

The Influence of Human Relations, Work Facilities and Compensation on Employee Job Satisfaction

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Abstract

This study was conducted to determine how much influence Human Relations, Work Facilities, and Compensation have on employee job satisfaction at the Sukabumi City Public Works and Spatial Planning Agency. The research method used is the associative quantitative method. The population in this study was 235 employees with a sample size of 70 people. The type of data used is primary data by distributing questionnaires to respondents. The analysis method used is the validity and reliability test. The prerequisite analysis test includes data normality test, linearity test, heteroscedasticity test and multicollinearity test. The analysis technique used is multiple linear regression. The partial results of the human relations variable are proven by the results of the t-test showing that human relations have a positive and significant effect on job satisfaction, on the work facilities variable is proven by the results of the t-test showing that work facilities have a positive and significant effect on job satisfaction, on the compensation variable is proven by the results of the t-test showing that compensation has a positive and significant effect on job satisfaction. In addition, the results of the study of human relations, work facilities and compensation simultaneously have a positive and significant effect on job satisfaction at the Sukabumi City Public Works and Spatial Planning Agency. This should be a concern for the Sukabumi City Public Works and Spatial Planning Department to pay more attention to the conditions and comfort of its employees, improve the quality and availability of facilities, and pay attention to the welfare of its employees.

Keywords: Human Relation; Work Facilities; Compensation; Job Satisfaction; Human Resource Management

INTRODUCTION

Human resource management is a part of management science that focuses on the regulation of the role of human resources in organizational activities. Human resources are very important for the role and function of an organization and cannot be replaced by other resources. Human Resource Management includes planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline and termination (Cahyadi et al., 2023).

Human Resource Planning (HRP) is a plan with a systematic human resource needs assessment process that examines the availability, quality and capacity that adjusts the human resource needs of a company to be sufficient and have the number and type of employees in accordance with the goals that have been set. Determining the quantity and quality of adequate labor is needed by human resources in the future, both a company and a government agency are expected to be able to work effectively and competently to achieve organizational goals. Employees who work with a high level of satisfaction will view their work with pleasure, enthusiasm in working, and their moral responsibility will increase (Kadarisman, 2018).

Job satisfaction has a significant impact on employee performance, both directly and indirectly, on employee productivity levels. Employees who have a high level of satisfaction usually have very good attendance and performance levels. According to Robbins (2016), factors that influence job satisfaction include wages, work environment, which includes (type of work, promotion opportunities, supervision and coworkers) and work facilities. Job satisfaction is essentially a personal thing, although each person's job satisfaction is different depending on the values applied by the person. Job satisfaction refers to a person's views and attitudes towards the job itself, salary, promotion or training opportunities,

leadership, coworkers, workload and so on (Nabawi, 2019). According to Robbins and Judge (2016), the indicators of job satisfaction are: satisfaction with work, satisfaction with compensation, satisfaction with superior supervision, satisfaction with co-workers and opportunities for promotion.

According to Nabawi (2019) the work environment is everything that is around employees, both physically and non-physically, which can affect employee performance and job satisfaction. In addition, the work environment can also increase employee morale. When employees like their workplace, they tend to feel comfortable and use their working time efficiently. The work environment includes relationships between employees, interactions between subordinates and superiors, and physical conditions in the workplace. According to Effendi in Adawiyah (2019) human relations refer to persuasive communication carried out by one person to another person directly in various situations and aspects of life. Human relations can be understood as relationships between humans or interactions between one person and another or a group. The true meaning of human relations is not related to humans in the sense of humans themselves, but rather is more directed at the aspects of the soul that exist in a person: personality, character, temperament, nature, attitude, behavior and so on. According to Effendi in Adawiyah (2019), the indicators of human relations are Communication, Direction, Openness, Mutual Respect and Loyalty.

According to Maghfirah et al., (2023) work facilities are all types of work equipment/supplies used, worn, occupied or enjoyed by employees. Work facilities can play a role in increasing operational efficiency and effectiveness. These facilities include various equipment, supplies and services that function as the main or supporting facilities in carrying out tasks. In addition, facilities also have a social role that supports the interests of individuals who interact with the organization. Work facilities are also closely related to the work environment, because a comfortable environment is part of the facilities that can help employees carry out their duties better. If all of this is well prepared, it will certainly ensure employee satisfaction. Likewise, providing facilities for employees with instructions, training, proper work equipment and awards. So that it will be able to increase the job satisfaction of all employees, which will lead to higher employee satisfaction. This will ultimately have a positive impact on the organization by motivating them to work harder, more creatively and more skillfully. According to Moenir (2016) work facilities refer to various equipment, supplies and services that function as the main tools or supporting tools in working. This facility can also be interpreted as everything that is used, occupied or enjoyed by employees, both those directly related to work and those that help smooth the work process. The indicators of work facilities according to Moenir (2016) are work tool facilities, work equipment facilities and social facilities.

According to Maghfirah et al., (2023) compensation is defined as a reward given by a company for the contribution and work results of its employees. Good compensation can be a supporting factor in maintaining employee job satisfaction. Compensation is any form of reward received by employees as an appreciation for their contribution to the company, either in the form of direct or indirect financial payments. Direct compensation or remuneration in the form of salary, wages, incentives (commissions and bonuses). There is also indirect financial compensation or remuneration in the form of various facility allowances and benefits, such as BPJS health, BPJS employment, holiday allowances and so on. Good compensation allows companies to attract, retain and employ more people who are proactive in their work. Employees will be more satisfied with their work if the organization can offer compensation that is appropriate to the type and position of its employees. Companies must pay attention to compensation because employee compensation can meet primary and secondary needs in employee life. According to Simamora in Fidianti et al., (2023), compensation includes financial rewards, benefits in the form of services, and allowances received by employees as part of the employment relationship. Compensation can be divided into two aspects, namely direct and indirect compensation, because compensation is everything received by employees as an appreciation for their contribution to the organization. The indicators of compensation according to Simamora in Fidianti et al., (2023) are Wages, Incentives, Facilities and Allowances.

The phenomenon of problems that occur in the scope of the Sukabumi City Public Works and Spatial Planning Agency is about human relations, work facilities and compensation, namely the occurrence of social disparities between divisions due to lack of interactive communication. In addition, the available facilities are inadequate to support work, such as heavy equipment and operational vehicles that have to wait for a fairly long government budget, namely for 5 years. In compensation, there are policies such as wages, incentives and allowances that only focus on civil servants, so that non-civil

servant employees receive less attention in their welfare, this creates inequality between civil servants and non-civil servants. The purpose of this study is to determine how much influence Human Relations, Work Facilities and Compensation have on employee job satisfaction at the Public Works and Spatial Planning Department of Sukabumi City.

This study aims to determine the relationship between human relations, work facilities and compensation on employee job satisfaction. The previous research used in this study is Miyuki Regina Monoarfa, Adolfina, and Yantje Uhing (2020) which explains that human relationships or human relations and compensation simultaneously affect employee job satisfaction. Likewise with the results of research by Indra Prawira (2020) and Indah Fidianti, Ratna Pujiastuti, Heri Setiawan and Harstuti (2023) that the variables of work facilities and compensation can simultaneously affect job satisfaction.

Based on references to previous theories and research, the research hypothesis is determined as follows :

- H1: Human Relations has an effect on Employee Job Satisfaction at the Public Works and Spatial Planning Department of Sukabumi City.
- H2: Work facilities have an effect on Employee Job Satisfaction at the Public Works and Spatial Planning Department of Sukabumi City.
- H3: Compensation has an effect on Employee Job Satisfaction at the Public Works and Spatial Planning Department of Sukabumi City.
- H4: Human relations, work facilities and compensation simultaneously influence employee job satisfaction at the Public Works and Spatial Planning Department of Sukabumi City.

Based on the research concepts that have been discussed and the hypotheses that have been formulated, the conceptual framework model is described as follows:

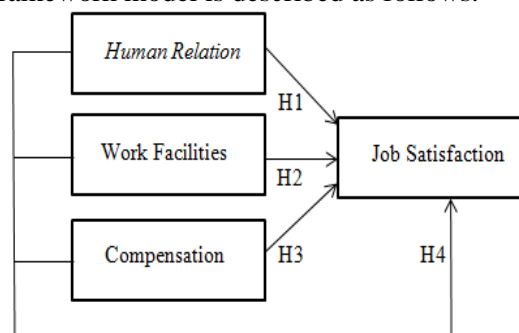


Figure 1. Frame of Mind

Source: processed data, 2024

METHOD

The method used in this study is quantitative research using an associative approach. The population of this study were all employees at the Sukabumi City Public Works and Spatial Planning Agency totaling 235 employees and the sample taken was 70 employees. The types of data used in this study are primary and secondary data sources. Data for this study were obtained directly from primary sources by distributing questionnaires to all employees at the Sukabumi City Public Works and Spatial Planning Agency. Secondary data used in this study are documents and literature such as books and previous research journals. The data collection technique in this study was by distributing questionnaires directly with a measurement scale using a Likert scale with a value of 1 to 5. The data analysis technique used in this study was Multiple Linear Regression Analysis, Determination Coefficient Analysis and Statistical Hypothesis Testing.

RESULTS and DISCUSSION

Result

Respondent Description

Based on the questionnaire distribution map, the characteristics of the respondents were obtained as in the following table:

Table 1. Respondent Characteristics

Categorization	Frequency	%
Gender		
Man	29	41
Woman	41	59
Age		
18-25	23	33
26-35	13	18
36-45	18	26
>45	16	23
Education		
High school	20	29
Diploma	5	7
S1	29	41
S2	16	23
Length of working		
<1	14	20
1-5	19	27
6-10	8	12
>10	29	41

Source: processed data, 2024

Accordingly, this study represents a diverse demographic of respondents in terms of gender, age, education, and length of service. This design not only enriches the primary data of the study but also increases the validity and applicability of the results in a broader context. Analyzing these demographic aspects will clarify the interpretation of the dynamics and meaning of the research results and provide a deeper understanding of the phenomena studied.

Validity Test Results

Table 2. Validity Test

Variable	R Count	R Table	Criteria
Human Relation			
HR 1	0,735	0,235	Valid
HR 2	0,720	0,235	Valid
HR 3	0,640	0,235	Valid
HR 4	0,720	0,235	Valid
HR 5	0,689	0,235	Valid
Work Facilities			
FK 1	0,686	0,235	Valid
FK 2	0,693	0,235	Valid
FK 3	0,748	0,235	Valid
FK 4	0,779	0,235	Valid
FK 5	0,730	0,235	Valid
FK 6	0,798	0,235	Valid
Compensation			
K 1	0,878	0,235	Valid
K 2	0,859	0,235	Valid
K 3	0,731	0,235	Valid
K 4	0,670	0,235	Valid
K 5	0,720	0,235	Valid
K 6	0,862	0,235	Valid
K 7	0,868	0,235	Valid
Kepuasan Kerja			
KK 1	0,688	0,235	Valid
KK 2	0,813	0,235	Valid
KK 3	0,794	0,235	Valid

Variable	R Count	R Table	Criteria
KK 4	0,780	0,235	Valid
KK 5	0,854	0,235	Valid

Source: Primary data processed by IBM SPSS version 29.0 in 2024

According to Sugiyono (2022), validity data is the level of accuracy between data obtained by researchers, researcher reports and data that actually appear in the research topic. The testing method uses a correlational method using the Product Moment Persons correlation coefficient. The ordinal value of each element whose validity is checked is correlated with the overall ordinal value of the element. If the correlation coefficient is positive, the task is considered valid and if it is negative, the task is considered invalid, then it is removed from the questionnaire or replaced with a statement of improvement. The validity test is carried out by comparing the calculated r value with the r table value for degree of freedom ($df = n-2$), in this case n is the number of samples. If the calculated r is greater than the r table, the data is said to be valid. Based on the validity test table, all questions on the human relations, work facilities, compensation and job satisfaction variables are valid. This is because the calculated r is greater than the r table.

Reliability Test Results

According to Sugiyono (2022), reliability is an instrument that measures a questionnaire which is actually an indicator of a variable or construct. Testing the reliability or reliability of an instrument aims to determine whether a questionnaire can provide consistent measurements. Reliability testing is carried out on questionnaire items that are considered valid. If the response to the statement is always consistent, then the variable is declared reliable. The instrument reliability coefficient is used to test the consistency of item responses and respondent statements. This analysis tool uses the overall correlation of odd and even values, using the split-half method, then calculates reliability using the Cronbach Alpha formula. For the calculation, the SPSS 29.0 for Windows statistical program is used. Based on the table above, the results of the reliability test in the table above show that the Cronbach alpha value of all variables is more than 0.600 ($\alpha > 0.60$). The Cronbach Alpha value of the Human Relations variable is $0.740 > 0.60$; The Cronbach Alpha value of the Work Facilities variable is $0.834 > 0.60$; The Cronbach Alpha value of the Compensation variable is $0.906 > 0.60$, and the Cronbach Alpha value of the Job Satisfaction variable is $0.844 > 0.60$. The Cronbach Alpha value is 0.60. Therefore, it can be concluded that all measurement instruments of each variable in the questionnaire of this study are reliable and the following items of each variable are worthy of being used as measurement instruments.

Data Normality Test

The purpose of the data normality test is to determine whether the collected data follows a normal distribution. The normality test is carried out using the One-Sample Kolmogorov-Smirnov Test technique, which means the results of the KS test with a certain level of significance. Based on the calculation results with a significance level of $\text{Asymp.Sig (2-Tailed)}$ of 0.200 greater than 0.05 or $\text{Sig.KS} = 0.200 > 0.05$. Therefore, based on the decision making of the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed. Thus, the assumption or requirement for normality of the regression model data has been met.

Linearity Test

According to Ghazali in Jusmansyah (2020), the linearity test is used to verify the accuracy of the model specifications used is correct or not. According to Sugiyono (2022) the linearity test can be used to determine whether there is a linear relationship or not significantly between the dependent and independent variables. If the significance value (Deviation From Linearity) is greater than or equal to 0.05, it can be said that the two variables are linearly related. Conversely, if the significance value (Deviation From Linearity) is less than 0.05 or then it can be said that there is no linear relationship between the two variables. Based on the calculation results, the results of the human relation linearity test on job satisfaction show that this research variable has a linear relationship with a significance level less than 0.05 and the significance level (Deviation From Linearity) is $0.071 > 0.05$. The results of the linearity test of work facilities on job satisfaction indicate that this research variable has a linear relationship with a significance level of less than 0.05 and a significance level (Deviation From Linearity) of $0.695 > 0.05$. The results of the linearity test of compensation on job satisfaction indicate

that this research variable has a linear relationship with a significance level of less than 0.05 and a significance level (Deviation From Linearity) of $0.080 > 0.05$. Therefore, it can be concluded that human relations, work facilities and compensation on job satisfaction indicate that this research variable has a linear relationship.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another observation remains, then it is called heteroscedasticity and if it is different it is called heteroscedasticity. A good regression model is one that has homoscedasticity or no heteroscedasticity. Based on the results of the calculation of the heteroscedasticity test through glaciers, it can be seen that the significant value of each variable is more than 0.05, namely the Human Relations variable of 0.764, for the Work Facilities variable of 0.196 and for the Compensation variable of 0.863. So it can be said that the independent variables of this study are free and there is no heteroscedasticity problem.

Multicollinearity Test

According to Ghozali in Jasmansyah (2020), the multicollinearity test aims to verify that a regression model detects whether there is a correlation (strong relationship) between independent variables. A good regression model should have no correlation between independent variables or no symptoms of multicollinearity. If the independent variables are correlated with each other, then these variables are not orthogonal, orthogonal variables are independent variables whose correlation between independent variables is zero. This multicollinearity test is carried out using SPSS 29.0 for windows. If the VIF value is less than 10 and the tolerance is greater than 0.1 or $VIF < 10$ and $Tolerance > 0.1$ then there is no multicollinearity problem. Conversely, if the VIF value is greater than 10 and the tolerance is less than 0.1 or $VIF > 10$ and $Tolerance < 0.1$ then there is a possibility of a multicollinearity problem. Based on the results of the multicollinearity test calculations for human relations, work facilities, and compensation, the tolerance value is > 0.1 and the variance inflation factor (VIF) value is < 10 . So it can be concluded that the independent variables in this study are free from multicollinearity problems or there is no correlation between the independent variables.

Multiple Linear Regression Analysis

Ghozali in Arisandi (2022) this analysis is usually used to test the impact of independent variables (variable X) on (variable Y). In this study to determine the effect of human relations (X1), work facilities (X2) and compensation (X3) on job satisfaction (Y), as well as to test and prove the truth of the research hypothesis presented, this can be known by analyzing data with multiple linear regression analysis. This calculation process is carried out using the help of the SPSS 29.0 for windows program.

Table 3. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	,313	,632		,495	,622
	HumanRelation	,114	,054	,115	2,122	,038
	FasilitasKerja	,347	,047	,455	7,432	<,001
	Kompensasi	,275	,039	,464	7,050	<,001

a. Dependent Variable: KepuasanKerja

Source: Primary data obtained from IBM SPSS version 29.0 in 2024

Based on the multiple linear regression analysis model in table 4 explains the results of the multiple linear regression test with two independent variables, namely human relations (X1), work facilities (X2) and compensation (X3), and job satisfaction (Y) as the dependent variable. Based on table 3, the results of the multiple linear regression equation in this study are equation (1). The results of the multiple linear regression analysis above can be seen the relationship between the two independent variables and the dependent variable which can be analyzed with the formula in the following equation:

$$Y = 0,313 + 0,114 X_1 + 0,347 X_2 + 0,275 X_3 \dots \dots \dots (1)$$

In table 3 and equation 1, it is known that the constant that shows if all variables have a value of 0 or none, then the job satisfaction value is 0.313 with the assumption that other variables affect the job satisfaction variable (Y) remains constant. The coefficient value (β_1) is the regression coefficient

value of the human relation variable which is 0.114 with a positive value, for every 1 point increase in the human relation variable, the change in the value of the job satisfaction variable will increase by 0.114. The coefficient value (β_2) is the regression coefficient value of the work facilities which is 0.347 with a positive value. This means that assuming other independent variables are constant, for every 1 point increase in the work facilities variable, the value of the job satisfaction variable will increase by 0.347. The coefficient value (β_3) is the compensation regression coefficient value of 0.275 with a positive value. This means that assuming other independent variables are constant, for every 1 point increase in the compensation variable, the value of the job satisfaction variable will increase by 0.275. The constant coefficient value (a) and variables X_1 , X_2 and X_3 are all positive, indicating a unidirectional relationship in increasing and forming job satisfaction. The better the human relations, work facilities and compensation, the better the employee's job satisfaction.

Results of the Determination Coefficient (R^2) Test

According to Ghozali in Jusmansyah (2020), the determination coefficient (R^2) basically measures the ability of a model to explain the variation of the dependent variable. The determination coefficient value is between 0 and 1. A small R^2 value indicates that the independent variable in explaining the variation of the variable is very limited. The determination coefficient is used to determine the percentage of the influence of the independent variable (X) on the dependent variable (Y). In a multiple regression model that uses adjusted R^2 (Adj R^2) or adjusted determination coefficient, to see how well the model explains the variation of the dependent variable compared to R^2 . Based on the test results, the determination coefficient value or adjusted R squared was obtained of 0.906 or equal to 90.6%, which means that the magnitude of the influence of human relations, work facilities and compensation on employee job satisfaction at the Sukabumi City Public Works and Spatial Planning Service is 90.6%. Meanwhile, the remaining 9.4% is influenced by independent variables other than human relations, work facilities and compensation or independent variables outside the intended regression equation or variables that have not been studied.

Hypothesis Test Results

Based on the results of human relation variable data processing, the calculated t value is $> t$ table, which is $2.122 > 1.996$ with a probability level (sig) of 0.038, which is smaller than the significance level of 0.05. The results of the work facility variable data test obtained a calculated t value $> t$ table, which is $7.432 > 1.996$ with a probability level (sig) of 0.001, which is smaller than the significance level of 0.05. The results of the compensation data test obtained a calculated t value $> t$ table, which is $7.050 > 1.996$ with a probability level (sig) of 0.001, which is smaller than the significance level of 0.05. Thus, H_0 is rejected and H_1 is accepted, which means that each variable has a significant influence on job satisfaction. Based on the F value calculated from the results of the F test is $222.372 > F_{table} 2.74$ and the level of significance is $0.001 < 0.05$. It can be concluded that H_0 is rejected and H_4 is accepted and the hypothesis states that the variables of human relations, work facilities and compensation together have a significant positive influence on job satisfaction.

The Influence of Human Relations on Employee Job Satisfaction

The results of the study show that the human relations variable has a positive and significant influence on job satisfaction. This is in the implementation of good human relations in the work environment can create a comfortable and harmonious work atmosphere, increase mutual trust and can strengthen communication so that it can increase the level of job satisfaction. The results of this study are in line with the results of previous studies by Miyuki Regina Monoarfa, Adolfina, and Yantje Uhing (2020) and research by Umar Ma'ruf Manik and Maya Sari (2023) which concluded that human relations in their study simultaneously had a positive and significant effect on employee job satisfaction.

The Influence of Work Facilities on Employee Job Satisfaction

The results of the study show that the work facilities variable has a positive and significant influence on job satisfaction. This shows that adequate facilities can provide comfort and convenience in carrying out work. Employees with complete and quality facilities can make employees feel satisfied and motivated in doing their jobs. The results of this study are in line with the results of previous studies

by Indra Prawira (2020) and Shara Rianti (2023) which concluded that work facilities have a significant positive effect on employee job satisfaction.

The Effect of Compensation on Employee Job Satisfaction

The results of the study show that the compensation variable has a positive and significant effect on job satisfaction. This shows that providing fair and appropriate compensation can increase employee motivation in working. In addition, employees who receive fair salaries, benefits and incentives tend to be satisfied with their jobs. The results of this study are in line with the results of previous studies by Ilyas Hadi Pane and Salman Farisi (2020) and Indah Fidiанти, Ratna Pujiastuti, Heri Setiawan and Harstuti (2023) which show that compensation has a positive and significant effect on employee job satisfaction.

The Influence of Human Relations, Work Facilities and Compensation on Employee Job Satisfaction

The results of the multiple linear regression analysis test show that the variables of human relations, work facilities and compensation together have a positive and significant influence on job satisfaction. Based on the determination coefficient test, the adjusted R square value shows a very high percentage. This shows that the variables of human relations, work facilities and compensation have a significant influence on job satisfaction. Thus, it can be concluded that the three variables above greatly influence employee job satisfaction which can create ideal working conditions, so that employees will feel satisfied, motivated and loyal to the company. The results of this study are in line with the results of previous studies by Miyuki Regina Monoarfa, Adolfini, and Yantje Uhing (2020), Indra Prawira (2020) and Indah Fidiанти, Ratna Pujiastuti, Heri Setiawan and Harstuti (2023) that Human Relations, Work Facilities and Compensation have a positive effect simultaneously on job satisfaction.

CONCLUSION

The results of this study indicate that positive human relations have a significant effect on job satisfaction. Positive work facilities have a significant effect on job satisfaction. Positive compensation has a significant effect on job satisfaction. Furthermore, statistical analysis shows that the variables of human relations, work facilities and compensation have a significant positive effect on job satisfaction at the Sukabumi City Public Works and Spatial Planning Service, it can be concluded that these three factors play a role at a crucial point regarding job satisfaction, namely employee welfare, comfort and security, with this it is expected that employees have high credibility and loyalty, so that they can contribute well, have integrity and synergize optimally. This can explain that there are good human relations, work facilities and compensation for employees where employee job satisfaction can affect employee performance, that employees expect an increase, namely starting from communication, facilities, salary, supervision, working conditions, social aspects, opportunities to advance and develop in the organization. This study has time limitations, namely it was only carried out within a period of 3 months and another limitation of this study is the use of methodology as a limitation in revealing existing problems. This is because the data collection method uses a quantitative approach with a questionnaire as its main instrument so that it can potentially cause biased answers from respondents. For further research, the research time can be extended so that the research results will be better and can apply the mixed method method, namely combining quantitative and qualitative methods, in this way the data obtained will produce more accurate and optimal data to test the hypothesis in the study, and further researchers can use more international literature references, both books and journals to get much better research results, they can also add variables outside of this study such as work productivity, organizational culture, employee retention, work stress, work life balance and so forth.

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