THE INFLUENCE OF WORK ENVIRONMENT AND WORK STRESS ON EMPLOYEE SATISFACTION AT PT DENKO WAHANA INDUSTRIES

Oki Rinaldi

Faculty of Economics Universitas Negeri Jakarta

Email : okisasau22@gmail.com

Dewi Susita

Faculty of Economics Universitas Negeri Jakarta

Email : dewisusita@yahoo.com

Agung Wahyu Handaru

Faculty of Economics Universitas Negeri Jakarta

Email Agung_1178@yahoo.com

Abstract

The purpose of this study was to determine a description of the work environment, job stress and job satisfaction of PT Denko Wahana Industri employees, to test and analyze the effect of work environment on job satisfaction of employees of PT Denko Wahana Industri, to test and analyze the effect of job stress on employee job satisfaction. PT Denko Wahana Industri. This study uses the Partial Least Square (PLS) method to analyze data. The research model used in this research is descriptive explanatory. This study was conducted on 154 employees, with a purposive sampling technique. The data collection technique used a survey method, namely distributing questionnaires which were then processed by the SmartPLS 3.3.3 program. The results of PLS show that there is a significant influence on the work environment and job stress on employee job satisfaction.

Keywords: work environment, job stress, and job satisfaction, PT Denko Wahana Industri.

INTRODUCTION

Employees as actors who play the most role in achieving company goals have thoughts, feelings and desires that can influence their attitudes and behavior at work. The same is the case with PT Denko Wahana Industri. Companies must also pay attention to the welfare of each employee.

Researchers have conducted research through pre-research questionnaires and interviews. This research is shown for employees of PT Denko Wahana Industri. The benefit of doing this research is to find out the problems that occur. After conducting several interviews, it was found that there was a problem in employee job dissatisfaction. The low job satisfaction that occurs at PT Denko Wahana Industri is indicated by the employee Alpha level which is increasing every month as shown in the following table:

Table 1.1

Alpha Data of PT Denko Wahana Industri Employees

Month	Total Employees	Total Employee Absenteeism	Percentages
June	250	7	3%
July	250	9	3,6%
August	250	8	3,2%
September	250	8	3,2%
October	250	9	3,6%
November	250	7	3%
December	250	10	4%

Table 1.1 above shows that there is a fluctuation in the level of employee absenteeism every month. The highest level of absenteeism from PT Denko Wahana Industri employees occurred in December with a percentage of 4%. Based on the explanation of the HR manager, the high level of absenteeism of PT Denko Wahana Industri employees was caused by employees often not coming to work without clear information. In addition, the increase in absenteeism of PT Denko Wahana Industri employees was also due to the fact that in December there are Christmas and New Year 2021 holidays, where people usually take extended leave outside of the red dates and leave together set by the government. This leave taking is usually done because it is to extend the

leave they take.

Employee attendance can be said to be good if it is at a percentage of 0 to 2 percent, and the rest is said to be high (Flippo, 2001).

To support the information that has been conveyed orally through interviews, researchers also distributed questionnaires to 40 employees as respondents. The following is a recapitulation of the questionnaire results:

Table 1.2
Data from PT Denko Wahana Industri's Pre-Research Questionnaire

No	Information	Percentages	
		Agree	Disagree
1	Work environment	87%	13%
2	Job Stress	83%	17%
3	Promotion	73%	27%
4	Leadership	70%	30%
5	Compensation	67%	33%
6	Work motivation	63%	37%
7	Work Discipline	53%	47%
8	Organizational culture	50%	50%
9	Training	47%	53%
10	Communication	33%	67%

Based on the data above, from the number of respondents as many as 40 employees of PT Denko Wahana Industri, the largest percentage is shown in the work environment variable by 86% and the work stress variable by 83%. The smallest percentage is shown in training by 47% and communication by 33%. Respondents argued that the low level of work environment is due to an inadequate physical work environment and a non-physical work environment that is less conducive. In addition, a workload that is too high creates high work stress for employees, thus making employees feel a monotonous work cycle without any job satisfaction that the employees

themselves deserve.

Job satisfaction is basically an individual thing, each individual has a different level of satisfaction according to his wishes and the value system he adopts (Handoko, 2000). This is supported by previous research which states that work environment and work stress have a significant effect on job satisfaction (Kanti Herdian Kusuma, 2020).

The second variable that is thought to affect the job satisfaction of PT Denko Wahana Industri employees is job stress. Job stress is a condition where there is an imbalance between physical and psychological which will affect a person's emotions, thinking patterns, and the condition of an employee and part of this stress can be positive and can be negative (Gofur, 2018). There are two factors that cause work stress, the first factor is extra-organizational stressors which include things such as social or technological changes, globalization, family, economic and financial conditions, race, class, and living conditions or the surrounding community and the second factor is organizational stressors which include responsibility without authority, a person's inability to voice complaints, inadequate rewards, lack of clear job descriptions and decreased employee relations (Luthans, 2006).

From the results of interviews with HR managers, researchers got information that employees often complain of easy headaches, fatigue, lack of enthusiasm, often do not focus on doing work, unstable emotional changes. These symptoms are in line with research which explains that work stress has various impacts in the form of symptoms experienced by individuals, including physiological symptoms, psychological symptoms, and behavioral symptoms (Azizah & Fauzany, 2019). Then supported by research which shows that the factors that influence job satisfaction, one of which is job stress (Dhania, 2010). Stress actually has a positive impact, such as motivation that can make workers more active in doing their jobs. If you ignore stress, unproductive things will arise in the future, so that this will be a negative impact that can affect work, such as decreased work productivity (Arif A, 2010).

Based on this, it is suspected that there is work stress experienced by employees of PT Denko Wahana Industri, one of which is caused by work. The work stress that PT Denko Wahana Industri's employees allegedly experienced was due to excessive workloads which caused From the results of the interview, the researcher also got information that employees felt high enough stress because the work was given more and more and sometimes employees completed work

left by their coworkers without clear directions which made the work pile up and needed more time to complete so that the work collection exceeded the term. the time it should be.

In addition, with the current covid-19 outbreak, the level of stress felt by employees is quite high because employees are required to work, on the one hand, employees are worried and anxious about being exposed to Covid-19 because production still has to run but with the news about the increasing cases of Covid-19 19 actually makes employees worry about their health while working at the office.

Based on the background on the phenomena found from the results of interviews, pre-research questionnaires obtained from the companies described above, this research is proposed with the title "The Effect of Work Environment and Job Stress on Job Satisfaction of Employees of PT Denko Wahana Industri".

Formulation of the problem

Based on the background described above, the formulation of the main problems in this study are:

1. What is the description of the work environment, work stress, and job satisfaction of PT Denko Wahana Industri's employees?
2. Does the influence of the work environment affect the job satisfaction of employees of PT Denko Wahana Industri?
3. Does job stress affect employee job satisfaction at PT Denko Wahana Industri?

Research purposes

The objectives of the research conducted at PT Denko Wahana Industri are as follows :

1. To find a description of the work environment, job stress and job satisfaction of employees at PT Denko Wahana Industri.
2. To determine the effect of the work environment on employee job satisfaction at PT Denko Wahana Industri.
3. To determine the effect of job stress on employee job satisfaction at PT Denko Wahana Industri

LITERATURE REVIEW

Job satisfaction

Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply in him. The more aspects of work that suit individual desires, the higher the level of satisfaction that is felt (Khikmawati, 2015).

Satisfaction is a pleasant feeling which is the result of individual perceptions in order to complete tasks or fulfill their needs to obtain work values that are important to themselves (Wijono, 2010).

Job satisfaction is a general attitude towards one's job as the difference between the amount of reward received by workers and the amount of reward that is believed to be received. Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different, the level of job satisfaction can also have different impacts (Robbins, 2015).

Meanwhile, job satisfaction is a happy emotional state or positive emotion that comes from appraising one's job or work experience (Luthans, 2006). From these theories, the authors synthesize job satisfaction as an emotional response from workers. this response, such as satisfying or pleasing the individual to the work he is doing.

Work environment
The work environment is defined as a condition related to the characteristics of the workplace towards the behavior and attitudes of employees where it is related to the occurrence of psychological changes due to things that are experienced in their work or in certain circumstances that must continue to be considered by the organization which includes boredom. work, monotonous work and fatigue (Schultz & Schultz, 2006).

Work environment is an environment where employees do their daily work (Mardiana, 2005). While the work environment can be interpreted as the whole tooling tool faced, the surrounding environment in which a person works, his work method, as an influence of his work both as an individual and as a group (Simanjuntak, 2003).

Physical work environment is all physical conditions that exist around the workplace which can affect employees either directly or indirectly. Meanwhile, a non-physical work environment is all

situations that occur in relation to work relationships, both work relationships with superiors and colleagues, or relationships with subordinates (Sedarmayanti, 2009).

The work environment is anything or elements that can affect directly or indirectly the organization or company which will have a good or bad impact on employee performance and job satisfaction (Raziq, 2015).

So from some of the definitions of the work environment above, the researcher synthesizes that the work environment is a condition in the workplace which includes physical and non-physical environments that can provide a sense of security, comfort for employees and can affect performance and levels of job satisfaction more positively

Job Stress

Stress is not just nervous tension, stress can have positive consequences, stress is not something to be avoided, and the absence of stress at all is death. Job stress is defined as an adaptive response to external situations that produce physical, psychological, or behavioral deviations in organizational members (Luthans, 2008).

Job stress is also defined as a dynamic condition in which a person is confronted with opportunities, obstacles, or demands related to what he wants and for which his success is uncertain. So, job stress is defined as a dynamic condition in which individuals are faced directly with opportunities, obstacles, or demands that are directly faced with what the individual wants but their success is uncertain but important (Robbins in Sugama, 2017).

Job stress is a pressure due to work that will also affect one's emotions, thought processes and physical conditions, where the pressure comes from the work environment where the individual is (Gyamfi, 2014).

Stress is a feeling of pressure experienced by employees when facing their work. Where the stress in question can lead to unstable employee emotions, feelings of uneasiness and anxiety, increased blood pressure so that they can experience digestive disorders (Mangkunegara in Noor et al., 2014).

From the definitions that have been put forward by experts, researchers synthesize that job stress is a condition or feeling of pressure on an employee that can affect their emotions, thoughts and

physical conditions in dealing with the same type of stress or condition for each individual and can also be differennces pattern of reaction in the workplace.

Based on previous research and the above framework of thinking, it can be stated that there is an influence of work environment and work stress on employee job satisfaction, this framework can be seen in Table 2.2. as a model of this research:

RESEARCH MODEL
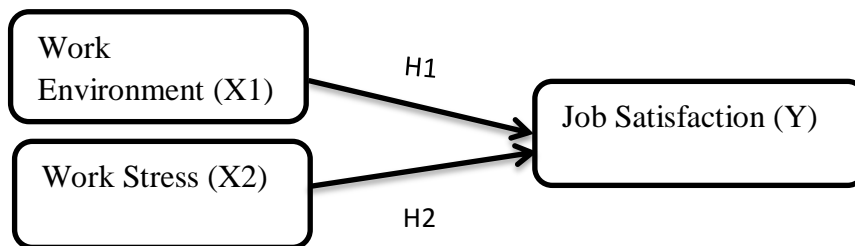
Source: Data processed by researchers (2021)

Figure 1. Research Framework

Information :

X1: Independent variable
X2: Independent variable
Y : The dependent variable
→ : The direction of the variable relationship

The hypothesis is a provisional assumption, based on the theory and research framework above the hypothesis in this study are :

Hypothesis 1 (H1)

H_0 : Work environment has no effect on job satisfaction at employees of PT Denko Wahana Industri

H_a : Work environment affects the job satisfaction of employees PT Denko Wahana Industri

Hypothesis 2 (H2)

H_0 : Job stress has no effect on job satisfaction at employees of PT Denko Wahana Industri

H_a : Job stress affects the job satisfaction of employees PT Denko Wahana Industri

RESEARCH METHOD

This study analyzes three variables, namely work environment, job stress and job satisfaction. This research is a descriptive and explanatory study which took place from June 2020 to December 2020 with the data collection method using a survey method, namely by using a questionnaire.

The sampling technique used in this study was simple random sampling and purposive sampling conducted by researchers from the total population in this study as many as 250 people so that the percentage of leeway used was 5%. Then the sample who was the respondent in this study was adjusted to be 154 respondents or 61% of the total population of PT Denko Wahana Industri.

RESULT AND DISCUSSION

Instrument Testing Results

In PLS, before testing hypotheses, such as analysis in general, an Instrument Testing is conducted by evaluating the measurement model (outer model).

Outer Model Evaluation

Testing the outer model in PLS consists of three tests, namely convergent validity testing, discriminant validity, and composite reliability / cronbach's alpha.

Convergent Validity

The value of convergent validity is the value of the loading factor on the latent variable with its indicators (Ghozali and Latan, 2015: 74). In the PLS model, meeting the convergent validity value can be said to be valid if the loading factor value is> 0.5. Convergent validity describes the ability of each indicator to explain the research variables under study. To find out whether the latent variable indicator is valid or not, it is measured by looking at the loading factor value. Latent variable indicator must be greater than 0.5. The following is a table or matrix in this study.

Table 3 Outer Loading Calculation Matrix

Item	Outer Loading Minimum	Outer Loading Results	Information
Job Satisfaction (Y)			
1	0,5	0,798	Valid

2	0,5	0,852	Valid
3	0,5	0,878	Valid
4	0,5	0,870	Valid
5	0,5	0,880	Valid
6	0,5	0,820	Valid
7	0,5	0,892	Valid
8	0,5	0,892	Valid
9	0,5	0,896	Valid
10	0,5	0,856	Valid
11	0,5	0,883	Valid
12	0,5	0,852	Valid
13	0,5	0,885	Valid
14	0,5	0,858	Valid
Work Environment (X1)			
1	0,5	0,933	Valid
2	0,5	0,858	Valid
3	0,5	0,934	Valid
4	0,5	0,948	Valid
5	0,5	0,909	Valid
6	0,5	0,912	Valid
7	0,5	0,916	Valid
8	0,5	0,870	Valid
Work Stress (X2)			
1	0,5	0,917	Valid
2	0,5	0,890	Valid

3	0,5	0,902	Valid
4	0,5	0,931	Valid
5	0,5	0,909	Valid
6	0,5	0,871	Valid
7	0,5	0,906	Valid
8	0,5	0,907	Valid
9	0,5	0,926	Valid
10	0,5	0,942	Valid
11	0,5	0,940	Valid
12	0,5	0,856	Valid
13	0,5	0,900	Valid

Based on the table above, it shows that all indicators are declared valid because they have a loading factor value above 0.5. The largest loading factor value for the job satisfaction variable lies in indicator number 9 with a value of 0.896, while the lowest is located in indicator number 1 with a value of 0.798. In the Work Environment variable the highest loading factor value lies in indicator number 4 with a value of 0.948, while the lowest is located in indicator number 2 with a value of 0.858. In the Job Stress variable, the highest loading factor value lies in indicator number 10 with a value of 0.942, while the lowest is located in indicator number 12 with a value of 0.856.

Discriminant validity

The discriminant validity test needs to be done to see the validity of the indicators in measuring the latent variables. An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor correlation of other latent indicators. The following is a cross loading matrix for discriminant validity tests.

Table 4 Cross Loading Calculation Matrix

	Job Satisfaction (Y)	Work Environment (X1)	Work Stress (X2)

KK1	0,798	0,780	0,740
KK2	0,852	0,740	0,743
KK3	0,878	0,778	0,779
KK4	0,870	0,740	0,746
KK5	0,880	0,721	0,735
KK6	0,820	0,685	0,695
KK7	0,892	0,707	0,737
KK8	0,892	0,743	0,747
KK9	0,896	0,757	0,774
KK10	0,856	0,798	0,783
KK11	0,883	0,769	0,784
KK12	0,852	0,758	0,749
KK13	0,885	0,722	0,718
KK14	0,858	0,760	0,791
LK1	0,797	0,933	0,833
LK2	0,794	0,858	0,830
LK3	0,786	0,934	0,857
LK4	0,813	0,948	0,855
LK5	0,750	0,909	0,836
LK6	0,746	0,912	0,810
LK7	0,797	0,916	0,816
LK8	0,806	0,870	0,874
SK1	0,802	0,804	0,917
SK2	0,807	0,804	0,890
SK3	0,761	0,818	0,902
SK4	0,802	0,809	0,931
SK5	0,793	0,814	0,909

SK6	0,806	0,825	0,871
SK7	0,786	0,863	0,906
SK8	0,772	0,850	0,907
SK9	0,783	0,846	0,926
SK10	0,810	0,878	0,942
SK11	0,816	0,879	0,940
SK12	0,728	0,777	0,856
SK13	0,785	0,907	0,900

From the matrix or table above, it can be seen that there are no indicators that can predict variables other than the variables themselves. This can be seen from the highest loading factor value of each indicator in the variable column to be measured. Thus, latent variables predict indicators in their block better than indicators in other blocks.

Table 5 Average Variance Extracted (AVE) Calculation Matrix

Variable	Average Variance Extracted (AVE)	Information
Job Satisfaction (Y)	0,749	Valid
Work Environment (X1)	0,829	Valid
Work Stress (X2)	0,824	Valid

Based on the table above, it can be seen that the variables in this study are job satisfaction (AVE = 0.749), work environment (AVE = 0.829), and work stress (AVE = 0.824), all of which have an AVE value exceeding 0.5 which means that all variables valid.

Table 6 Composite reliability calculation matrix

Variable	Composite Reliability	Information
Job Satisfaction (Y)	0,977	Reliable
Work Environment (X1)	0,975	Reliable
Work Stress (X2)	0,984	Reliable

Based on the table above, it can be seen that the variables in this study, namely job satisfaction, work environment, and work stress, all have a Composite Reliabiltiy value exceeding 0.7 which means that all variables are reliable.

Table 7 Cronbach's Alpha Calculation Matrix

Variable	Cronbach's Alpha	Information
Job Satisfaction (Y)	0,974	Reliable
Work Environment (X1)	0,970	Reliable
Work Stress (X2)	0,982	Reliable

Based on the table above, it can be seen that the variables in this study, namely job satisfaction, work environment, and work stress all have a Cronbach's Alpha value exceeding 0.7 which means that all variables are reliable.

Descriptive Analysis Results

The results of descriptive analysis for each variable used in this study, namely the variables of job satisfaction, compensation and career development can be seen from the results of the descriptive analysis of each variable. The data description is the result of processing from the raw data of research variables which is intended to provide an overview of the distribution and distribution of the research data obtained through distributed questionnaires.

If you look at the description of the dimensions, it can be concluded that the job satisfaction of the employees of PT Denko Wahana Industri is low. This can be seen from the three indicators of the six dimensions that have a value above 61.01-84%, namely in the statement "The current job assignment is in accordance with the skills I have" with the answer disagree (ts) and strongly disagree (sts) of 76.63% and also in the statement "I receive my salary on time" with a total percentage of strongly disagree (sts) and disagree (ts) 77.27%. Then in the statement "I feel the promotion system in the company has been carried out fairly" with a total percentage of strongly disagree (sts) and disagree (ts) 76.63%.

If you look at the description of the dimensions, it can be concluded that the work environment at PT Denko Wahana Industri is bad. This can be seen from two indicators from two dimensions that have values above 61.01-84%, namely in the statement "The air circulation in my work room is good enough" with the answers disagree (ts) and strongly disagree (sts) of 75. , 33% and

also on the statement "The relationship between employees and leaders helps me in working" with the total percentage strongly disagree (sts) and disagree (ts) 75.33%.

If you look at the description of the dimensions, it can be concluded that the work stress of the employees of PT Denko Wahana Industri is high. This can be seen from three indicators from six dimensions that have values above 61.01-84%, namely the statement "The noise of my workplace interferes with my concentration at work" with the answers disagree (ts) and strongly disagree (sts) of 74 , 68% and also the statement "Too long staring at the monitor screen makes my eyes tired quickly" with the total percentage strongly disagree (sts) and disagree (ts) 74.68%. Then in the statement "The room where the work is always cleaned" with the total percentage strongly disagree (sts) and disagree (ts) 74.68%.

Hypothesis test

The hypothesis test conducted in this study is the t test with a significance level of 5% and the decision criterion H0 is rejected if the p-value is ≤ 5%. Or tstatistik> ttable (1.96). The following is a table of path coefficients and the t test.

Table 8 Matrix Calculation of Path Coefficients

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Work environment (X1) -> Job Satisfaction (Y)	0,420	0,417	0,101	4,164	0,000
Job Stress (X2) -> Job Satisfaction (Y)	0,482	0,486	0,104	4,635	0,000

Hypothesis 1:

Ho   : The work environment has no effect on the job satisfaction of employees of PT Denko Wahana Industri

Ha   : Work environment affects the job satisfaction of employees of PT Denko Wahana Industri

Based on the bootstrap estimation using a sample of 154 in the table above, the T statistical value for the first hypothesis is that the effect of work environment on job satisfaction is 4.164 (greater than 1.96), and a p-value ≤ 0.05 is 0.000 (more smaller than α = 0.05) then H0 hypothesis 1 is rejected and Ha is accepted, which means that there is a positive and significant influence between the work environment on the job satisfaction of employees of PT Denko Wahana Industri.

Hypothesis 2:

Ho   : Job stress has no effect on job satisfaction of employees of PT Denko Wahana Industri

Ha   : Job stress affects the job satisfaction of employees of PT Denko Wahana Industri

Based on the bootstrap estimation using a sample of 154 in the table above, the T statistical value for the second hypothesis is that the effect of job stress on job satisfaction is 4.635 (greater than 1.96), and a p-value ≤ 0.05 is 0.000 (more smaller than α = 0.05) then H0 hypothesis 2 is rejected and Ha is accepted, which means that there is a positive and significant influence between job stress on job satisfaction of employees of PT Denko Wahana Industri.

Conclusion

After testing and analyzing research data on "the influence of work environment and job stress on job satisfaction of employees of PT Denko Wahana Industri", the following conclusions are obtained: This study shows that PT Denko Wahana Industri has low job satisfaction. This is indicated by the low level of work itself which is owned by PT Denko Wahana Industri, this is due to the current job assignments that are not in accordance with the abilities and skills possessed by the employees of PT Denko Wahana Industri. In addition, what shows the low job satisfaction at PT Denko Wahana Industri is the low salary owned by PT Denko Wahana Industri's employees, this is because the company does not provide salaries on time and assign tasks that are not in accordance with the job responsibilities of PT Denko Wahana employees. Industry.

This research shows that PT Denko Wahana Industri has a bad work environment. This is shown by the poor physical work environment that is owned by PT Denko Wahana Industri, this is because the air circulation in the employee workspace is not good enough and there is no

guarantee of security that is owned by the employees of PT Denko Wahana Industri. In addition, what shows the poor working environment at PT Denko Wahana Industri is the non-physical work environment at PT Denko Wahana Industri, this is because by employees of PT Denko Wahana Industri.

This research shows that PT Denko Wahana Industri has high work stress. This is indicated by the high physical demands possessed by PT Denko Wahana Industri, this is because workplace noise interferes with employee concentration at work and staring at the monitor screen makes the eyes of PT Denko Wahana Industri's employees. Industry is a high demanding job for PT Denko Wahana Industri employees, this is because employees feel that daily working hours are burdensome, work and tasks tend to be boring for PT Denko Wahana Industri employees.

Suggestion
Based on the conclusions that have been stated above, the researcher can express some suggestions, namely as follows: first, the company should consider adding or improving existing facilities in the company to make it easier or help employees in their work. Second, the company should consider giving more detailed directions on every job that the employee will do. Third, the company should form a work team that can form solidarity between employees and build teamwork.

Bibliography

Abdillah, Jogiyanto, (2015), *Partial Least Square Alternatif SEM dalam penelitian bisnis*. Yogyakarta : penerbit ANDI.

Afrizal, P. R, Musadieq, M. A. & Ruhana, I. (2014).Pengaruh Konflik Kerja dan Stres Kerja terhadap Kepuasan Kerja (Studi pada Karyawan PT TASPEN (PERSERO) Cabang Malang. *Jurnal Administrasi Bisnis. 8(1), 1-10.*

Arikunto, Suharsimi (2009). Prosedur Penelitian Suatu Pendekatan Praktik. Jakarta: Rineka Cipta.

As'ad, Moh. (2014). *Psikologi Industri*. Yogyakarta : Liberty.

Cooper, Cary, Straw, Alison (2005). Stres Manajemen Sukses Dalam Sepekan. Jakarta: *Kesaint Blanc*.

Daft, L Richard (2006). Manajemen. Edisi Keenam. Jakarta: Salemba Empat.

Ghozali, Imam. (2011). Aplikasi Analisis Multivariate Dengan Program IBM SPSS19. Semarang: Universitas Diponegoro.

Ghozali dan Latan. (2015). Partial Least Square konsep teknik dan aplikasi menggunakan program smart PLS 3.0 edisi 2. Semarang: *Badan Penerbit Universitas Diponegoro.*

Gibson, JL. Ivancevich, JM. Anda Donelly Jr. JH. (1998). Organisasi Perilaku,Struktur, Proses. *Erlangga.*

Handoko, T, Hani (2011). Manajemen Personalia dan Sumber Daya Manusia. Yogyakarta: *BPFE Jogjakarta*.

Hasan, M Iqbal (2012). Pokok-pokok materi metodologi penelitian dan aplikasinya. Bogor: *Ghalia Indonesia*.

Hasibuan, Malayu (2004). Manajemen Edisi Revisi. Jakarta: *Bumi Aksara.*

Hasibuan, Malayu (2013). Manajemen Sumber Daya Manusia. Jakarta: *Bumi Aksara.*

Kadarisman, Dr. M. Manajemen Kompensasi (2012). Jakarta: *Raja Grafindo Persada*.

Luthans, Fred (2006). Perilaku Organisasi. Edisi Sepuluh. Yogyakarta: Andi.

Lukiyanto, Irwan. "Pengaruh Kompensasi Finansial dan Stres Kerja Terhadap Kepuasan Kerja Karyawan". Universitas Negeri Surabaya. 2014. *Jurnal Vol 2, No. 1.*

Mangkunegara, Anwar Prabu (2005). Sumber Daya Manusia perusahaan. Bandung: Remaja Rosdakarya.

Tunjungsari, Peni (2011). "Pengaruh Stres Kerja Terhadap Kepuasan Kerja Karyawan Pada Kantor Pusat PT. Pos Indonesia (Persero) Bandung". *Fakultas Ekonomi Universitas Komputer Indonesia. 2011. Jurnal Vol 1, No. 1.*

Ubaidilah, B (2007). Manajemen Sumber Daya Manusia dan Perilaku Organisasi. Jakarta: Erlangga.

Umar, Husein (2008). Desain Penelitian MSDM dan Perilaku Karyawan: Paradigma Positiyistik dan Berbasis Pemecahan Masalah. Edisi I, Cetakan Pertama. Jakarta: Raja Grafindo Persada.

Veithzal, Rivai (2008). Manajemen Sumber Daya Manusia untuk Perusahaan. Jakarta: Raja Grafindo Persada.

Veithzal, Rivai dan Jauvani, Ella Sagala (2009). Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: Rajawali Pers.

Veithzal, Rivai (2014). Manajemen Sumber Daya Manusia untuk Perusahaan, Edisi ke 6, PT. Raja Grafindo Persada, Depok, 16956.

Wahyu Handaru, Agung dan Try Utomo (2013). "Pengaruh Lingkungan Kerja, Kompensasi, dan Komitmen Organisasi terhadap Kepuasan Kerja Karyawan di PT. X". *Jurnal Riset Manajemen Sains Indonesia. Universitas Negeri Jakarta.*

Wahyudi, Amin dan Suryono, Jarot (2006). "Analisis Pengaruh Gaya Kepemimpinan, Motivasi, dan Lingkungan Kerja terhadap Kinerja Pegawai". *Jurnal Manajemen Sumber Daya Manusia. Vol 1, No. 1.*

Wijono, Sutarto. (2010). Psikologi Industri & Organisasi. Jakarta: Kencana.

Wursanto (2005). Dasar Dasar Ilmu Organisasi. Yogyakarta: Andi.