



## THE EFFECT OF COMPENSATION, WORK ENVIRONMENT AND COMPANY ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT HALIM FERTILITY CENTER MEDAN

Yori Renaldi<sup>1\*</sup>, Bagus Handoko<sup>2</sup>, Winda Ardiani<sup>3</sup>  
Fakultas Ekonomi Bisnis Universitas Harapan Medan  
\*Email Correspondence: yorirenaldi96@gmail.com

### ABSTRACT

*This type of research is a type of Casual Associative research, the type of causal associative research (cause and effect) is a study that aims to find out whether there is a relationship between compensation variables, work environment and organizational culture on employee job satisfaction. This research was conducted in one of the companies, namely Halim Fertility Center Medan. The population in this study was 140 employees, but the sample taken was used using the Slovin formula determination with the results of 58 employee samples using the Slovin formula sampling technique. The data source used is primary data. Researchers also collect data by distributing questionnaires as many as 20 questions using Google forms. The results of this study are that the Compensation Variable (X1) partially has a negative and insignificant effect on employee job satisfaction at the Halim Fertility Center Medan. This is known from the results of the partial test (t test) which states that the value of the t-calculation coefficient > t table,  $0.925 > 1.67155$  at a significant  $0.359 < 0.05$ . The Work Environment Variable (X2) partially has a positive and significant effect on employee job satisfaction at the Halim Fertility Center Medan. This is known from the results of the partial test (t test) which states that the value of the t-calculation coefficient > t table,  $3.190 > 1.67155$  at a significant  $0.002 < 0.05$ . The Organizational Culture Variable (X3) partially has a positive and significant effect on employee job satisfaction at the Halim Fertility Center Medan. This is known from the results of the partial test (t-test) which states that the coefficient value of t count > t table,  $2.290 > 1.67155$  at a significant  $0.026 < 0.05$ . Then, the results of the study also show that the Compensation Variable (X1), Work Environment (X2), and Organizational Culture (X3) simultaneously affect Employee Job Satisfaction (Y) Halim Fertility Center Medan. (coefficient value F count > F table  $67.304 > 2.773$  at a significant  $0.000 < 0.05$ ). So the previous hypothesis (H4) is accepted. The correlation is the adjusted R Square correlation figure of 0.777 in this case meaning 77.7% of employee job satisfaction can be obtained and explained by compensation, work environment, and organizational culture. While the remaining  $100\% - 77.7\% = 22.3\%$  is explained by other factors or variables outside the model, such as available facilities, working conditions, communication, job security, etc.*

**Keywords:** Compensation, Work Environment, Organizational Culture, Employee Job Satisfaction

### INTRODUCTION

In the 21st century, business development is increasing day by day. Business competition is now increasingly competitive, every company is required to provide innovation and change for its company so that its extension rate is higher. In this case, the changes in question are intended to change the behavior, mindset and way of acting for a worker in business. Human Resources are very important in

dealing with every change that occurs in every company where he works. In achieving success in a company's goals, it is very dependent on human resources (employees) in carrying out the tasks that have been given by the company.

Human resources are a factor that plays an important role in the success and progress of the company. Management should pay attention to all matters relating to human resources so that employees have job



satisfaction which is manifested in high performance.

. As an employee who has carried out duties by the company, one of the things that must be obtained for employees is a form of

job satisfaction. Job satisfaction is the individual perception of employees regarding how well their work provides things that are considered important, (Supatmi and Nimran, 2014: 27).

**Table 1. Number of Employees of Halim Fertility Center Medan in 2023**

No.	Employee	Total
1	Doctor	17
2	Nurse	45
3	Nurse	45
4	Admin	18
5	Receptionist	15
<b>Amount</b>		<b>140</b>

*Source: Halim Fertility Center Medan, 2023*

Based on table 1 above, it is known that the number of employees in 2023 is 140 people, based on information obtained in the field, it is known that Halim Fertility Center Medan has efficiency in completing a job, the company has a policy on working hours, including working hours with efficiency, responsibility and accuracy in completing work. Halim Fertility Center Medan for its employees has not fully realized how to use working hours efficiently. The main factor is delaying. In its operational hours, Halim Fertility Center follows the general working hours. The presence of employees every day comes in at 08.00 WIB in the morning and goes home at 17.00 WIB. Tolerance for lateness is only given 15 minutes. Employee awareness regarding attendance is not yet there, with the existence of finger absences and applicable company regulations, there are still employees who are late. Thus it can be concluded that the awareness of Halim Fertility Center Medan employees in terms of their work responsibilities is lacking, this could be due to other factors, namely low

compensation, poor work environment and poor company organizational culture.

Creating employee job satisfaction is not an easy thing. Based on a problem found, job satisfaction can be created if the variables that influence it, including compensation, work environment and organizational/company culture can be accommodated well and accepted by all employees in an organization/company (Widyono, 2013: 34). So to create job satisfaction for employees, there needs to be things that can increase employee satisfaction. One of the factors that can increase employee job satisfaction is compensation. Dhermawan (2012: 174), states that compensation is a broad term related to financial rewards received by people through their employment relationship with an organization.

In addition, organizational culture is also very important in increasing employee job satisfaction. Organizational culture is important because it is the habits that occur in the organizational hierarchy that represent the norms of behavior followed by members



of the organization. A productive culture is a culture that can make the organization strong and the company's goals can be accommodated (Ratnawati, 2012). Based on the results of observations and interviews with employees at the Halim Fertility Center Medan, it was found that many employees in this company complained that in terms of job division, employees often had to do work outside their field, so they often had to do other jobs.

## **LITERATURE REVIEW**

### **Definition of Compensation**

Everyone works to earn income to meet their living needs. For that, everyone works to get a return according to the work done. So that employees work diligently and responsibly in carrying out their duties well in order to get an award for their work performance in the form of compensation. One way for management to increase productivity, creativity, work performance, motivation, and improve employee performance is by providing compensation. Every company must be fair in providing compensation according to the workload received by employees.

### **Work environment**

According to Nitisemito (in Nuraini, 2013:97) the work environment is everything that is around the employee and can affect the performance of the tasks assigned to him, for example with the presence of air conditioning (AC), adequate lighting and so on. According to Saydam (in Nela, et al., 2014:2) states that the work environment is "all the work facilities and infrastructure around employees who are carrying out work that can affect the work itself". Although the

work environment is an important factor and can affect employee performance, currently there are still many companies that pay less attention to the condition of the work environment around their company.

### **Organizational culture**

According to Umi, et al (2015:2) Organizational culture is a norm and values formed and applied by the company to influence the characteristics or behavior in leading its employees so that they can complete tasks on time and guide employees in achieving organizational goals. Organizational culture is how members or a group of employees are able to face external and internal problems, therefore organizational culture must be developed and taught to members to be used as a guideline for behavior for members in facing problems. According to Robbins in Tika (2010:6) states that organizational culture is a set of value systems that are recognized and created by all its members that distinguish one company from another.

### **Job satisfaction**

Job satisfaction is a pleasant or unpleasant emotional state for employees regarding their own work, as stated by Handoko (in Sutrisno, 2016: 75). Kreitner and Kinicki also stated that job satisfaction is an affective or emotional response to various aspects of work (in Hamali, 2018: 201). Meanwhile, Locke (in Wijono, 2010: 121) defines

### **Hypothesis**

According to Sugiyono (2016:134) stated that the hypothesis is a temporary answer to the formulation of the research



problem, where the formulation of the research problem has been expressed in the form of a question sentence. It is said to be temporary because the new temporary answer is based on relevant theory, not based on empirical facts obtained through data collection. So the hypothesis can also be stated as a theoretical answer to the formulation of the research problem, not an empirical answer.

## **METHOD**

### **Research Approach**

The approach used in this study is a quantitative approach in the form of association. According to Sugiyono (2016: 13) This quantitative approach is an approach based on the philosophy of positivism with the aim of researching a certain population and sample. The quantitative approach is also a type of research that is systematic, structured, arranged from beginning to end so that this study tends to use analysis techniques in the form of static and statistical numbers. This quantitative research is also a method of collecting data using population and sample. Where the population is a collection of research subjects while the sample is the object of research from the research to be studied.

### **Data Types and Data Sources**

Data is something that is first collected by researchers before processing it to produce information or knowledge. Data is obtained through a process called data collection. The type of data used in this study is primary data.

### **Operational Definition of Research Variables**

The operational definition of research variables according to Sugiyono (2015: 38) is an attribute or nature or value of an object or activity that has a certain variation that has been determined by the researcher to be studied and then drawn conclusions. The definition of research variables must be formulated to avoid errors in collecting data.

### **Data collection technique**

In obtaining data or information, the technique used to collect data in this study uses the questionnaire method. According to Arikunto (2014: 95) a questionnaire is a number of written questions or statements used to obtain information from respondents in the sense of reports about their personality, or things they know.

### **Data Analysis Techniques**

The data analysis technique used in this study is multiple linear regression analysis. The research data was processed using statistical package for social science (SPSS) software. Multiple regression analysis is used to predict the condition of the dependent variable when connected to two or more independent variables (Ghozali, 2018:170).

## **RESULTS AND DISCUSSION**

### **Data Quality Test Results**

#### **1. Validity Test Results**

A validity test needs to be carried out to test the validity of a question. The following presents the validity test of the questionnaire items given to respondents and the processing of the tabulation of respondents' answers and the variables used as follows:



**Table 2. Results of Validity Test (X1) Compensation Correlations**

		X1.1	X1.2	X1.3	X1.4	X1.5
X1.1	Pearson Correlation	1	.438**	.649**	.488**	.512**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	58	58	58	58	58
X1.2	Pearson Correlation	.438**	1	.584**	.718**	.609**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	58	58	58	58	58
X1.3	Pearson Correlation	.649**	.584**	1	.606**	.496**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	58	58	58	58	58
X1.4	Pearson Correlation	.488**	.718**	.606**	1	.495**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	58	58	58	58	58
X1.5	Pearson Correlation	.512**	.609**	.496**	.495**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	58	58	58	58	58

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source: Data processed by SPSS Ver 20.0 (2023)*

## 2. Reliability Test Results

Manullang and Pakpahan (2014:92) explain that reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said

to be reliable if a person's answer to the statement is consistent or stable over time and should not be random. In this study, to determine whether the questionnaire is reliable or not using alpha cronbach.



**Table 3: Results of Compensation Reliability Test (X1)**

Reliability Statistics	Value
Cronbach's Alpha	0.863
Cronbach's Alpha Based on Standardized Items	0.864
N of Items	5

Source: Data processed by SPSS Ver 20.0 (2023)

The results of 4 above, the SPSS output results show that the Cronbach's Alpha value is  $0.863 > 0.60$  so it can be concluded that the questions on the compensation variable are reliable or can be said to be reliable.

**Table 4. Results of Reliability Test (X2) of Work Environment**

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	3

Source: Data processed by SPSS Ver 20.0 (2023)

The results of Table IV.32 above, the SPSS output results show a Cronbach's Alpha value of  $0.838 > 0.60$  so it can be concluded that the questions on the work environment variable are reliable or can be said to be reliable.

**Table 5. Results of the Reliability Test (X3) of Organizational Culture**

Reliability Statistics	Value
Cronbach's Alpha	0.929
N of Items	7

Source: Data processed by SPSS Ver 20.0 (2023)

The results of Table 5 above, the SPSS output results show a Cronbach's Alpha value of  $0.929 > 0.60$  so it can be concluded that the questions on the Organizational Culture variable are reliable or can be said to be reliable.

**Table 6. Reliability Test Results (Y) Employee Job Satisfaction**

Reliability Statistics	
Cronbach's Alpha	N of Items
.885	5

Source: Data processed by SPSS Ver 20.0 (2023)



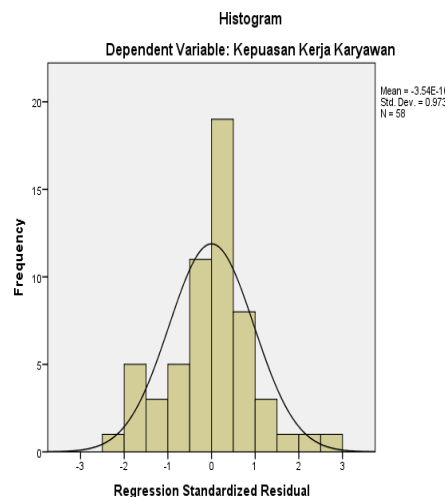
The results of Table 6 above, the SPSS output results show that the Cronbach's Alpha value is  $0.885 > 0.60$  so it can be concluded that the questions on the employee job satisfaction image variable are reliable or can be said to be reliable.

## Results of Classical Assumption Test Analysis

### a. Data Normality Test

According to Sugiyono (2019), Data normality test is conducted before the data is

processed based on the proposed research model. The normality test aims to determine whether the confounding variables or residuals are normally distributed. On the basis that the t-test and F-test assume that the residual values follow a normal distribution. If this assumption is violated, the regression model is considered invalid with the number of samples available.



**Figure 1. Histogram of Normality Test**

Source: Data processed by SPSS Ver 20.0 (2023)

Based on Figure 1 above, the results of the data normality test show that the data has been distributed normally, where the

histogram image has a bell-shaped line and does not have a slanted convexity/can be called balanced.

### b. Multicollinearity Test

**Table 7. Results of Multicollinearity Test Coefficientsa**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.	Collinearity Statistics (Tolerance)	Collinearity Statistics (VIF)
(Constant)	0.858	1.509	-	0.568	0.572	-	-
Compensation	0.174	0.188	0.170	0.925	0.359	0.116	8.594
Environment Work	0.704	0.221	0.457	3.190	0.002	0.190	5.251





Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.	Collinearity Statistics (Tolerance)	Collinearity Statistics (VIF)
Culture Organization	0.243	0.106	0.307	2.290	0.026	0.217	4.609

Source: Data processed by SPSS Ver 20.0 (2023)

In Table IV.36 it can be explained that the Tolerance and VIF values for the independent variables are as follows:

1. Compensation variable (X1) with Tolerance value = 0.116 and VIF value = 8.954
2. Work environment variable (X2) with Tolerance value = 0.190 and VIF value = 5.251
3. Organizational culture variable (X3) with Tolerance value = 0.217 and VIF value = 4.609

Based on the results of data processing using SPSS Version 20 on the Tolerance and VIF values above, it can be seen that compensation, work environment

and organizational culture have a Tolerance value > 0.1 and a VIF value > 10, so it can be concluded that there is no multicollinearity between the variables (there is no correlation between the independent variables).

### c. Multiple Linear Regression Test Results

Multiple linear regression aims to calculate the magnitude of the influence of two or more independent variables on one dependent variable and predict the dependent variable using two or more independent variables. The formula for multiple regression analysis is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

**Table 8. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Beta		
(Constant)	.858	1,509		.568	.572
Compensation	.174	.188	.170	.925	.359
1					
Work environment	.704	.221	.457	3.190	.002
Organizational culture	.243	.106	.307	2.290	.026

a. Dependent Variable: Employee Job Satisfaction

Source: Data processed by SPSS Ver 26.0 (2022)

Based on the table, the following multiple linear regression was obtained: The interpretation of the multiple linear regression equation is:

$$Y = 0.858 + 0.174 + 0.704 + 0.234 + e$$

- a. If everything in the independent variables is considered zero then employee job satisfaction (Y) is 0.858.





- b. If there is an increase in compensation of 1 (one) unit, employee job satisfaction will increase by 0.174 or 17.4%.
- d. 0.704 or 70.4%.
- e. If there is an increase in organizational culture by 1 (one) unit, employee job
- c. If there is an increase in the work environment by 1 (one) unit, employee job satisfaction will increase by 0.234 or 23.4%.

#### d. Hypothesis Testing Results

##### 1) Partial Hypothesis Test (t-Test)

**Table 9. Partial Test Results (t-Test)**

		Coefficients <sup>a</sup>		t	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients	Standardized Coefficients				
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	.858	1,509		.568		
	Compensation	.174	.188	.170	.925	.359	8,594
	Environment						
	Work	.704	.221	.457	3.190	.002	.190
	Culture Organization	.243	.106	.307	2.290	.026	.217

a. Dependent Variable: Employee Job Satisfaction

Source: Data processed by SPSS Ver 20.0 (2023)

Table 9 explains the equation and significance values for the independent variables as follows:

- The compensation variable has a coefficient value of  $t_{count} = 0.925$  on significance = 0.359.
- The work environment variable has a coefficient value of  $t_{count} = 3.190$  at significance = 0.002.
- The organizational culture variable has a coefficient value of  $t_{count} = 2.290$  at significance = 0.026.

In this study, the number of samples was  $n = 58$  respondents so that the coefficient value of  $t_{table} = 1.67155$  at a

significance of 0.05 can be obtained. Thus, it can be concluded that:

- The effect of compensation on employee job satisfaction.

Significant testing with decision-making criteria:  $H_1$  is accepted and  $H_0$  is rejected, if  $t_{count} > t_{table}$  or  $\text{Sig. } t < \alpha$ .  $H_1$  is rejected and  $H_0$  is accepted, if  $t_{count} < t_{table}$  or  $\text{Sig. } t > \alpha$ . In this case, the coefficient value of  $t_{count} > t_{table}$ ,  $0.925 > 1.67155$  at a significance of  $0.359 < 0.05$ . So the previous hypothesis ( $H_1$ ) is rejected. So it can be said that the compensation variable has a negative effect and does not have a partial effect



on employee job satisfaction at the Halim Fertility Center Medan.

2. The influence of the work environment on employee job satisfaction.

Significant testing with decision-making criteria: H2 is accepted and H0 is rejected, if  $t_{count} > t_{table}$  or  $Sig. t < \alpha$  H2 is rejected and H0 is accepted, if  $t_{count} < t_{table}$  or  $Sig. t > \alpha$ . In this case the coefficient value of  $t_{count} > t_{table}$ ,  $3.190 > 1.67155$  at a significance of  $0.002 < 0.05$ . So the previous hypothesis (H2) is accepted. So it can be said that the work environment variable has a positive and partial effect on employee job satisfaction at the Halim Fertility Center Medan.

3. The influence of organizational culture on employee job satisfaction.

Significant test with decision-making criteria: H3 is accepted and H0 is rejected, if  $t_{count} > t_{table}$  or  $Sig. t < \alpha$  H3 is rejected and H0 is accepted, if  $t_{count} < t_{table}$  or  $Sig. t > \alpha$ . In this case the coefficient value of  $t_{count} > t_{table}$ ,  $2.290 > 1.67155$  at a significance of  $0.026 < 0.05$ . So the previous hypothesis (H3) is accepted. So it can be said that the organizational culture variable has a positive and partial effect on employee job satisfaction at Halim Fertility Center Medan.

### **The Influence of Compensation on Employee Job Satisfaction**

The results of this study indicate that the quality of compensation does not have a positive effect (negative effect) and partially on employee job satisfaction at Halim Fertility Center Medan. Significant testing with decision-making criteria: H1 is accepted and H0 is rejected, if  $t_{count} > t_{table}$  or  $Sig. t < \alpha$  H1 is rejected and H0 is accepted, if

$t_{count} < t_{table}$  or  $Sig. t > \alpha$ . In this case, the coefficient value of  $t_{count} > t_{table}$ ,  $0.925 > 1.67155$  at a significance  $0.359 > 0.05$ . So the previous hypothesis (H1) is rejected. So it can be said that the compensation variable has a negative effect and does not have a partial effect on employee job satisfaction at Halim Fertility Center Medan.

### **The Influence of Work Environment on Employee Job Satisfaction**

The results of this study indicate that the significant test with the decision-making criteria: H2 is accepted and H0 is rejected, if  $t_{count} > t_{table}$  or  $Sig. t < \alpha$  H2 is rejected and H0 is accepted, if  $t_{count} < t_{table}$  or  $Sig. t > \alpha$ . In this case the coefficient value of  $t_{count} > t_{table}$ ,  $3.190 > 1.67155$  at a significance of  $0.002 < 0.05$ . So the previous hypothesis (H2) is accepted. So it can be said that the work environment variable has a positive and partial effect on employee job satisfaction at the Halim Fertility Center Medan.

### **The Influence of Organizational Culture on Employee Job Satisfaction**

The results of this study indicate that significant testing with decision-making criteria: H3 is accepted and H0 is rejected, if  $t_{count} > t_{table}$  or  $Sig. t < \alpha$  H3 is rejected and H0 is accepted, if  $t_{count} < t_{table}$  or  $Sig. t > \alpha$ . In this case the coefficient value of  $t_{count} > t_{table}$ ,  $2.290 > 1.67155$  at a significant  $0.026 < 0.05$ . So the previous hypothesis (H3) is accepted. So it can be said that the organizational culture variable has a positive and partial effect on employee job satisfaction at Halim Fertility Center Medan.

### **The Influence of Compensation, Work Environment and Company Organizational Culture on Employee Job Satisfaction**



The results of this study indicate that compensation, work environment and organizational culture simultaneously affect employee job satisfaction at Halim Fertility Center Medan. It can be seen from the results of the simultaneous test obtained a coefficient value of 67.304 at a significance of 0.000. The number of samples in this study was  $n = 58$  respondents where  $df (1) = k - 1 = 4 - 1 = 3$ ,  $df (2) = nk = 58 - 3 = 55$  then the coefficient value of  $F_{table} = 2.773$  can be obtained at a significance of 0.05.

## CLOSING

### Conclusion

Based on data analysis and discussion of research results, the following conclusions can be drawn:

1. Compensation partially has a negative and insignificant effect on employee job satisfaction at Halim Fertility Center Medan. This is known from the results of the partial test (t-test) which states that the coefficient value of  $t_{count} > t_{table}$ ,  $0.925 > 1.67155$  at a significant  $0.359 < 0.05$ . So the previous hypothesis (H1) is rejected.
2. Work Environment partially has a positive and significant effect on employee job satisfaction at Halim Fertility Center Medan. This is known from the results of the partial test (t-test) which states that the coefficient value of  $t_{count} > t_{table}$ ,  $3.190 > 1.67155$  at a significance of  $0.002 < 0.05$ . So the previous hypothesis (H2) is accepted.
3. Organizational Culture partially has a positive and significant effect on employee job satisfaction at Halim Fertility Center Medan. This is known from the results of the partial test (t test) which states that the coefficient value of t

$count > t_{table}$ ,  $2.290 > 1.67155$  at a significant  $0.026 < 0.05$ . So the previous hypothesis (H3) is accepted. Compensation, Work Environment, and Organizational Culture simultaneously affect Employee Job Satisfaction at Halim Fertility Center Medan. (coefficient value of  $F_{count} > F_{table}$   $67.304 > 2.773$  at a significant  $0.000 < 0.05$ ). So the previous hypothesis (H4) is accepted. The correlation is the adjusted R Square correlation figure of 0.777 in this case meaning that 77.7% of employee job satisfaction can be obtained and explained by compensation, work environment, and organizational culture. While the remaining  $100\% - 77.7\% = 22.3\%$  is explained by other factors or variables outside the model, such as available facilities, working conditions, communication, job security, etc.

### Suggestion

Based on the research results and discussions, the researcher provides several suggestions which are expected to be input for the Halim Fertility Center Medan, namely as follows:

1. Looking at the research results that show information facilities that can be used by companies to improve employee performance by maintaining compensation, work environment and organizational culture as variables that have a very significant influence in this study.
2. It can also be used as a note or correction to maintain and improve performance, as well as to improve any weaknesses and deficiencies.
3. The results of the study have implications for managerial policies. The results of



this study can be used as a guideline for management in business or a way to improve employee job satisfaction.

4. Other researchers should further develop this research, so that the results obtained are more accurate.

## REFERENCES

- Amirullah, 2010. *Awesome Marketing Mix Strategy for Small Business, A Surefire Way to Knock Out Competitors*. First Printing Jakarta: Trans Media Pustaka
- Arikunto, Suharsimi. 2017. *Development of Research Instruments and Program Evaluation*. . Yogyakarta: Pustaka Pelajar
- Dhermawan. 2012. The Influence of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in the Bali Provincial Public Works Office. *Journal of Management, Business Strategy, and Entrepreneurship*. 6(2): p: 173-184.
- Edy, Sutrisno, 2016, *Human Resource Management*, Kencana Prenada Media Group, Jakarta.
- Ghozali, Imam. 2018. *Multivariate Analysis Application with IBM SPSS Program*
25. Semarang: Diponegoro University Publishing Agency.
- Hamali, AY 2018. *Understanding Human Resources*. Yogyakarta: PT Buku Seru.
- Hasibuan, Malay. 2002. *Human Resource Management*. Jakarta: Bumi Aksara Publisher.
- Indrasari, Meithiana. 2017. *Job Satisfaction and Employee Performance Review of Organizational Climate Dimensions, Individual Creativity, and Job Characteristics*. Original Edition. Sidoarjo: Indomedia Pustaka.
- Kadarisman, M. 2012. *Human Resource Development Management*. Jakarta: PT.
- Manullang, M and Pakpahan, M.2014. *Research Methodology. Practical Research Process*. Bandung: Citapustaka Media.
- Murty Aprilia Windy and Gunasti Hudiwinarsih. 2012. The Effect of Compensation, Motivation and Organizational Commitment on the Performance of Accounting Employees (Empirical Study on Manufacturing Companies in Surabaya). *Indonesian Accounting Review Journal*, Vol. 2 No.2.pp. 215-228.
- Nuraini, T. 2013. *Human Resource Management*, Aini Syam Foundation: Pekanbaru.
- Pabundu Tika.2010. *Organizational Culture and Company Performance Improvement*, 3rd edition. Jakarta: PT. Bumi Aksara.
- Rahmawati, Nela Pima. et al. 2014. The Influence of Work Environment on Employee Performance (Study on Employees of the North Malang Pratama Tax Service Office). *Journal of Business Administration (JAB)* Vol. 8 No. 2.
- Ratnawati. 2012. Analysis of the Influence of Organizational Culture and Job Satisfaction on Organizational Commitment in Improving Employee Performance. *Journal of Business and Economics*. 19(2):h:170-187.
- Rivai, Veithzal and Ella Djauhari Sagala.2013, *Human Resource Management for Companies*, Rajawali Pers, Jakarta.



- Sedarmayanti. 2010. Human Resource Management. Bandung: Refika Aditama.
- Sugiyono. 2015. Research Methods. Bandung: Alfabeta.
- Sule, ET, & Priansa., DJ 2018. Leadership and Organizational Behavior (Building Superior Organizations in the Era of Change). Bandung: PT. Refika Aditama.
- Supadmi and Nimran, 2014. The Influence of Training, Compensation on Employee Job Satisfaction and Employee Performance. Journal of Economics and Business. 2(3): p:25-33
- Umi Wita Zahriyah. 2015. The Influence of Organizational Culture on Employee Performance (Study on Employees of PT. PLN (Persero) East Java Distribution, Malang Area). Journal of Business Administration. Vol. 2. No. 1. Pages 1-7.
- Widyono, 2013. The Influence of Compensation on Employee Job Satisfaction (Case Study on Elementary School Teachers in Campurdarat District, Tulung Agung Regency). Journal of Management. 1(2): p: 1-17

