THE INFLUENCE OF WORK ENVIRONMENT, DELEGATION OF AUTHORITY AND BONUSES ON JOB SATISFACTION OF BATAM BRANCH EMPLOYMENT BPJS EMPLOYEES

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Abstract

This study supposed to obtain information about the relationship between the independent variables, namely; work environment (X1), delegation of authority (X2), and employee bonuses (X3) with the dependent variable, namely employee job satisfaction (Y) BPJS Ketenagakerjaan Batam Branch, either individually or together. The population and sample of this study were all employees of BPJS Ketenagakerjaan Batam Branch, totaling 35 people. By using the Slovin formula, a sample of 32 people was obtained. The results showed that there is a significant positive effect of work environment (X1), delegation of authority (X2), and bonuses (X3) on employee job satisfaction (Y) as indicated by the Fcount value of 23.247. This value is much smaller than the Fcount value at the 0.05 alpha significance level which is 2.95, or F = 23.247 < F0.05 (3:28) = 2.95. The relationship pattern of the four variables expressed by the multiple regression equation = -6.812 + 0.469X1 + 0.547X2 + 0.278X3. The variable that has the most influence is the delegation of authority variable, which has a coefficient of determination of 52.8%. This means that delegation of authority is the factor that most affects employee job satisfaction.

Keywords: Environment, Delegation of authority, Bonus & Satisfaction

1. Introduction

Seeing the importance of quality human resources in carrying out employee activities, a leader is needed who is able to mobilize all personal in the organization. In other words, an organization needs a leader who has the ability to lead well in order to be able to jointly with all existing organizational components to achieve goals. To achieve the organizational goals that have been set, the personnel (in this case employees) who are the backbone of an agency / institution need to remind the results of their work. Because by reminding the results of his work will be able to see the extent to which the plans that have been set can be achieved results. If the results obtained are in accordance with what was planned, then the way of work carried out can be said to be good. However, if the results obtained are far from the plan, it is necessary to look for the factors that cause it.

In an agency / institution that has complicated tasks, an organizing system is needed that is able to cover all sections so that each section will be led by a section head. This is done to make it easier to organize, foster, and direct employees who are subordinate to be able to work properly and optimally. Employees as personnel who carry out the operational activities of the institution are required to have knowledge and skills that can support the implementation of their duties, because employees are the spearhead of the organization in carrying out its activities. Therefore, a leader is needed who has the ability to spur and direct his employees to always improve their work performance capabilities.

If employees have high work performance, then their job satisfaction will also be achieved.

The work environment created and developed by superiors and all employees as members of the organization requires good communication. Good communication provides opportunities for employee participation, a factor that plays a role in determining employee performance. If employees are not given the opportunity to communicate, they will feel that they are not included, either in decision making or other forms of activity. As a result, employees will feel that they are worthless and unnecessary in the organization, which leads to a lack of job satisfaction, which adversely affects their job satisfaction.

In the organizing process, each position in an organization must have a specific task and be responsible for carrying it out. In order to use its resources effectively, the organization must assign specific tasks at the lowest organizational level where there are sufficient skills and information to carry them out properly. This rule is that in order for each person in the organization to effectively carry out the tasks assigned to him, he must be delegated the authority to do so.

In a dynamic organizational environment, task assignment is a continuous activity, where responsibilities are often transferred. In such situations flexibility on the part of both subordinates and leaders is necessary. In the face of gaps and solutions, cooperation and initiative can be more effective than seeking a precise division of responsibilities.

Delegation of authority has several benefits, the first of which is that the more tasks the leader can delegate, the more opportunity he has to seek and accept increased responsibility from higher levels of leadership. Another benefit of delegation is that it leads to better decisions, as the subordinate who is "front and center" will inevitably have a clearer view of the problem. And effective delegation can speed up decision-making.

A useful way to deal with the obstacles to delegation is to increase knowledge of the delegated tasks and delegation within a certain period of time. In determining the period of delegation of authority concerning various issues clearly and firmly, always observe what a subordinate is doing to organize a problem and ask for progress reports from subordinates.

The importance of delegating authority is not only an advantage for the leader concerned, but also an advantage for the agency. Because delegation of authority can help agencies or organizations to use their resources efficiently, free up leaders so that they can focus their attention on more important tasks, improve the decision-making process, encourage initiative. So it is expected to increase the effectiveness of employee work. If the effectiveness of employee work increases, it means that the organization or agency concerned will find it easier to realize what it is aiming for.

To be able to carry out their duties and functions as well as possible, good performance is needed from employees so as to create good work results for the company. From good performance, employees can improve their work results which may exceed the target. From the work results that have exceeded the target, employees get a bonus from the results of their work, so that with the bonus given to employees, the resulting performance is very good for the organization.

Providing bonuses is one of the main things that must be considered by the organization. The morale of employees is also caused by the size of the bonus received. If employees do not get a bonus that is in accordance with the amount of sacrifice at work, these employees tend to be lazy to work and are not excited, in the end they work at will

without high motivation. With the provision of the right bonus and a good way of working, employee job satisfaction will be high.

BPJS Employment Batam Branch can be a solution for companies in ensuring health and safety, especially occupational safety. On January 1, 2014, PT Jamsostek officially became BPJS Ketenagakerjaan, a Social Security Provider Agency for Employment. In accordance with the mandate of the law, on January 1, 2014 PT Jamsostek will change into a Public Legal Entity.

The purpose of BPJS Employment Batam Branch is to provide social economic protection to the community. BPJS Employment Batam Branch continues to be trusted to organize social security programs for workers, which include JKK, JKM, JHT with the addition of Pension Insurance starting July 1, 2015. Realizing the great and noble responsibility, BPJS Employment Batam Branch also continues to improve competence in all lines of service quality while developing various programs and benefits that can be directly enjoyed by workers and their families.

As a large company and synergizing with the welfare of workers, the Employment Social Security Agency (BPJS) realizes that HR is the capital and strength that must be owned for the future sustainability of BPJS. HR is considered as one of the most important factors because it is a factor that determines the success or failure of the organization in achieving goals, both in public and private organizations. So, HR should be managed appropriately, one of which is by creating job satisfaction for its employees. Meanwhile, if the attitude of job satisfaction is reflected by work morale, discipline, and work performance, then employee satisfaction can be seen from attendance or good attendance rates.

Based on the attendance data of employees of BPJS Ketenagakerjaan Batam City Branch for the period November 2014 - January 2014, it can be seen that the level of employee attendance fluctuates and tends to decrease. So it can be said that the occurrence of undisciplined behavior tends to be due to a sense of dissatisfaction with one of the elements of external job satisfaction, namely related to organizational policies. The things mentioned above, either directly or indirectly, can affect employee job satisfaction. Therefore, their existence needs attention from management.

Based on the background of the problems described earlier, the problems in this study can be identified as follows: (1) How is employee job satisfaction at the Batam Branch Employment BPJS office? (2) Are there efforts made to encourage employees to increase job satisfaction? (3) How is the condition of the work environment of Batam Branch Employment BPJS employees? (4) Are there efforts made by employees to improve the quality of their work environment? (5) How is the delegation of authority of the Batam Branch Employment BPJS? (6) Are there efforts made by leaders to improve delegation of authority? (7) How is the bonus system for Batam Branch Employment BPJS employees? (8) Are there efforts made by leaders to improve employee bonus system policies? (9) Is there an effect of work motivation on employee job satisfaction? (10) Is there an effect of superior leadership on employee job satisfaction? (11) Is there an effect of work discipline on employee job satisfaction? (12) Is there an effect of emotional intelligence on employee job satisfaction? (13) Is there an effect of work division on employee job satisfaction? (14) Is there an effect of work culture on employee job satisfaction? (15) Is there an effect of work environment on employee job satisfaction? (16) Is there an effect of delegation of authority on employee job satisfaction? (17) Is there an effect of bonuses on employee job satisfaction.

From the theoretical explanation above, the variables in this study are the work environment, delegation of authority, and bonuses as independent variables (independent) and employee job satisfaction as the dependent variable (bound).

2. Theoretical Background

Employee job satisfaction

Employee job satisfaction is an emotional state owned by an employee that is pleasant in nature related to; (1) success in doing a job, (2) getting justice at work, (3) appreciation for the results of work from the organization, (4) support from colleagues, and (5) getting career opportunities.

Employee job satisfaction is an activity to see employee attitudes about the emotional state possessed by an employee which is pleasant in nature which is measured by a questionnaire, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The employee job satisfaction score is obtained from the total score of 5 statement items with a theoretical score range located between 5 and 25.

From the conceptual definition described above, the indicators measured in this variable are job satisfaction stemming from: (1) success in doing a job, (2) getting justice at work, (3) appreciation for work results from the organization, (4) support from coworkers, and (5) getting career opportunities.

Work environment

The employee work environment is everything that surrounds employees at work which includes; (1) the atmosphere of the workspace, (2) work equipment; (3) communication in the organization, (4) work atmosphere, and (5) attitude towards work.

The work environment is an activity to see employees' views of everything that is around employees at work which is measured by a questionnaire, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The work environment score is obtained from the total score of 5 statement items with a score range located between 5 and 25.

From the conceptual definition and operational definition described above, the indicators measured in this work environment variable are; (1) workspace atmosphere, (2) work equipment; (3) communication in the organization, (4) work atmosphere, and (5) attitude towards work.

Delegation of Authority

Formal responsibility to others to carry out certain activities. The indicators are; 1) setting goals and tasks to subordinates, 2) providing goals and tasks to subordinates, 3) providing the authority needed to achieve goals or tasks, 4) creating obligations or responsibilities, and 5) accepting subordinate responsibility for the results achieved.

Delegation of authority is an activity to determine the attitude of employees towards the delegation of authority applied by the leadership, which is measured by a questionnaire, the value or score obtained as an employee assessment using a Likert Scale in the form of a scale as an employee assessment with five choices and consists of 5 statement items describing delegation of authority. The delegation of authority behavior score is obtained from the total score of 5 statement items with a score range located between 5 and 25.

From the conceptual definition described above, the indicators measured in this variable are delegation of authority which comes from; 1) setting goals and tasks to subordinates, 2) providing goals and tasks to subordinates, 3) providing the authority needed to achieve goals or tasks, 4) creating obligations or responsibilities, and 5) accepting subordinate responsibility for the results achieved.   From these indicators developed into instrument items as many as 5 items.

Bonuses

Bonus is the provision of additional income for employees which functions as a stimulus so that employees are more passionate about improving their work performance and loyalty to the organization where they work, and is only given once a year if certain conditions are met. The indicators are; 1) the basis for giving bonuses, 2) the purpose of giving bonuses, 3) the amount of bonuses received, 4) the benefits of giving bonuses, and 5) the expected bonus criteria.

Bonus is an activity to see employee views of the bonus system which is measured by a questionnaire, the value or score obtained using a Likert Scale in the form of a scale with five choices and consists of 5 statement items. The bonus score is obtained from the total score of 5 statement items with a score range located between 5 and 25.

From the conceptual definition and operational definition described above, the indicators measured in this bonus variable are; 1) the basis for giving bonuses, 2) the purpose of giving bonuses, 3) the amount of bonuses received, 4) the benefits of giving bonuses, and 5) the expected bonus criteria.

Conceptual Research

This research is a study that examines the relationship between variables based on existing theory. The following is the conceptual framework of this study:
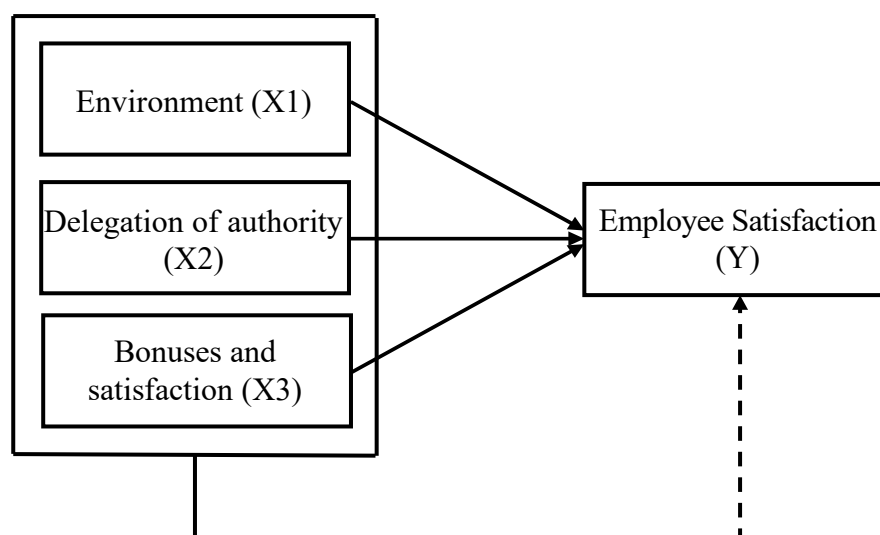

Figure 1. conceptual framework

3. Methods

The research analysis techniques used are simple and multiple regression analysis. This technique is used to answer problems related to which factors are most dominant in influencing employee job satisfaction and to determine the extent to which the

independent variables that the researcher suspects at the beginning of the study affect employee job satisfaction.

The measurement scale is an agreement that is used as a reference to determine the length and shortness of the intervals in the measurement, so that when the measuring instrument is used in measurement it will be able to produce quantitative data. With this measurement scale, the variable value measured by the instrument can be expressed in numerical form so that it will be more accurate, efficient and communicative. The most commonly used way of determining scores is to use a Likert scale. The way of measuring is by providing answers, the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about a social phenomenon. In scoring, each answer given by the respondent is given a score using a Likert scale.

Descriptive analysis

Descriptive analysis is a method concerned with the collection and presentation of a cluster of data so that it provides useful information. This descriptive analysis is used for further analysis.

Validity Test

Validity as a data collection tool according to Sugiyono (2012), construct validity is a method used to provide an assessment of the questionnaire, namely through product moment correlation, between the score of each question item and the total score.

$$r_{xy} = \frac{n\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{n\Sigma X^2 - (\Sigma X)^2\}\{n\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Reliability Test

The reliability test is carried out to determine the consistency of the degree of dependence and stability of the measuring instrument. From the results of the reliability test conducted with the SPSS 16.0 program, the questionnaire is said to be reliable if it provides Cronbach Alpha> 0.60. Decision making criteria:

A variable is declared reliable if it provides a Cronbach Alpha value> 0.60.

A variable is declared unreliable if it provides a Cronbach Alpha value <0.60.

Multiple Linear Regression Analysis

The research data used by researchers in this study are variables related to the hypothesis formulated. The basic model used in this study is:

Yi = β0 + β1X1i = β2X2i + β3X3i + ei

Hyphotesist Test

The accuracy of the sample regression function in estimating the actual value can be measured by its Goodness of Fit. Statistically, at least this can be measured from the coefficient of determination, the F statistical value, and the t statistical value. Statistical calculations are called statistically significant if the statistical test value is in the critical area (the area where Ho is rejected). It should be called insignificant if the statistical test value is in the area where Ho is accepted (Ghozali, 2009).

4. Results and Discussion
Research Validity Test Results

The research instrument trial was carried out to select valid instrument items. By obtaining the validity of each item, it can be known with certainty which items are not eligible in terms of their validity.

Validity test

Table 1. Results of the Work Environment Variable Validity Test (X1)

Statement	(r_{hitung})	$r_{tabel\ (\alpha = 0,05)}$	Description
1	0,642	0,349	Valid
2	0,689	0,349	Valid
3	0,520	0,349	Valid
4	0,718	0,349	Valid
5	0,695	0,349	Valid

Source: SPSS processed data 2023

Tabel 2. Validity Test Results of Delegation of Authority Variables (X2)

Statement	(r_{hitung})	$r_{tabel\ (\alpha = 0,05)}$	Description
1	0,612	0,349	Valid
2	0,635	0,349	Valid
3	0,633	0,349	Valid
4	0,502	0,349	Valid
5	0,602	0,349	Valid

Source: SPSS processed data 2023

Tabel 3. Results of the Bonus Variable Validity Test (X3)

Statement	(r_{hitung})	$r_{tabel\ (\alpha = 0,05)}$	Description
1	0,535	0,349	Valid
2	0,664	0,349	Valid
3	0,519	0,349	Valid
4	0,638	0,349	Valid
5	0,649	0,349	Valid

Source: SPSS processed data 2023

Table 4. Validity Test Results of Employee Job Satisfaction Variables (Y)

Statement	(r_{hitung})	$r_{tabel\ (\alpha = 0,05)}$	Description
1	0,684	0,349	Valid
2	0,686	0,349	Valid
3	0,622	0,349	Valid
4	0,662	0,349	Valid
5	0,739	0,349	Valid

Source: SPSS processed data 2023

Based on table 1 to table 4, namely 20 questions from 3 independent variables and 1 dependent variable where each variable is 5 questions, the results show that all questionnaire questions are declared VALID, so that all questions in the questionnaire can be processed properly. Invalid questions have rcount ≤ rtable and valid questions have rcount ≤ rtable. (The processed results of the SPSS viewer validity calculation are attached).

Research Reliability Test Results

The reliability test is an instrument test that, when used several times to measure the same object, will produce the same or reliable data (Ghazali, 2013). The reliability test must also meet the Cronbach Alpha value criteria, which must be greater than 0.60. The following are the results of the reliability test in this study:

Table 5. Reliability Test Results for All Research Variables

No	Variable	Reliability Value (Cronbach Alpha)	Value Criteria	Description
1	Work Environment	0,764	0,600	Reliable
2	Delegation of Authority	0,655	0,600	Reliable
3	Bonuses and satisfaction	0,693	0,600	Reliable
4	Employee Job Satisfaction	0,765	0,600	Reliable

Data Source SPSS 2023

Based on reliability testing, all variables from this study are reliable. This can be seen from the results in table 5 above. It is known that the Cronbach Alpha value of all statement items for each research variable is more significant than 0.60.

Description test Result

Table 6. Description of Employee Job Satisfaction Variable Data

Statistics

kepuasan kerja

N	Valid	32
	Missing	0
Mean		19.3750
Median		20.0000
Mode		22.00
Std. Deviation		2.44620
Variance		5.984
Range		9.00
Minimum		14.00
Maximum		23.00

Further calculations gave a mean of 19.38, a median (Me) of 20 and a mode (Mo) of 22, and a standard deviation of 2.45.

Table 7. Description of Work Environment Variable Data

Statistics

lingkungan kerja

N	Valid	32
	Missing	0
Mean		19.8750
Median		20.0000
Mode		19.00[a]
Std. Deviation		2.32448
Variance		5.403
Range		11.00
Minimum		14.00
Maximum		25.00

a. Multiple modes exist. The smallest value is shown

The next calculation gives an average value (X1) of 19.88, a median value of 20 and a mode of 19 and 21, and a standard deviation of 2.32.

Table 8. Description of Delegation of Authority Variable Data

Statistics

pendelegasian wewenang

N	Valid	32
	Missing	0
Mean		20.2500
Median		20.0000
Mode		22.00
Std. Deviation		1.75977
Variance		3.097
Range		7.00
Minimum		16.00
Maximum		23.00

Further calculations give a mean (X2) of 20.25, a median (Me) of 20 and a mode (Mo) of 22, and a standard deviation of 1.76.

Table 9. Description of bonuses and satisfaction Variable Data

Statistics

bonus

N	Valid	32
	Missing	0
Mean		20.8750
Median		21.0000
Mode		21.00
Std. Deviation		1.56060
Variance		2.435
Range		5.00
Minimum		18.00
Maximum		23.00

Further calculations gave an average value (X3) of 20.88, a median (Me) of 21 and a mode (Mo) of 21, and a standard deviation of 1.56.

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Hypothesis Test Results

Table 10. Regression Test Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.812	3.459		-1.969	.059
	lingkungan kerja	.469	.122	.445	3.835	.001
	pendelegasian wewenang	.547	.203	.393	2.694	.012
	bonus	.278	.222	.177	1.250	.222

a. Dependent Variable: kepuasan kerja

Data Source SPSS 2023

Based on the results of multiple linear regression analysis between pairs of work environment data (X1), delegation of authority (X2), and bonuses (X3) on employee job satisfaction (Y), as shown in the attachment, it is known that the value of the multiple regression coefficient b1 = 0.469, b2 = 0.547, b3 = 0.278, with a constant value a of -6.812. Thus the form of the influence of the work environment (X1), delegation of authority (X2), and bonuses (X3) on employee job satisfaction (Y) can be described by the regression equation, namely: = -6.812 + 0.469X1 + 0.547X2 + 0.278X3. The results of these calculations can be seen in the SPSS results table as follows:

F Test Results (Simultaneous)

The F or simultaneous test aims to determine the effect of the independent or independent variables simultaneously on the dependent or dependent variable. The results of the F test in this study can be seen in Table 10 as follows:

Table 10. F Test Results (Simultaneous)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.359	3	44.120	23.247	.000^a
	Residual	53.141	28	1.898		
	Total	185.500	31			

a. Predictors: (Constant), bonus, lingkungan kerja, pendelegasian wewenang

b. Dependent Variable: kepuasan kerja

Data Source SPSS 2023

Double correlation analysis of work environment (X1), delegation of authority (X2), and bonus (X3) data pairs on employee job satisfaction (Y) resulted in a double R correlation coefficient of 0.845. This means that employee job satisfaction is influenced by these independent variables. Thus, it means that the better the work environment (X1) where employees work, the better the delegation of authority (X2) carried out by the leadership to employees, and the higher the bonus (X3), the higher the employee's job satisfaction. The calculation results can be seen in the following table:

Determination Test Results (R-Square)

Next, a determination test or R-Square is carried out. This test is conducted to show what percentage of the independent or independent variable influences the dependent or dependent variable. The results of the determination test can be seen in Table 11 below:

Table 11. Hasil Uji Determinasi (*R-Square*)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845ª	.714	.683	1.37764

a. Predictors: (Constant), bonus, lingkungan kerja, pendelegasian wewenang

To determine the magnitude of the contribution of work environment variables (X1), delegation of authority (X2), and bonuses (X3) to employee job satisfaction (Y) can be done by squaring the amount of the correlation coefficient. The result of squaring the amount obtained is an amount of 0.714. Thus it can be concluded that the contribution of the work environment (X1), delegation of authority (X2), and bonuses (X3) together to employee job satisfaction (Y) is 71.4%, meaning that the other 28.6% is influenced by other variables not observed in this study.

The next calculation is to find the correlation coefficient of each variable with the following results;

a) The results of the calculation of simple linear regression analysis of work environment data pairs with employee job satisfaction obtained the regression coefficient value b obtained is 0.743 and the constant value a is 4.602. Thus the regression equation between the work environment variable and employee job satisfaction is = 4.602 + 0.743X1. Details can be seen in the following table:

Table 12. Coefficient from X1 > Y

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.500	4.613		-.325	.747
	bonus	1.000	.220	.638	4.538	.000

a. Dependent Variable: kepuasan kerja

The results showed the t table value (0.05) obtained a t table value of 1.697. This shows that the correlation coefficient between the work environment (variable X1) and employee job satisfaction (variable Y) is very significant.

b) The results of the calculation of simple linear regression analysis of the delegation of authority data pair with employee job satisfaction obtained the regression coefficient value b obtained is 1.010 and the constant value a is -1.086. Thus the regression equation between the delegation of authority variable and employee job satisfaction is = -1.086 + 1.010X2. Details can be seen in the following table :

Table 13. Coefficient from X2 > Y

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.086	3.542		-.307	.761
	pendelegasian wewenang	1.010	.174	.727	5.797	.000

a. Dependent Variable: kepuasan kerja

The results showed the t table value (0.05) obtained a t table value of 1.697. This shows that the correlation coefficient between delegation of authority (variable X2) and employee job satisfaction (variable Y) is very significant.

c) The results of the calculation of simple linear regression analysis of bonus data pairs with employee job satisfaction obtained the regression coefficient value b obtained is 1.000 and the constant value a is -1.500. Thus the regression equation between the Bonus variable and employee job satisfaction is = -1.500 + 1.000X3. Details can be seen in the following table:

Table 14. Coefficient from X3 > Y

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.500	4.613		-.325	.747
	bonus	1.000	.220	.638	4.538	.000

a. Dependent Variable: kepuasan kerja

A simple correlation calculation of the bonus variable data pair with employee job satisfaction (Y), resulted in a correlation coefficient r of 0.638. To find out whether the correlation coefficient r obtained is significant or not, testing is carried out using the "t" test analysis. The results of the "t" test analysis obtained a tcount value of 4.538. If this value is consulted with the t table value (0.05), the t table value is 1.697. This shows that the correlation coefficient between bonus (variable X3) and employee job satisfaction (variable Y) is very significant.

Discussion

Based on the results of hypothesis testing above, it turns out that the alternative hypothesis proposed is significantly acceptable. The results obtained can be explained as follows:

Hypothesis testing concluded that there is a significant positive effect of work environment (X1), delegation of authority (X2), and bonuses (X3) on employee job satisfaction (Y) as indicated by the Fcount value of 23.247. This value is much smaller than the Fcount value at the 0.05 alpha significance level which is 2.95, or F = 23.247 < F0.05 (3:28) = 2.95. The relationship pattern of the four variables expressed by the multiple regression equation = -6.812 + 0.469X1 + 0.547X2 + 0.278X3. This equation provides information that any change in one unit of value in the independent variable will result in a change in employee job satisfaction.

The results of the multiple correlation analysis obtained a multiple correlation coefficient value of Ry of 0.845. This value indicates that the effect of work environment (X1), delegation of authority (X2), and bonuses (X3) on employee job satisfaction is very high. The amount of contribution or contribution of work environment variables (X1), delegation of authority (X2), and bonuses (X3) together can be known through the coefficient of determination of 0.714. The results of this analysis indicate that approximately 71.4 percent of variations in changes in employee job satisfaction are determined / explained by the work environment (X1), delegation of authority (X2), and bonuses (X3) together with the functional relationship pattern as shown by the regression equation above.

This means that if all employees of BPJS Ketenagakerjaan Batam Branch are studied about work environment, delegation of authority, and bonus together with employee job satisfaction (Y), then approximately 71.4 percent of variation in the pair of scores of the three variables will follow the pattern of regression equation = -6.812 + 0.469X1 + 0.547X2 + 0.278X3. If calculated per variable, the variable that has the most influence is the delegation of authority variable, which has a coefficient of determination of 52.8%. This means that delegation of authority is the factor that most affects employee job satisfaction.

5. Conclusion

From the results of the research and discussion carried out in this research or scientific work, conclusions can be drawn, namely:
a. The correlation coefficient between the work environment (variable X1) and employee job satisfaction at BPJS Employment Branch Batam (variable Y) is very significant.
b. The correlation coefficient between delegation of authority (variable X2) and employee job satisfaction BPJS Employment Branch Batam (variable Y) is very significant.
c. The correlation coefficient between bonus (variable X3) and employee job satisfaction BPJS Employment Branch Batam (variable Y) is very significant.
d. Double correlation analysis of work environment (X1), delegation of authority (X2), and bonus (X3) data pairs on employee job satisfaction BPJS Employment Branch Batam (Y) resulted in a double R correlation coefficient of 0.845. This means that employee job satisfaction is influenced by these independent variables.
e. The contribution of work environment variables (X1), delegation of authority (X2), and bonuses (X3) to employee job satisfaction (Y) can be done by squaring the amount of the correlation coefficient. The result of squaring the amount obtained is an amount of 0.714. Thus, it can be concluded that the contribution of the work environment (X1), delegation of authority (X2), and bonuses (X3) together to employee job satisfaction (Y) is 71.4%, meaning that the other 28.6% is influenced by other variables not observed in this study.

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