THE DISTRIBUTION OF WAGES, JOBS, CO-WORKERS, AND SUPERVISION TO WORKERS’ JOB SATISFACTION

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Abstract: The goal of this research is to find out the distribution of wages, jobs, co-workers, and supervision to the workers’ job satisfaction, both partially and simultaneously. The methods used in this research are descriptive and verificative, using questionnaire. The research shows: The distribution of wages is categorized as good with a total score of 365, jobs are also categorized as good, scored 546, co-workers is categorized as good, scored 435, supervision is categorized as good with the score of 353, and job satisfaction is categorized as good scored 309. Partially, wages has a positive effect and significant toward workers’ job satisfaction, where as \( t_{hitung} > t_{table} \) of 3.492 > 2.365. Jobs is proven to have a positive and significant effect on workers’ job satisfaction, where as \( t_{hitung} > t_{table} \) of 5.255 > 2.365. Co-workers was proven to have positive but not significant effect on workers’ job satisfaction, where as \( t_{hitung} < t_{table} \) of 2.047 < 2.365. Supervision was proven to have negative and significant effect on workers’ job satisfaction, where as \( t_{hitung} < t_{table} \) of -3.130 < -2.365. Simultaneously, there was proven that there were positive effects of wages, jobs, co-workers, and supervision to workers’ job satisfaction, where as \( F_{hitung} > F_{table} \) 23.053 > 4.12. Based on the result of the hypothesis, it was concluded that effect amongst wages, jobs, co-workers, and supervision, to workers’ job satisfaction, both partially and simultaneously.

Keyword: Wages, Jobs, Co-workers, Supervision, Job Satisfaction

1. Introduction
Human Resources is one of the activities that keeps the company moving. The maximum development and used of human resources can create high quality manpower, physically and mentally healthy, and also highly skilled. Every company must pay good attention in the development of it’s human resources to achieve the workers’ and workers’ job satisfaction. Wages is one of the most important component in the field of human resources because it is directly connected to the worker’s welfare. (Adisu, 2008:1). Wages is the worker’s or labour’s right, which they can accept and claimed in the form of money as payment from business owners and employers to the workers and labourers that is designed and paid in according to job agreement, deals, or laws (Adisu, 2008:2). If the wages is considered to be acceptable then the workers will be satisfied in the organization. For the workers, wages is the main reason in working, and for some workers, wages is the only reason in working (Nurachmad, 2008:33).

Workers and workers in Indonesia is said to be the most unhappy ones. Accenture, a business and management consultant from United States of America, released a newest study in March 8, 2013. The study learnt the level of workers’ job satisfaction, and indicated that only 18% of the respondents in Indonesia claimed to be satisfied and happy with their life qualities in their work. Indonesia was in the lowest rank when it comes to job satisfaction. Three problems that was the most frequently complained were the balance between professional and personal life, salaries and benefits, and career paths. There were also several external factors that also had
significant roles in determining workers’ job satisfaction. In their jobs, workers and coworkers are interacting actively with their co-workers. Cooperative co-workers and team members are the source of the simplest job satisfaction for the workers individually. Workgroup, especially a strong team, acts as the source of support, comfort, advice, and helps to other members (Luthans, 2006:245). Good interactions amongst workers will make the competition of jobs and working together easier. Therefore will create satisfaction in working because of the reliable and supportive co-workers.

The problems in Radio Maya FM is lateness in measuring job satisfaction, which occurs due to the change in ownership in early 2014, and also management change in early 2015. The wages were hourly basis, and the office staffs and production staffs were paid based on the wages that was agreed, but did not meet the standard minimum wages from the government. The wages was still distributed manually that can caused the late in wages payments. The supervisors in Radio Maya FM Bandung are always friendly, communication amongst workers is good, and the workers were given freedom to plan and to determine procedures that will be used in completing their works.

Wages is the worker’s or labour’s right, which they can accept and claimed in the form of money as payment from business owners and employers to the workers and labourers that is designed and paid in according to job agreement, deals, or laws (Adisu, 2008:2). A very important aspect in determining amount of wages for workers is that it has to have internal equity and external equity. Internal equity is described as the amount of wages is equal to inputs given compared to similar jobs in an organization. External equity is described as the amount of wages that is equal to inputs given compared to similar jobs outside the organization (Kadarisman, 2014:138). For the workers, wages is the main reason in working, and for some workers, wages is the only reason in working (Nurachmad, 2008:33). Workers are how far they perceive their job to be interesting, to be given the opportunity to learn, and to be given the opportunity to accept responsibilities. (Luthans, 2006:243). Frederick W. Taylor (1947) in Fajar and Heru (2010:19), said that jobs in a company are designed to reach technical efficiency (to find a best way to produce a product) and productivity (state of maximum used of human and physical resources). Co-workers are groups or workteams that work cooperatively. They acted as source of support, comfort, advice, and helps to others member of the organization (Luthans, 2006:245). As for Nitisemito (1992) in Muwafik (2013:24) stated that co-workers are person or group of people within the same level of the organization that is working together in supporting every job given. Good co-workers are those who can transform regular working atmosphere into an extraordinary one. They are not only willing to help others, but also be good listeners and can provide advices regarding even smallest matters (Maulana, 2004 in Christina, 2015:6). In the world of professional work, it is important to build good relationship with co-workers. Every workers in relation to co-workers, they must have trust, honesty, openess, to be honest with co-workers, avoid suspicion, motivate each others, and help others’ difficulties (Soetjipto, 2007:169).

The supervisor’s ability to act as guardian in giving technical support and behavioral support to the workers, and also the participative climate created by the superiors can give substantial effect in the workers’ job satisfaction. Supervisors directly influence job satisfaction and achievement through cleverly disciplined workers and implementing regulations. Effective supervisors help to boost workers’ productivity through good working implementation, and real guidance that suitable to working standards (Mangkunegara, 2006, quoted by Sartika, 2011:29). One research from University of Michigan indentified two types of supervisor’s behavior in
regards to the effectiveness in supervision activities in a company (Robbins, 2015:251), which are: (1) Workers-Oriented Leader, that is leaders who emphasized on interpersonal relationship by putting personal interest in the worker’s needs and accepted individual differences between them. According to Suwatno and Priansa (2011:155), workers-oriented leaders are leaders who emphasize on motivating rather than controlling. Robbins (2015:46) described, job satisfaction is one positive feeling about the job, which is created from an evaluation from it’s characteristics.

2. Methods

Methods used in this research are decriptive and verificative. According to Sudjana in Riduwan (2015:207), descriptive method is a study whose goal is to describe or explain events or penomenas which is currently occurring during research, ignoring before and after incidents.

Descriptive methods are used to describe problem definition in the researched variables. Data required is data that is suitable with the problems and also suitable with the research’s goals, therefore the data will be collected, analyzed, and processed further, compared with related theories, and then conclusion will be drawn. This research is meant to test hypothesis by using statistics calculation, to test the influence of X variable to Y variables. Verificative means to test theories using accepted or rejected hypothesis test. This research analyzed five variables; wages, jobs, co-workers, supervision, and job satisfaction.

![Figure 1 Research Paradigm](image)

Based on the framework above, a research hypothesis can be formulated, namely: (1) There is an influence between employee job satisfaction in Maya FM radio Bandung; (2) there is an influence between the job itself and employee job satisfaction in Maya FM radio Bandung; (3) there is an influence between coworkers on employee job satisfaction in Maya FM radio Bandung; (4) There is an influence between monitoring employee job satisfaction on Maya FM radio Bandung; (5) There is an influence between the work itself, co-workers and monitoring of employee job satisfaction on Maya FM radio Bandung.

3. Research Result And Study

Reliability Test Results

In this study, the authors used saturated sampling where a population of 12 people was used as the object of research. "Sampling is taken over, the sampling technique is taken from all the population used as a sample and it is also known as a census. Saturated sampling is carried out when the population is less than 30 people "(Riduwan, 2015: 64). Reliability test is used to learn
about the accuracy of questionnaires, which mean the research instruments when applied to the same group in different periods of times will provide the same results. These are the result of reliability test from each variables in the research:

Table 1 Reliability Test Results, Wages \( (X_1) \), The Job \( (X_2) \), Co-Workers \( (X_3) \), Supervision \( (X_4) \) and Job Satisfaction \( (Y) \)

| Variables          | Reliability Scores | Critical Scores | Results  |
|--------------------|--------------------|----------------|----------|
| Wages \( (X_1) \)  | 0,944              | 0,60           | Reliable |
| The Job itself \( (X_2) \) | 0,938              | 0,60           | Reliable |
| Co-Workers \( (X_3) \) | 0,955              | 0,60           | Reliable |
| Supervision \( (X_4) \) | 0,928              | 0,60           | Reliable |
| Job Satisfaction \( (Y) \) | 0,888              | 0,60           | Reliable |

Source: Questionnaire Results (Analyzed Using SPSS Software)

Data above shows that each variables in this research where \( r_{hitung} \) is higher than \( r_{kritis} \) which means that all variables are reliable.

Variables Decriptions Based on Wages
Based on research result on wages in Maya FM Bandung, with 12 respondents and 12 questions.

Table 2 Respondents Recapyiulation Regarding Wages in Radio Maya FM Bandung

| Questions                                                      | Score |
|----------------------------------------------------------------|-------|
| I am satisfied with my wages                                   | 30    |
| The company has transparent wages system                       | 35    |
| The company always pays wages on time                          | 28    |
| Wages given accordingly to working hours                       | 34    |
| Work assignment is equally interesting with the wages I accept  | 32    |
| Wages I accept is equal to my contribution to the company      | 32    |
| Wages is equal to my expectation                                | 30    |
| Wages I accept is enough to fulfill my daily needs             | 24    |
| My current wages makes me feel happy working here              | 32    |
| Wages I accept is fair and proper                               | 31    |
| Wages I accept in this company is as good as those in other companies | 27    |
| Wages I accept is equal to my role and responsibility in this company | 30    |
| **Total Score**                                                | **365** |

To determine wages categories that contains 12 questions, the intervals are calculated as follows:

Highest score \( = (4 \times 12 \times 12) = 576 \)

Lowest score \( = (1 \times 12 \times 12) = 144 \)

Then intervals calculation is \( \frac{(4 \times 12 \times 12)-(1 \times 12 \times 12)}{4} = 108 \)

468 – 576 = Very Good

360 – 467.9 = Good
Based on the interpretation scores, in overall, job satisfaction is in good category, in accordance to wages in Radio Maya FM Bandung, scores 365.

Variable Description Based on Jobs
Based on research result di Radio Maya FM Bandung, with sample of 12 respondents and 15 questions.

| Questions                                                                 | Score |
|---------------------------------------------------------------------------|-------|
| I really love my current job                                             | 38    |
| This job is exciting for me                                              | 36    |
| My current job gives me opportunities to learn                           | 39    |
| The assignments given to me can improve my skills and abilities          | 40    |
| The assignments are challenging                                          | 33    |
| I understand clearly the job assignment therefore it is easy for me to work | 39    |
| I feel proud when I was able to finish the job well                      | 38    |
| My work is good enough for the company                                   | 38    |
| This job has meaningful impact on my life                                | 34    |
| I feel happy when given bigger assignments and responsibilities          | 36    |
| The assignment given to me has important role for the company’s sustainability | 38    |
| Every worker is given freedom and authority in actuating and finishing their jobs | 34    |
| The freedom and authority given to me make me feel free to make decisions for my job | 34    |
| I have the opportunities to get clear descriptions or directions about the quality of my works | 33    |
| The performance appraisal from the company helps me to work better       | 36    |
| **Total Scores**                                                         | **546** |

To determine job categories that consist of 15 questions, intervals are calculated as follows:

Highest scores = \((4 \times 15 \times 12) = 720\)

Lowest scores = \((1 \times 15 \times 12) = 180\)

Then the intervals is calculated as follows = \(\frac{(4 \times 15 \times 12) - (1 \times 15 \times 12)}{4} = 135\)

585 – 720 = Very good
450 – 584.9 = Good
315 – 449.9 = Poor
188 – 314.9 = Very poor

Based on the interpretation scores, in overall job satisfaction in good category to the job in Radio Maya FM Bandung, scores 546

Variable Descriptions Based on Co-Workers
Based on research results in Radio Maya FM Bandung, with 12 respondents and 12 questions.
Tabel 4 Respondents Recapitulation on Co-Workers in Radio Maya FM Bandung

| Questions                                                                 | Score |
|--------------------------------------------------------------------------|-------|
| My current jobs allow me to get new friends                              | 37    |
| Workers always motivate each other to finish the job well                | 35    |
| Workers never bring down another workers in front of superiors or another workers | 37    |
| Co-Workers always good and nice to me                                    | 38    |
| There is respect among workers                                           | 36    |
| There is good communications among workers                               | 35    |
| Cooperation among workers is good                                       | 34    |
| There is feeling of closeness among workers in finishing jobs            | 35    |
| I am happy when my team can fulfill the expected results                 | 38    |
| Workers are giving advice to each other                                  | 36    |
| There is family atmosphere among workers                                 | 36    |
| I always have good relationship with co-workers in or out of work        | 38    |
| **Total Scores**                                                         | **435**|

To determine co-workers category that consists of 12 questions, intervals were calculated as follows:
Highest scores = (4 x 12 x 12) = 576
Lowest scores = (1 x 12 x 12) = 144

\[
\text{Then the intervals is calculated as follows } = \frac{(4 \times 12 \times 12) - (1 \times 12 \times 12)}{4} = 108
\]

468 – 576 = Sangat Baik
360 – 467.9 = Baik
252 – 359.9 = Poor
144 – 251.9 = Very Poor

Based on the interpretation scores, in overall job satisfaction is in good category with the co-workers in Radio Maya FM, scores 435.

Variable Descriptions Based on Supervision
Based on research result on Supervision in Radio Maya FM Bandung, with 12 respondents and 10 questions:

Tabel 5 Respondents Recapitulation on Supervision in Radio Maya FM Bandung

| Questions                                                                 | Score |
|--------------------------------------------------------------------------|-------|
| Supervisors are friendly to workers                                      | 39    |
| Supervisors gives help when I was in work related trouble                | 35    |
| Supervisors give opportunities to workers to convey their complaints and feelings | 34    |
| Supervisors motivate workers to great achievements                        | 38    |
| Supervisors treat workers fairly                                         | 34    |
| My supervisors consistently acknowledge and appreciate my job results    | 36    |
| Supervisors involves workers in discussing job related troubles          | 34    |
| Supervisors give opportunities to me to convey ideas that might be useful | 34    |
| My supervisors can appreciate the teams’s ideas                          | 34    |
| Supervisors take advice and ideas from subordinates seriously for the company’s benefit | 35    |
To determine supervision category that consist of 10 questions, intervals are calculated as follows:

Highest scores = \((4 \times 10 \times 12) = 480\)
Lowest scores = \((1 \times 10 \times 12) = 120\)

Then the intervals calculation is as follows:
\[
\frac{(4 \times 10 \times 12) - (1 \times 10 \times 12)}{4} = 90
\]

390 – 480 = Very good
300 – 389.9 = Good
210 – 299.9 = Poor
120 – 219.9 = Very poor

Based on the interpretation scores, in overall job satisfaction is in good category with supervision in Radio Maya FM Bandung, scores 353.

**Variable Description Based on Job Satisfaction**

Based on research result about Job Satisfaction in Radio Maya FM Bandung, with 12 respondents and 9 questions.

| Questions                                                                 | Score |
|---------------------------------------------------------------------------|-------|
| I always obey the rules in the company                                    | 38    |
| I always come to work and go home on time                                 | 35    |
| I am always able to do my job well as expected by the company standard    | 37    |
| I feel excited in doing my job                                           | 35    |
| I am happy to work and fulfill the company’s expectations                 | 35    |
| I am without doubt giving my best work for the company                    | 36    |
| I feel comfortable working in my office now                              | 33    |
| I don’t want to search for another job                                    | 29    |
| This job can give opportunity alternative that is as good as another job in another companies. | 31    |

**Total Score**: 309

To determine job satisfaction categories that consists of 9 questions, intervals are calculated as follows:

Highest scores = \((4 \times 9 \times 12) = 432\)
Lowest scores = \((1 \times 9 \times 12) = 108\)

Therefore interval calculations is
\[
\frac{(4 \times 9 \times 12) - (1 \times 9 \times 12)}{4} = 81
\]

351 – 432 = Very good
270 – 350.9 = Good
189 – 269.9 = Poor
108 – 188.9 = Very poor

Based on the interpretation scores, in overall job satisfaction in Radio Maya FM Bandung is in good category, scores 309.
Determinant Coefficient Analysis

Determinant coefficient ($R^2$) can be used to measure the level of accuracy in regression analysis, where the number shown by determinant coefficient ($R^2$) between 0 (zero) and 1 (one). When determinant coefficient is close to one, then it can be said that independent variables can influence or have significant effect to dependent variables. The result of determinant coefficient using SPSS is as follows

| Model | R   | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|---------------------------|
| 1     | .964<sup>a</sup> | .929     | .889              | 1,761                     |

<sup>a</sup>. Predictors: (Constant), Supervision, Pay, Co_Worker, Work_It_Self

b. Dependent Variable: Job_Satisfaction

*Source: Questionnaire (analyze using SPSS)*

The output table above shows that R-Square is 0.929, this means that the effect of wages, the job itself, co-workers, and supervision to job satisfaction is 92.9%, and the rest 7.1% is effected by another un-researched factors. Based on that interpretation, then it is visible that R-Square value is between 0 to 1.

Partial Hypothesis Test (t Test)

Partial Hypothesis Test $X_1$

$H_a: \rho yx_1 \neq 0$: Wages has significant effect on job satisfaction in Radio Maya FM Bandung

$H_0: \rho yx_1 = 0$: Wages has no significant effect on job satisfaction in Radio Maya FM Bandung

With significant level ($\alpha$) = 0.05, testing criteria is reject $H_0$ if $t_{calculated} \geq t_{table}$, accept $H_0$ otherwise. Test result of partial hypothesis $X_1$ using SPSS software is as follows:

| Model     | Unstandardized Coefficients | Standardized Coefficients | T    | Sig.  |
|-----------|-----------------------------|---------------------------|------|-------|
|           | B                           | Std. Error                | Beta |       |      |
| (Constant)| 2.961                       | 2.740                     |      | .316  |      |
| Pay       | .283                        | .081                      | .405 | 3.492 | .010 |
| Work_It_Self | .410               | .078                      | .736 | 5.255 | .001 |
| Co_Worker | .140                        | .069                      | .237 | 2.047 | .080 |
| Supervision | -.279                     | .089                      | -.373| -3.130| .017 |

<sup>a</sup>. Dependent Variable: Job_Satisfaction

*Source: Questionnaire Result (analyzed using SPSS software)*
Based on the results from table above, we can get information that $t_{calculated}$ for wages is 3.492. This score will be compared with $t_{table}$ of 2.365. From the scores above it is certain that $t_{table}$ achieved for wages ($X_1$) of 3.492, will be located in critical area of $t_{table}$ (-2.365 and 2.365) is match the testing criteria.

Partial Hypothesis Test $X_2$

$H_a : \rho_{YX_2} \neq 0$ : The job itself has significant effect on job satisfaction in Radio Maya FM Bandung.

$H_0 : \rho_{YX_2} = 0$ : The job itself has no significant effect on job satisfaction in Radio Maya FM Bandung.

With significant level ($\alpha$) = 0.05, testing criteria is reject $H_0$ if $t_{calculated} \geq t_{table}$, accept $H_0$ otherwise. Partial Hypothesis Test result using SPSS software is as follows:

| Model          | Unstandardized Coefficients | Standardized Coefficients | T  | Sig. |
|----------------|----------------------------|---------------------------|----|------|
| (Constant)     | 2.961                      | 2.740                     | 1.081 | 0.316 |
| Pay            | 2.283                      | 0.081                     | 3.492 | 0.010 |
| Work It Self   | 2.410                      | 0.078                     | 5.255 | 0.001 |
| Co Worker      | 1.140                      | 0.069                     | 2.047 | 0.080 |
| Supervision    | -2.279                     | 0.089                     | -3.130 | 0.017 |

a. Dependent Variable: Job Satisfaction

Source: Questionnaire Result (analyzed using SPSS software)

Based on table above, we can get information that $t_{calculated}$ for job itself is 5.255. This score will be compared to $t_{table}$ in the t distribution table. With $\alpha = 0.05$, df = n-k-1 = 12-4-1 = 7, for two ways test, the score of $t_{table}$ 2.365. The results show that $t_{table}$ for the job itself is 5.255, is located within the critical area (-2.365 and 2.365). Based on the hypothesis testing criteria that $H_0$ is rejected and $H_a$ is accepted, means partially the job itself has significant effect on job satisfaction in Radio Maya FM Bandung.

Partial Hypothesis Test $X_3$

$H_a : \rho_{YX_3} \neq 0$ : Co-workers has significant effect on job satisfaction in Radio Maya FM Bandung.

$H_0 : \rho_{YX_3} = 0$ : Co-workers has no significant effect on job satisfaction in Radio Maya FM Bandung.

With significant level ($\alpha$) = 0.05, testing criteria is reject $H_0$ if $t_{calculated} \geq t_{table}$, accept $H_0$ otherwise. Partial Hypothesis Test result using SPSS software is as follows:
Based on table above, we can get information that the score of $t_{calculated}$ is 2.047. This score will be compared to $t_{table}$ in the t distribution table. With $\alpha = 0.05$, $df = n-k-1 = 12-4-1 = 7$, for two ways test, the score of $t_{table} 2.365$. The results show that $t_{table}$ for the job itself is 2.047, is located outside the critical area (-2.365 and 2.365). Based on the hypothesis testing criteria that $H_0$ is accepted and $H_a$ is rejected, means partially co-workers has no significant effect on job satisfaction in Radio Maya FM Bandung.

Partial Hypothesis Test $X_4$

$H_a: \rho_{y|x_3} \neq 0$ : Supervision has significant effect on job satisfaction in Radio Maya FM Bandung.

$H_0: \rho_{y|x_3} = 0$ : Supervision has no significant effect on job satisfaction in Radio Maya FM Bandung.

With significant level ($\alpha = 0.05$), testing criteria is reject $H_0$ if $t_{calculated} \geq t_{table}$, accept $H_0$ otherwise. Partial Hypothesis Test result using SPSS software is as follows:

**Table 11 Partial Hypothesis Test $X_3$**

| Coefficients<sup>a</sup> |
|--------------------------|
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | |
| (Constant) | 2,961 | 2,740 | 1,081 | ,316 |
| Pay | ,283 | ,081 | ,405 | 3,492 | ,010 |
| Work_It_Self | ,410 | ,078 | ,736 | 5,255 | ,001 |
| Co_Worker | ,140 | ,069 | ,237 | 2,047 | ,080 |
| Supervision | -279 | ,089 | -373 | -3,130 | ,017 |

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Table 12 Pengujian Hipotesis Parsial $X_4$

| Coefficients<sup>a</sup> |
|--------------------------|
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | |
| (Constant) | 2,961 | 2,740 | 1,081 | ,316 |
| Pay | ,283 | ,081 | ,405 | 3,492 | ,010 |
| Work_It_Self | ,410 | ,078 | ,736 | 5,255 | ,001 |
| Co_Worker | ,140 | ,069 | ,237 | 2,047 | ,080 |
4. Discussion

Wages, Jobs, Co-Workers, and Supervision to Worker’s Job Satisfaction

Research’s result shows that wages whose indicators are paid on time, based on working hours, enough to fulfill needs, and fair, when seen from the partial hypothesis test result (t test), the $t_{\text{calculated}}$ is higher than $t_{\text{table}}$ of 3.492 > 2.365, and the significant value < significant level (0.05), of 0.010 < 0.05 therefore it can be concluded that wages is significantly effecting the workers’ job satisfaction in Radio Maya FM Bandung. The research results also shows that job whose indicators are skill variety, task identity, task significance, autonomy, feedback from the job, the result partial hypothesis test (t test) indicates that $t_{\text{calculated}}$ is higher than $t_{\text{table}}$ of 5.255 > 2.365 and the significant value < significant level (0.05) of 0.001 < 0.05 therefore ot can be concluded that the jobs itself has significant effect on the workers’ job satisfaction in Radio Maya FM Bandung. The research results shows that co-workers whose indicators are healthy competition, mutual respects, coworking, family-like relationship, the result of partial hypothesis test (t test) indicates that $t_{\text{calculated}}$ is lower than $t_{\text{table}}$ of 2.047 > 2.365 and the significant value > significant level (0.05) of 0.080 > 0.05 therefore ot can be concluded that co-workers has no significant effect on the workers’ job satisfaction in Radio Maya FM Bandung, but co-workers has positive effect on job satisfaction. The research results shows that supervision whose indicators are workers centered, and participation/influence, the result of partial hypothesis test (t test) indicates that $t_{\text{calculated}}$ is higher than $t_{\text{table}}$ of -3.130 > -2.365 and the significant value < significant level (0.05) of 0.017 < 0.05 therefore ot can be concluded that supervision has significant effect on the workers’ job satisfaction in Radio Maya FM Bandung.

Based on the result of simultaneous hypothesis test (F test), the result is $F_{\text{calculated}}$ is higher than $F_{\text{table}}$ of 23.053 > 4.12. The research result shows that wages, the job itself, co-workers, and supervision are simultaneously have significant effect on the workers’ job satisfaction in Radio Maya FM Bandung. Then based on the calculation of determinant coefficient, it can be concluded that the $R$-Square score is 0.929, therefore it is known that the contribution of wages, the job itself, co-workers, and supervision to job satisfaction is 92.9%, and the rest of 7.1% is influenced by other factors that is not discussed in this research. Besides that, the relation between wages, the job itself, co-workers, and supervision to job satisfaction is R score of 0.964, thi shows a very significant effect between the five variables.

5. Conclusion

Based on the research result and the discussion about the effect os wages, the job itself, co-workers, and supervision to job satisfaction in Radio Maya FM Bandung, then the writers take these conclusion as follows:
1. Wages in Radio Maya FM Bandung is in good category, score 365.
2. The Job itself in Radio Maya FM is in good category, score 546.
3. Co-workers in Radio Maya FM is in good category, score 435.
4. Supervision in Radio Maya FM is in good category, score 353.
5. Job Satisfaction in Radio Maya FM is in good category, score 309.

Simultaneously wages, the job itself, co-workers, supervision has significant effect on job satisfaction in Radio Maya FM Bandung, where the score of $F_{calculated}$ is higher than $F_{table}$ of 23.053 > 4.12, with contribution of 92.9% and the rest of 7.1% is influenced by another factors nos discussed in this research. Partially, the job itself has dominant effect on job satisfaction in Radio Maya FM Bandung with the score of $\text{Sig.}$. 0.001, wages in second places wth $\text{Sig.}$. 0.010, next is supervision in third place with $\text{Sig.}$. 0.017 and co-workers is in the last position as the effecting variable with $\text{Sig.}$. 0.080.

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