo et al. (2014) show that the work environment has a positive and significant effect on job satisfaction.
Besides being able to affect job satisfaction, compensation and work environment can also affect employee loyalty to the company. In addition, job satisfaction is also closely related to employee loyalty. Employee loyalty is not formed in a short time but through the work process, length of work and the results of employee job satisfaction. Research by Jun et al. (2006) on the Mexican Maquiladora company shows that job satisfaction has a positive and significant effect on employee loyalty.

Bank Negara Indonesia or BNI is a state-owned bank institution, in this case a state-owned company in Indonesia. Quoted from Zona Reference.com (2018), the total number of banks in Indonesia has reached 134 banks, including private, foreign, state-owned and sharia banks. Currently, Indonesia is ranked first as the country with the most number of banks in Southeast Asia, and the high turnover rate of bank employees is known from the results of a survey conducted by Pricewaterhouse Coopers (PwC) Indonesia in 2015 on the banking sector in Indonesia. turnover in this industry reaches 15% - 20%. This number of percentages is the highest compared to other sectors and quoted from finance.detik.com accessed on 15 November 2019 explained that based on data in the bank's annual financial report, the number of bank employees in 2017 for a full year decreased when compared to the 2016 period. Apart from the various problems and challenges that may be faced both internally and externally, BNI remains consistent in showing its development both in service and technology. This can be seen from the many achievements BNI has made both in terms of awards and certifications received.

LITERATURE REVIEW

Compensation

Compensation is one of the important functions in human resource management, because compensation is one of the most positive aspects in a work relationship. Whereas compensation according to Simamora (2004) is all forms of financial returns, tangible services, and benefits obtained by employees as part of an employment. Hasibuan (2017) states that compensation is all income in the form of money, direct or indirect goods received by employees.

Job Environment

According Soetjipto (2008) suggested that the working environment is all a matter or elements that may affect directly or indirectly to the organization or company that will provide a good or bad impact on performance and employee satisfaction. Nitsemoto (1992) also expressed his opinion that the work environment is everything that is around the workers and which can affect him in carrying out assigned tasks.

Job Satisfaction

According to Luthans (2006) Job Satisfaction is defined as a pleasant state or positive emotion resulting from a job appraisal or someone's work experience. Job Satisfaction is generated from employees' perceptions of how well and how important the job is. Wirawan (2013) suggests that job satisfaction is the perception of people about various aspects of their work. Perception is the feeling and attitude of people towards their work. Feelings and attitudes can be positive or negative. If people feel and have a positive attitude towards their work, they are satisfied with their work. If you feel and have a negative attitude towards their work, then they are not satisfied with their work.

Employee Loyalty

Saydam (2000) found that loyalty is determination and the ability to obey, carry out and practice something that is adhered to with full awareness and responsibility, determination and ability that must be proven in daily attitudes and behavior and in the act of carrying out tasks. Meanwhile, Meyer and Herscovits in Oei (2010) argue that employee loyalty is a psychological condition that binds employees and their companies. Loyalty is more of an emotional nature, loyalty is a quality of feeling, and feelings do not always need a rational explanation.
Conceptual Model

![Conceptual Model Diagram]

Figure 1: The Conceptual Model

RESEARCH METHOD

Data Analysis Method

According to Ghozali (2011) to test the effect of intervening variables, path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have been previously established. Path analysis alone cannot determine a cause-effect relationship and also cannot be used as a substitute for researchers to see the causality relationship between variables.

EMPIRICAL RESULTS

Validity and Reliability Test

Validity Testing

The results of testing the validity of the Compensation (X1), Job Environment (X2), Job Satisfaction (Z), and Employee Loyalty (Y) variables can be seen in the table as follows:

Table 1. Validity Test Results for Compensation Variable (X1)

| Question Items | Pearson Correlation | Significance | Information |
|----------------|---------------------|--------------|-------------|
| X1.1           | 0.920               | 0,000        | Valid       |
| X1.2           | 0.883               | 0,000        | Valid       |
| X1.3           | 0.852               | 0,000        | Valid       |
| X1.4           | 0.849               | 0,000        | Valid       |

Source: Validity Test Results

Table 2. Validity Test Result for Job Environment Variable (X2)

| Question Items | Pearson Correlation | Significance | Information |
|----------------|---------------------|--------------|-------------|
| X2.1           | 0.732               | 0,000        | Valid       |
| X2.2           | 0.344               | 0,000        | Valid       |
| X2.3           | 0.692               | 0,000        | Valid       |
| X2.4           | 0.336               | 0,000        | Valid       |
| X2.5           | 0.568               | 0,000        | Valid       |
| X2.6           | 0.743               | 0,000        | Valid       |

Source: Validity Testing Results

Table 3. Validity Test Results for Job Satisfaction Variable (Z)

| Question Items | Pearson Correlation | Significance | Information |
|----------------|---------------------|--------------|-------------|
|                |                     |              |             |
Table 4. Validity Test Results for Employee Loyalty (Y)

| Question Items | Pearson Correlation | Significance | Information |
|----------------|---------------------|--------------|-------------|
| Y1.1           | 0.877               | 0.000        | Valid       |
| Y1.2           | 0.898               | 0.000        | Valid       |
| Y1.3           | 0.907               | 0.000        | Valid       |
| Y1.4           | 0.933               | 0.000        | Valid       |

Source: Validity Test Results

Table 5. Reliability Testing Results

| Variable          | Cronbach Alpha | Minimum reliability | Information |
|-------------------|----------------|---------------------|-------------|
| Compensation      | 0.870          | 0.6                 | Reliable    |
| Job Environment   | 0.916          | 0.6                 | Reliable    |
| Job Satisfaction  | 0.910          | 0.6                 | Reliable    |
| Employee Loyalty  | 0.933          | 0.6                 | Reliable    |

Source: Reliability Testing Results

From the results of tests performed on the reliability of the questionnaire showed that the value of Cronbach Alpha everyone item questionnaire for each variable is greater than 0.6. So it can be decided that all questionnaire items for each variable have been reliable.

Path Analysis Results

Hypothesis I and II Test

Partial Test (t test)

To determine or test the effect of the independent variable Compensation and Job Environment individually (partially) on the dependent variable Job Satisfaction, the t test is used. The calculated t value obtained from the results of SPSS processing is presented in the table below:

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B                           | Std. Error                | Beta |     |     |
| 1     | (Constant)                  | -775                      | 2.102 | -369 | .714 |
|       | Compensation                | .551                      | .096 | .501 | 5.751 | .000 |
|       | Job Environment             | .527                      | .104 | .443 | 5.083 | .000 |

a. Dependent Variable: Job Satisfaction

Source: Results of SPSS Data Processing

Based on the table above, it can be seen that the t value of the Compensation variable is 0.000 which is smaller than 0.05. These results indicate that Compensation has a significant effect on Job Satisfaction. Meanwhile, the t value of the Job Environment variable is 0.000 which is smaller than 0.05. These results indicate that the Job Environment has a significant effect on Job Satisfaction.

Hypothesis III and IV Test

Partial Test (t test)

To determine or test the effect of the independent variable Compensation and Job Environment individually (partially) on the dependent variable Employee Loyalty, the t test is used. The calculated t value obtained from the results of SPSS processing is presented in the table below:
Table 7. Results of t-test Analysis for X1 and X2 Against Y

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B                           | Std. Error                | Beta |      |      |
|       | Compensation                | .511                      | .098 | .481 | .000 |
|       | Job Environment             | .502                      | .106 | .437 | .000 |
| 1     | (Constant)                  | -4.427                    | 2.157 | -2.053 | .045 |

a. Dependent Variable: Employee Loyalty

Source: Results of SPSS Data Processing

Based on the table above, it can be seen that the t value of the Compensation variable is 0.000, which is smaller than 0.05. These results indicate that Compensation has a significant effect on Employee Loyalty. While the significance value of t count for the Job Environment variable is 0.000, which is smaller than 0.05. These results indicate that the Job Environment has a significant effect on Employee Loyalty.

Hypothesis Test V
Partial Test (t test)

To determine or test the effect of the independent variable Job Satisfaction individually (partially) on the dependent variable Employee Loyalty, the t test is used. The calculated t value obtained from the results of SPSS processing is presented in the table below:

Table 8. Result of t- test Analysis for Z Against Y

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B                           | Std. Error                | Beta |      |      |
|       | Job Satisfaction            | .816                      | .066 | .846 | 12.267 | .000 |
| 1     | (Constant)                  | -1.103                    | 1.381 | -0.799 | .427 |

a. Dependent Variable: Employee Loyalty

Source: Results of SPSS Data Processing

Based on the table above, it can be seen that the t value of the Job Satisfaction variable is 0.000, which is smaller than 0.05. These results indicate that Job Satisfaction has a significant effect on Employee Loyalty.

Hypothesis VI and VII Test
Structural Equations

To determine whether or not there is an influence between the independent variables consisting of Compensation (X1), Job Environment (X2), on the dependent variable, namely Employee Loyalty (Y) through the intervening variable, namely Job Satisfaction (Z), the following structural equation is used:

(I) Z = b1 X1 + b2 X2 + e1
(II) Y = b3 X1 + b4 X2 + b5 Z + e2

Where from the results of tests carried out with the help of the SPSS (Statistical Product and Service Solutions) computer program, equation I is obtained as follows:

Z = 0.501 X1 + 0.443 X2

The results of equation I are obtained from the table presented below:

Table 9. Results of Structural Equation I

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B                           | Std. Error                | Beta |      |      |
|       | Compensation                | .551                      | .096 | .501 | 5.751 | .000 |
|       | Job Environment             | .527                      | .104 | .443 | 5.083 | .000 |
| 1     | (Constant)                  | -0.775                    | 2.102 | -3.69 | .714 |

a. Dependent Variable: Job Satisfaction

Source: Results of SPSS Data Processing
For more details, it can be explained as follows:

a. The value of $b_1 = 0.501$
The value of $b_1$ shows a value of 0.501 and has a positive regression coefficient sign, this indicates a direct change between the Compensation variable ($X_1$) and Employee Loyalty ($Y$) which means that if there is an increase in the Compensation variable ($X_1$) by 1 unit, then Employee Loyalty ($Y$) will increase by 0.501 units. Assuming the variable $X_1$ in a constant state.

b. Value of $b_2 = 0.443$
The value of $b_2$ shows a value of 0.443 and has a positive regression coefficient sign, this indicates a change in the direction of the Job Environment variable ($X_2$) and Employee Loyalty ($Y$) which means that if there is an increase in the Job Environment variable ($X_2$) as much as 1 unit, then Employee Loyalty ($Y$) will increase by 0.443 units. Assuming the variable $X_2$ in constant condition.

Meanwhile, the tests carried out with the help of the SPSS (Statistical Product and Service Solutions) computer program obtained equation II as follows:

$$ Y = 0.212X_1 + 0.199X_2 + 0.537Y $$

The results of equation II are obtained from the table presented below:

| Model | Unstandardized Coefficients | Standardized Coefficients | T  | Sig. |
|-------|-----------------------------|---------------------------|-----|------|
|       | B | Std. Error | Beta |      |     |
| 1     | 4.026 | 1.880 | -2.141 | .036 |
| Compensation | .226 | .107 | .212 | 2.108 | .039 |
| Job Environment | .229 | .111 | .199 | 2.057 | .044 |
| Job Satisfaction | .518 | .116 | .537 | 4.451 | .000 |

a. Dependent Variable: Employee Loyalty

Source: Results of SPSS Data Processing

a. The value of $b_3 = 0.212$
The value of $b_3$ shows a value of 0.212 and has a sign of a positive regression coefficient, this indicates a direct change between the Compensation variable ($X_1$) and Employee Loyalty ($Y$) which means that if there is an increase in the Compensation variable ($X_1$) by 1 unit, then Employee Loyalty ($Y$) will increase by 0.212 units. Assuming the variables $X_1$ and $Z$ are in constant or constant condition.

b. The value of $b_4 = 0.199$
The value of $b_4$ shows a value of 0.199 and has a sign of a positive regression coefficient, this indicates a change in the direction of the Job Environment variable ($X_2$) and Employee Loyalty ($Y$) which means that if there is an increase in the Job Environment variable ($X_2$) as much as 1 unit, then Employee Loyalty ($Y$) will increase by 0.199 units. Assuming the variables $X_2$ and $Z$ are in constant or constant condition.

c. The value of $b_5 = 0.537$
The value of $b_5$ shows a value of 0.537 and has a positive regression coefficient sign, this indicates a change in the direction of the Job Satisfaction ($Z$) variable and Employee Loyalty ($Y$) which means that if there is an increase in the Job Satisfaction ($Z$) variable by 1 unit, then Employee Loyalty ($Y$) will increase by 0.537 units. Assuming the variables $X_2$ and $X_1$ in constant condition.

The interpretation of the path analysis above is as follows:

**Effect from $X1$ (Compensation) to $Y$ (Employee Loyalty)**

Direct effect $\quad = b_3 \quad = 0.212$

Indirect effect through $Z \quad = b_1 \times b_5 \quad = 0.501 \times 0.537 \quad = 0.269903$
The total effect of the path coefficient = $b_3 + (b_{1} \times b_{5})$ = 0.212 + 0.269903 = 0.481037

Based on the results of the above calculations, it can be seen that the total effect value of the path coefficient (0.481037) > the direct effect value (0.212), then there is an intervening / mediation relationship.

**Effect from X2 (Job Environment) to Y (Employee Loyalty)**

Direct effect = $b_4$ = 0.199

Indirect effect through Z = $b_4 \times b_5$ = 0.443 x 0.537 = 0.237891

The total effect of the path coefficient = $b_4 + (b_4 \times b_5)$ = 0.199 + 0.237891 = 0.436891

Based on the results of the above calculations it can be seen that the total effect value of the path coefficient (0.436891) > the direct effect value (0.199), then there is an intervening / mediation relationship.

**DISCUSSION**

From the results of the tests conducted in the previous sub-chapter, it can be seen that the Compensation variable (X1) has a significant effect on Job Satisfaction (Z). This can be seen from the coefficient that is positive and the significance value is less than 0.05. The results of this study are supported by previous research conducted by Nurdin (2017) in his research entitled "The Effect of Organizational Culture and Compensation on Job Satisfaction of Karya Medika Hospital Employees" which found that compensation has a significant effect on job satisfaction at Karya Medika Hospital, and research conducted by Potale and Uhing (2015), and Rubel and Kee (2015) which also state that compensation has a positive and significant effect on employee job satisfaction variables.

Apart from compensation, Job Environment (X2) also has a significant effect on Job Satisfaction (Z). The results of this study are supported by research conducted by Mukti Wibowo et al (2014) which shows that the work environment has a positive and significant influence on job satisfaction and is strengthened by the theory put forward by Luthans (2006) in the book Organizational Behavior which states that the work environment is a factor that can affect job satisfaction.

The test results in this study also show that Compensation (X1), Job Environment (X2) and Job Satisfaction (Z) have a positive and significant effect on Employee Loyalty (Y). This can be seen from the coefficient that is positive and the significance value which is less than 0.05. Besides being able to affect job satisfaction, compensation and work environment can also affect employee loyalty to the company. This is supported by the results of research conducted by Purba & Andri (2017) in his research entitled "The Effect of Compensation and Work Environment on Employee Loyalty (Case Study of Pt. Capella Dinamik Nusantara Cab. Kandis)" which states that apart from being influenced by compensation, employee loyalty is also influenced by the work environment, where the higher the working environment will affect the increased loyalty. Appropriate compensation can motivate employees to carry out their duties, in addition, the work environment also supports employee comfort so that employee loyalty will increase.

In addition, job satisfaction is also closely related to employee loyalty. Employee loyalty is not formed in a short time but through the work process, length of work and the results of employee job satisfaction. Research by Jun et al. (2006) on the Mexican Maquiladora company shows that job satisfaction has a positive and significant effect on employee loyalty.

In this study, it is also known that the Job Satisfaction variable is an intervening variable between the independent variables consisting of Compensation (X1) and Job Environment (X2) on the dependent variable Employee Loyalty (Y). It can be seen from the total value of the effect of the
path coefficient is greater than the value of the direct effect. This is supported by research conducted by Husain et al. (2019) entitled The Effect Of Compensation, Work Environment And Work Loads On Work Satisfaction And Its Impact On Employee Loyalty Of Production Part Cv. Bahari Tegal Bakery which states that job satisfaction can mediate work environment variables on employee loyalty. In addition, research conducted by Ramadhani (2017) entitled Analysis of the Effect of Compensation and Physical Work Environment on Employee Loyalty through Employee Job Satisfaction as an Intervening Variable (Study at the Office of the Directors of Pt Perkebunan Nusantara Ix Annual Plant Division) found that job satisfaction employees are proven to mediate the relationship between compensation and physical work environment on employee job loyalty.

Based on a brief interview conducted by the author on several employees of the Makassar Branch of BNI, it was found that there were employees who felt that the compensation received was not as expected, for example in terms of benefits, namely domicile allowances that apply to all employees but not all employees can get it because not all locations get it because of the provisions set by the HCT BNI division itself. Likewise with the work environment, in a banking environment with a system that is always targeted and has a lot of pressure, of course, a supportive work environment is needed, both in terms of situation and office facilities. It cannot be denied that each office does not always have the same facilities, between one branch office and another. Relationships between employees where conflicts may occur due to differences of opinion and other things. So that these things are expected to affect employee satisfaction.

However, based on the results of the research described above, it shows that respondents considered that overall compensation for their work was considered appropriate for their work and a conducive work environment that supports them to work well at Bank BNI Makassar Branch, this makes employees satisfied at work. By fulfilling employee compensation and a good environment, satisfaction increases and this has an impact on employee loyalty. Employee who has high loyalty will always work well and stay with the company. Employees will not stop working or move to another job that is considered better. Maintaining loyal employees is important for the company, because the company will still be able to work well. However, if employees are not loyal and choose to change jobs, it will become a burden for the company. This is because the company will conduct recruitment to find replacement employees and adapt to the work environment at the company.

CONCLUSION

From the results of the research and discussion described, the conclusions were obtained from the research that compensation and job environment have a significant effect on job satisfaction and employee loyalty. The result also indicate that job environment has a significant effect on employee loyalty through the job satisfaction variable as an intervening. Job satisfaction has a significant effect on employee loyalty and compensation has a significant effect on employee Loyalty through the job satisfaction variable as an intervention,

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