



THE EFFECT OF WORK ENVIRONMENT AND HUMAN RESOURCE EMPOWERMENT ON EMPLOYEE JOB SATISFACTION WITH TRAINING AS A MEDIATION VARIABLE AT THE DEPARTMENT OF HUMAN RURAL WORKS AND CONSTRUCTION BUILDING OF NORTH SUMATRA PROVINCE

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ABSTRACT

This study aims to determine the influence of the work environment and human resource empowerment on training partially. To analyze the influence of the work environment, human resource empowerment and training on employee job satisfaction partially. To analyze the influence of the work environment and human resource empowerment on employee job satisfaction through training at the Department of Highways and Construction of North Sumatra Province. The population in this study was 446 people and 234 people were sampled using the Slovin formula. The analysis technique used was path analysis. The results of the study indicate that the work environment has a positive and significant effect on training, human resource empowerment does not affect training, the work environment affects employee job satisfaction, human resource empowerment affects employee job satisfaction, training has a positive and significant effect on employee job satisfaction, training mediates the effect of the work environment on employee job satisfaction and training does not mediate the effect of human resource empowerment on employee job satisfaction.

Keywords: Work Environment, Human Resource Empowerment, Employee Job Satisfaction, Training

INTRODUCTION

A company is founded by one or more people to achieve a goal. In an effort to achieve that goal, planning can be done, where the planning is to formulate in detail each activity that determines the goals and methods. In this case, the manager in charge of all resources owned by the company plays an important role in planning. Basically, human resources have the greatest potential for support in achieving company goals.

Companies need many employees from various divisions, but what companies need most is human resource management. The field of human resource management studies how companies acquire, maintain and retain these human resources, because without them the company will not be able to run smoothly to achieve its goals. The problem that often arises in planning is how to manage and utilize existing resources to achieve these

goals. As a resource manager, managers are tasked with planning to recruit workers and manage certain jobs. Managers are also responsible for every activity carried out by their employees. A manager must strive for an action to influence employees to increase profits. The methods used include providing wages/salaries, placing employees in the right positions, giving bonuses, providing opportunities to advance, and recognition for achievements. In addition, managers must be able to create a comfortable work environment to support employees so that they can do their jobs better and feel satisfied working in the company.

According to Robbins (2020:148) Job Satisfaction is an emotional and affective response, namely as a feeling of whether or not employees view their work. According to David (2015:123) Job Satisfaction is a level at which a person has obtained pleasure from



their work. Job Satisfaction can also be defined as a positive emotional state, resulting from an assessment of their work (Sutrisno, 2021:25). Job Satisfaction can also be interpreted as a pleasant attitude that employees have towards work factors and related conditions as a result of various job needs (Mangkubumi and Mahmudin, 2017:212). Job satisfaction can be realized with good work environment conditions because the work environment is directly related to employees in completing the work assigned to them. Factors related to job satisfaction include: financial factors, physical factors, social factors, and psychological factors. Job satisfaction is important in a company because employee job satisfaction is closely related to employee work results and the survival of the company concerned. In a company, the work environment is one of the factors that has quite an influence on the work done by employees. @The work environment is everything that is around employees and can influence them in carrying out the tasks/work assigned. A comfortable, safe, and supportive work environment will make employees enthusiastic about working and feel fulfilled in terms of social needs so that employees will tend to feel satisfied in working. The work environment concerns the work environment as a work environment. The non-physical work environment in question is the social factor of the work environment.

Benefits of research

The benefits of this research include:

1. For Companies

As a consideration in taking steps in the future to improve employee satisfaction so that company goals can be achieved

and as additional evaluation material in understanding the relationship between the Work Environment and Human Resource Empowerment on Job Satisfaction.

2. For Harapan University Medan

Research is very important for universities. First, to develop teaching materials. Second, to support community service. Third, to improve the reputation of the campus through research results that have an impact on the wider community.

3. For Other Parties

As reference material for other parties who wish to conduct similar research in the future.

4. For Researchers

As additional knowledge in broadening insight, especially about the Work Environment, Human Resource Empowerment, Employee Job Satisfaction and Training, as well as knowing the extent of the relationship between the theory obtained in lectures and real conditions in the field.

LITERATURE REVIEW

Previous Research

Previous research is an effort by researchers to seek comparisons and then find new inspiration for subsequent researchers. In addition, previous studies help researchers in positioning research and showing the originality of the research (Gibson, et al, 2017:91).

The previous research that became a guideline for what the author did was partly a comparative data material and data adjustment so that researchers could understand and complete their research.



Table 1. Previous Research

No	Name and Year of Research	Research Title	Variables	Research result
1.	Timbowo et al., (2016)	The Influence of Work Environment, Training and Human Resource Empowerment on Employee Job Satisfaction	X1= Work environment X2= Training X3= Human resource empowerment Y= Employee job satisfaction	Simultaneously and partially, the work environment, employee training and development have a positive and significant effect on employee performance at PT Bank BCA Tbk. Manado.
2.	The Last Supper (2018)	The Influence of Work Environment, Motivation and Compensation on Employee Job Satisfaction.	X1= Work environment X2= Motivation Y= Compensation	Work environment, motivation and compensation have a positive influence on employee job satisfaction both partially and simultaneously.

Source: Previous research, 2022.

Understanding the Work Environment

The work environment is a place where there are a number of groups where there are supporting facilities to achieve the company's goals in accordance with the company's vision and mission (Sedarmayanti, 2019:23). According to Mangkunegara (2017:105) the work environment is all aspects of work, work psychology, and work regulations that can affect job satisfaction and productivity achievement. According to Heizer and Render (2015:467) explain the work environment as a physical environment where employees work can affect their performance, safety and quality of work life.

Human Resource Empowerment

According to Handoko (2014:143) empowerment is an encouragement for someone to be more involved in decision making within an organization or company. Thus, increasing ability and sense of belonging, increasing sense of responsibility so that performance is improved. Empowered workers are expected to be able to do work beyond the responsibilities given (Wibowo, 2021:138).

Job satisfaction

One of the important means of human resource management in an organization is the creation of job satisfaction for employees. Davis in (Mangkunegara, 2017:117) states that "job satisfaction is the favorableness with employees view their work", Job satisfaction is a feeling of support or dissupport experienced by employees in working.



METHOD

Types of research

The type of research used in this study is associative research with a quantitative approach. According to Sugiyono (2019:8) Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, static data analysis, with the aim of testing predetermined hypotheses.

Location and Time of Research

This research was conducted at the Highways and Construction Service of North Sumatra Province at Jln Sakti Lubis No. 7R Sitirejo, Medan Amplas District, Medan City, North Sumatra 20217. The research period was from August 2021 to January 2022.

Research Population

According to Sugiyono (2019:80) "Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn". The population in this study, which became the population were all employees of the North Sumatra Province Highways and Construction Services totaling 446 people.

Research Sample

Sample is part of the number and characteristics owned by the population. The sampling technique used in this study is Proportionate Stratified Random Sampling. Proportionate Stratified Random Sampling is done by dividing the population into sub-populations / strata proportionally and is done randomly (Sekaran, 2016: 87).

Research Data Collection Techniques

According to Sugiyono (2019:224), "Data collection techniques are the determination of methods used to collect data that can be done in various settings, various sources, and various methods". The data collection technique used by researchers is to use a survey technique using a questionnaire. This technique is used to make it easier for respondents to read and answer questions.

RESULTS AND DISCUSSION

Respondent Characteristics

In this discussion, the author will describe in detail the questionnaire data after being distributed and filled in by respondents, for that the author will process it by tabulating data from each aspect of the question. The presentation of respondent identity data aims to identify the conditions of the respondents being studied, so that it is easier to understand the problems obtained in the study.

Respondent Characteristics Based on Age

Table 2. Respondents' Identity Based on Age

Age	Amount	Percentage
< 21 years	27	11.54
22-27 years old	54	23.08
28 - 33 years	63	26.92
34-39 years	48	20.51
> 39 years old	42	17.95



Total	234 people	100%
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Source: Processed Data, 2023

Based on the data above, it can be seen that the percentage of respondents at the North Sumatra Province Highways and Construction Agency based on age range, it can be seen that the largest number is in the 28-33 year age range, which is 63 people (26.92%), then in the 22-27 year age range there are 54 people

(23.08%), in the 34-39 year age range there are 48 people (20.51%), in the age range above 39 years there are 42 people (17.95%), in the age range below 21 years there are 27 people (11.54%). This shows that the age in the company is still in a period of high work productivity needed by the company.

Respondents' Response Characteristics

Table 3. My workplace is always clean because after I finish used immediately cleaned

No	Category	Sample	Percentage (%)
1	Strongly agree	98	41.88
2	Agree	119	50.85
3	Neutral	14	5.98
4	Don't agree	3	1.28
5	Strongly disagree	-	-
Amount		234	100

Source: Processed data, 2022.

Table 3 shows that the majority of respondents who agreed that my workplace is always clean because after use it is cleaned immediately amounted to 50.85%, strongly

agreed amounted to 41.88%, neutral amounted to 5.98%, disagreed amounted to 1.28% and strongly disagreed none.

Characteristics of Respondents' Answers Regarding the Independent Variable (X2) Human Resource Empowerment

Table 4. As a management tool I am able to empower myself to achieve the goals I have set

No	Category	Sample	Percentage (%)
1	Strongly agree	84	35.90
2	Agree	135	57.69
3	Neutral	15	6.41
4	Don't agree	-	-
5	Strongly disagree	-	-
Amount		234	100

Source: Processed data, 2022.



Table 4 shows that the majority of respondents who stated that they agreed that as a management tool I am able to empower myself to achieve the goals that have been set

were 57.69%, agreed 35.90%, neutral 6.41%, disagreed and strongly disagreed none.

Characteristics of Respondents' Answers Regarding the Dependent Variable (Y) Employee Job Satisfaction

Table 5. I feel that the company has given employees appropriate salaries. with applicable standards.

No	Category	Sample	Percentage (%)
1	Strongly agree	115	49.15
2	Agree	109	46.58
3	Neutral	7	2.99
4	Don't agree	3	1.28
5	Strongly disagree	-	-
Amount		234	100

Source: Processed data, 2022.

Table 5 shows the majority of respondents who stated that they strongly agree that I feel the company has provided employee salaries according to applicable standards. as

many as 49.15%, agree as many as 46.58%, neutral as many as 2.99%, disagree as many as 1.28% and strongly disagree none.

Characteristics of Respondents' Answers Regarding the Mediating Variable (Z) Training

Table 6. The training instructor that I attended gave me the opportunity to me and other participants to ask questions

No	Category	Sample	Percentage (%)
1	Strongly agree	142	60.68
2	Agree	87	37.18
3	Neutral	4	1.71
4	Don't agree	1	0.43
5	Strongly disagree	-	-
Amount		234	100

Source: Processed data, 2022.

Table 6 shows that the majority of respondents who stated that they strongly agreed that the training instructor that I attended gave me and other participants the opportunity to ask questions were 60.68%,

agreed were 37.18%, neutral were 1.71%, disagreed were 0.43% and none strongly disagreed.



Data Validity Test

Table 7. Results of Validity Test of Work Environment Variables

Statement	rhitung	rtable	Validity
Item 1	0.343	0.158	Valid
Item 2	0.560	0.158	Valid
Item 3	0.603	0.158	Valid
Item 4	0.617	0.158	Valid
Item 5	0.615	0.158	Valid
Item 6	0.634	0.158	Valid
Article 7	0.564	0.158	Valid
Article 8	0.660	0.158	Valid

Source: processed data, 2022

Table 7 shows that all statement items are valid because r count $>$ r table (0.158).

Thus, the questionnaire can be continued to the reliability testing stage.

Data Reliability Test

Table 8. Results of Variable Reliability Test

Variables	Number of Questions	Cronbach's Alpha	Information
Employee job satisfaction (Y)	4	0.705	Reliable
Work environment (X1)	8	0.841	Reliable
Human resource empowerment (X2)	5	0.648	Reliable
Training (Z)	5	0.704	Reliable

Source: processed data, 2022

In the reliability test, the Cronbach's Alpha value must be greater than 0.60, so the research instrument can be said to be reliable.

In table IV.30, it can be seen that the Cronbach's Alpha value $<$ 0.6 means that the instrument is reliable.

Sobel Test

Table 9. Sobel I Test

Input:	Test statistic:	Std. Error:	p-value:
a 0.245	Sobel test: 2.78580544	0.02603197	0.00533949
b 0.296	Aroian test: 2.75576809	0.02631571	0.00585545
s _a 0.041	Goodman test: 2.8168469	0.0257451	0.00484976
s _b 0.034	Reset all	Calculate	

Source: data processed using the Sobel test calculator, 2022



Table 9 shows that the p-value is 0.005, which is smaller than 0.05 ($0.005 < 0.05$), so it can be concluded that there is a significant influence of the work environment on employee job satisfaction through training.

Influential Work Environment Positive and Significant Regarding Training

From the results of the regression test, it was found that the work environment has a positive and significant effect on training. at the Highways and Construction Services of North Sumatra Province with a value of $0.000 < 0.05$. These results are in line with research conducted by The work environment can encourage or reduce employee job satisfaction, depending on the nature of the values, beliefs, and norms that are adopted. The work environment or company environment is the values, norms, beliefs, attitudes, and assumptions that are a form of how workers behave and do things that can be done.

Human Resource Empowerment Has a Positive and Significant Impact on Training

From the results of the regression test, it was found that Human resource empowerment has a positive and significant effect on training at the Highways and Construction Services of North Sumatra Province with a value of $0.000 > 0.05$. A training program is a series of structured and organized activities to improve the knowledge, skills, and competencies of individuals or groups. Training programs can provide many benefits, both for individuals and companies:

This shows that the HR training and development program aims to improve the quality of employee work. Some of the objec-

tives of the HR training and development program are to increase work productivity, improve work quality, improve HR planning, and provide motivation so that employees can compete with others.

Influential Work Environment Positive and Significant On Employee Job Satisfaction

From the results of the regression test, it was found that the work environment had a positive and significant effect on employee job satisfaction at the Highways and Construction Services of North Sumatra Province with a value of $0.000 < 0.05$. This is in line with the results of research conducted by Timbowo et al., (2016), Thomas et al., (2018) Pratama and Supriyatin (2017) stated that the work environment has a positive and significant influence on employee job satisfaction.

The work environment is an important thing in an organization. A good work environment is certainly the hope of every employee because with a good work environment, of course, employees will be able to carry out their duties well. With a good work environment, it can automatically provide satisfaction for employees.

The work environment is everything that is around the workers and can affect them in carrying out the tasks assigned. Job satisfaction is a reflection of the fulfillment of individual needs and desires obtained from their work. The relationship between the Work Environment and Job Satisfaction is very closely related because employees will feel satisfied in doing their work if supported by their environment.

Human Resource Empowerment Has No Impact on Employee Job Satisfaction

From the results of the regression test, it was found that human resource empowerment had no effect on employee job



satisfaction at the Highways and Construction Services of North Sumatra Province with a value of $0.063 > 0.05$. This is not in line with the results of research conducted by Timbowo et al., (2016), Wongkar et al., (2018), Thomas et al., (2018) stated that human resource empowerment has a positive and significant effect on employee job satisfaction.

Empowerment carried out by the organization provides independence for employees in doing their work, even if employee empowerment is done properly, it will increase employee satisfaction itself. Such as involving employees to carry out a particular job that is very important. That way, employees will be more confident in their abilities, thus creating satisfaction within employees.

Empowerment is the granting of autonomy, authority, trust, and encouraging individuals in an organization to develop regulations in order to complete work. Job satisfaction is the general attitude of workers about the work they do, because in general people discuss employee attitudes that are meant is job satisfaction. From the definition above, it can be interpreted that empowerment greatly influences employee job satisfaction.

Training Has a Positive and Significant Impact on Employee job satisfaction

From the results of the regression test, it was found that training had a positive and significant effect on employee job satisfaction at the Highways and Construction Services of North Sumatra Province with a value of $0.000 < 0.05$. This is in line with the results of research conducted by Sianturi et al., (2019), Wongkar et al., (2018), Timbowo et al., (2016) stated that training has a positive and significant effect on employee job satisfaction.

Training greatly influences employee job satisfaction. Because training will have an impact on the skills possessed by the employee, thus the employee will work more skillfully and in the end the employee will feel satisfied. According to Bangun (2021:202) training is a process of improving employee work skills to help achieve company goals. Initially, employee training was only intended for operational staff, so that they had technical skills. But now skills are given to every employee in the company including administrative employees and managerial staff. Management now works together with employees to identify strategic goals and objectives in achieving company goals. Company managers have realized how important training is to increase job satisfaction.

Training mediates the influence of the work environment on Employee Job Satisfaction

From the results of the regression test, it was found that training mediates the influence of the work environment on employee job satisfaction at the Highways and Construction Services of North Sumatra Province with a value of $0.000 < 0.05$. This is in line with the results of research conducted by Timbowo et al., (2016), Thomas et al., (2018) Pratama and Supriyatin (2017) stated that the work environment has a positive and significant influence on employee job satisfaction.

Work environment and job training programs influence each other and both can increase employee job satisfaction. The work environment is everything around workers that can affect their performance. A good work environment can motivate employees to complete their tasks. Job training can improve employees' ability to carry out tasks, change behavior, improve discipline, and increase



knowledge. Job training can also increase employee job satisfaction, engagement, and retention.

Training mediates the influence of human resource empowerment on Employee Job Satisfaction

From the results of the regression test, it was found that training mediated the influence of empowerment.human resources towardsemployee job satisfaction at the Highways and Construction Services of North Sumatra Province with a value of $0.548 > 0.05$. This is in line with the results of research conducted byTimbowo et al., (2016), Thomas et al., (2018) Pratama and Supriyatin (2017) stated that the work environment has a positive and significant influence on employee job satisfaction.

Training greatly influences employee job satisfaction. Because training will have an impact on the skills possessed by the employee, thus the employee will work more skillfully and in the end the employee will feel satisfied.According to Bangun (2021:202) training is a process of improving employee work skills to help achieve company goals. Initially, employee training was only intended for operational staff, so that they had technical skills. But now skills are given to every employee in the company including administrative employees and managerial staff. Management now works together with employees to identify strategic goals and objectives in achieving company goals. Company managers have realized how important training is to increase job satisfaction.

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CLOSING

Conclusion

The conclusion of this study is:

1. The work environment has a positive and significant influence on training at the Highways and Construction Services of North Sumatra Province.
2. Empowerment of human resources has an impact on training at the Highways and Construction Services of North Sumatra Province.
3. The work environment influences employee job satisfaction at the Highways and Construction Services of North Sumatra Province.
4. Human resource empowerment does not affect employee job satisfaction at the Highways and Construction Services of North Sumatra Province. This is because the age characteristics of each employee are different from one another, so that human resources between employees are disrupted, so that this affects their job satisfaction.
5. Training has a positive and significant effect on employee job satisfaction at the Highways and Construction Services of North Sumatra Province.
6. Training mediates the influence of the work environment on employee job satisfaction at the Highways and Construction Department of North Sumatra Province.
7. Training mediates the influence of work empowerment on employee job satisfaction at the Highways and Construction Department of North Sumatra Province.



Suggestion

The suggestions in this research are as following:

1. Seeing the work environment variables influence employee job satisfaction on Department of Highways and Construction Development of North Sumatra Province, meaning that the work environment that exists in the environment Department of Highways and Construction Development of North Sumatra Province still at a controlled level. Therefore, leaders need to always pay attention to factors that affect the work environment such as employee characteristics, educational background so that it does not hinder employee job satisfaction, then always improve the ability of direct superiors in providing direction and guidance for subordinates' work, and how employees get career advancement.
2. Empowerment of human resources has been proven to have no effect on training. Department of Highways and Construction Development of North Sumatra Province, as an initial assumption that human resource empowerment has an influence on training, but after conducting research, it turns out that human resource empowerment does not have a significant influence. In order for human resource satisfaction to be maintained or improved, then Department of Highways and Construction Development of North Sumatra Province can improve aspects of human resource empowerment. Overall, aspects of human resource empowerment do not have a significant effect, but there are several aspects whose values are still lacking, such as the trust aspect. Therefore, Department of Highways and

Construction Development of North Sumatra Province need to improve aspects of human resource empowerment in order to maximize human resource satisfaction.

3. The limitations of the research results are due to The factors that influence employee job satisfaction at the Highways and Construction Services of North Sumatra Province are limited to only two variables, namely the work environment and transformational leadership style. Other factors that influence employee job satisfaction should be added, such as career development, training, and workforce selection.
4. There are limitations to research using questionnaires, namely that sometimes the answers given by the sample do not reflect the actual situation.

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