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## THE EFFECT OF SATISFACTION, JOB TRAINING AND NON-PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE OF PT ELNUSA TBK JAKARTA

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### Abstract:

This research aims to analyze how much influence Job Satisfaction, Job Training and Non-Physical Work Environment on employee performance of PT Elnusa Tbk Jakarta. The method used in this research is descriptive quantitative. Data analysis of several tests, namely instrument test, multiple linear regression correlation analysis, model feasibility test and t test hypothesis testing with a total of 104 permanent employees with data collection methods through questionnaires. Data analysis was carried out using SPSS 25. The regression analysis results show Job Satisfaction, Job Training and Non-Physical Work Environment have a positive and significant effect on Employee Performance, which is shown in the coefficients table in the regression equation mode. The t test results show that job satisfaction, job training and non-physical work environment partially have a significant effect on employee performance. The results of the F test show that together the variables of Job Satisfaction, Job Training and Non-Physical Work Environment simultaneously have a significant effect on Employee Performance. The results of the Determination Coefficient Test (R<sup>2</sup>) from the Adjusted R Square value obtained the result of 62.6%. The results of this study are expected that PT Elnusa Tbk Jakarta can always improve and pay attention to Job Satisfaction, Job Training and Non-Physical Work Environment on Employee Performance.

**Keywords:** Job Satisfaction, Training, Non-Physical Work Environment, Employee Performance

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### INTRODUCTION

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Human resources play an important role in realizing the ideals of a company or organization. The effectiveness of implementing organizational activities will be determined by human resources. Every company must set goals in order to operate, and to achieve these goals the company will increasingly rely on the quality of its human resources. Because good human resources are one of the company's strengths in achieving goals, including improving employee performance, this success can be realized by managing human resources as effectively as possible.

Performance is the final result of tasks completed by employees. (Poluakan, 2016) employee performance shows the employee's ability to carry out all the tasks for which he is responsible. Performance can also be in the form of contributions that are assessed and then receive feedback from the company. Performance is important for the company as a way to achieve planned goals. Increased employee performance will improve company performance.

Employees are a very valuable company asset that must be managed well by the company in order to provide optimal work results. One of the company's main concerns is the job satisfaction of its employees. (Parwita, 2014) Job satisfaction is the attitude a person has towards their work

which refers to work regulations, employee cooperation, benefits obtained at work, and problems involving physical and psychological components.

Therefore, satisfaction cannot be seen in real terms, but is manifested in work results. High or good job satisfaction makes employees more loyal to the company. On the other hand, employees who are not satisfied with their work tend to withdraw and avoid themselves from work situations, both physically and psychologically.

As research researched by (Aniversari, 2022) revealed that job satisfaction has a positive and significant effect on employee performance. It is proven that the higher the level of job satisfaction, the higher the employee performance results will be.

Training is an effort to improve employee skills in order to advance the company. Rivai (2016:240) Training is a process of changing employee behavior in order to achieve organizational goals. Training is related to employees' abilities and skills in completing their work.

Training is an effort to help employees achieve certain skills and abilities to be successful in carrying out their work. Employees have the opportunity to learn new skills or values through training activities, and with this information they can perform the work assigned to them effectively. Based on research results (Puspita, 2023), job training has a positive and significant effect on employee performance.

Apart from job satisfaction and training, work environmental factors can also influence employee performance. One of them is the non-physical work environment, including things such as work atmosphere, work supervision, and fairness in working hours. (Sedarmayanti, 2013) non-physical work environment is a condition that occurs within an organization that is in harmony with vertical and horizontal relationships. Not all companies have a good non-physical work environment, because a good work environment will make performance better. Because the workplace directly influences how well individuals do their jobs, this will improve organizational performance. This statement is based on research conducted by (Darmawan, 2018) that the work environment has a positive and significant effect on employee performance. PT. Elnusa Tbk. is a subsidiary of Pertamina Hulu Energi which operates in the oil and gas services sector such as: logistics, oil drilling, seismic process data and other services. According to observations made by the author, the level of satisfaction, job training and non-physical work environment are determining factors for the successful performance produced by PT employees. Elnusa Tbk. The current phenomenon is the performance of PT employees. Elnusa Tbk. considered less than optimal because there are poor relationships between fellow employees or with superiors caused by differences of opinion, and a lack of attention from superiors which has an impact on decreasing the level of employee satisfaction, so that employees feel uncomfortable. Apart from that, the lack of employee interest in participating in training becomes an obstacle in the process of completing a job due to the lack of knowledge and skills possessed by the employee.

Thus, a good work environment, job training and job satisfaction are very important and are needed to improve the performance of PT employees. Elnusa Tbk. However, further research needs to be done to find out whether these three factors can improve employee performance. So this research was conducted to find out how these three factors influence the performance of PT employees. Elnusa Tbk

**Table 1. Employee Performance of PT. Elnusa Tbk**

| No. | Indicator      | Target | Achievements |       |       |
|-----|----------------|--------|--------------|-------|-------|
|     |                |        | 2020         | 2021  | 2022  |
| 1.  | Work quality   | 100%   | 81.2%        | 83.8% | 95%   |
| 2.  | Work Quantity  | 100%   | 79.5%        | 80.4% | 86.6% |
| 3.  | Responsibility | 100%   | 81.1%        | 88.9% | 91.2% |

|                                     |             |             |               |               |               |
|-------------------------------------|-------------|-------------|---------------|---------------|---------------|
| 4.                                  | Cooperation | 100%        | 87.9%         | 80.2%         | 88.3%         |
| 5.                                  | Initiative  | 100%        | 85.8%         | 86.7%         | 87.8%         |
| <b>Average Employee Performance</b> |             | <b>100%</b> | <b>85.08%</b> | <b>88.51%</b> | <b>85.37%</b> |

Source: PT. Elnusa Tbk. 2023

Based on Table 1, it can be seen that every year there are fluctuations in performance experienced by PT employees. Elnusa Tbk. This proves that in the last 3 years the performance of PT employees. Elnusa Tbk. Not yet optimal because it did not reach the 100 percent target.

Based on the description above, the objectives of this research are; (1) To determine and analyze the positive and significant influence of job satisfaction on the performance of PT employees. Elnusa Tbk, (2) To find out and analyze influence positive and significant job training on the performance of PT employees. Elnusa Tbk, (3) To determine and analyze the positive and significant influence of the non-physical work environment on the performance of PT employees. Elnusa Tbk.

## RESEARCH METHODS

The research method used in this research is a quantitative method. The population is active employees of PT. Elnusa Tbk. where the population used for this research was 140 people. The sample taken was 104 people using simple random sampling technique. The data collection technique used is a survey method using questionnaires. The questionnaire contains statements originating from various indicators that have been developed and each research variable uses a Likert scale.

The data analysis methods used in this research are descriptive analysis methods, inferential analysis methods, and multiple linear regression analysis methods. The descriptive analysis method is used to analyze data by describing or illustrating the data that has been collected. Inferential analysis methods are used to process sample data and process the results according to population. The multiple linear regression analysis method is used to test the influence of more than one independent variable on the dependent variable.

Hypothesis testing in this research uses parametric statistics because the data to be tested is in the form of ratios. Hypothesis testing was carried out using the normality test, multicollinearity test, heteroscedasticity test, t test (partial test), and F test (simultaneous test). The normality test is used to examine data distribution. The multicollinearity test is used to test whether there is a correlation between the independent variables in the regression model. The heteroscedasticity test is used to test whether there is a disparity in changes from the residual of one perception to another. The t test is used to test the effect of each independent variable on the partial dependent variable. The F test is used to test all independent variables together against the dependent variable.

## RESULTS AND DISCUSSION

### Instrument Test

#### **Validity test**

The Validity Test is used as a measurement accuracy regarding the actual content of the evidence to be measured. Calculated based on the value of rcount with rtable, if rcount > rtable then the statement is declared valid.

Table 2. Validity Test Results

The Effect of Satisfaction, Job Training and Non-Physical Work Environment on Employee Performance of PT Elnusa Tbk Jakarta

| Variable | R count | R table | Information |
|----------|---------|---------|-------------|
| X1.1     | 0.671   | 0.1927  | Valid       |
| X1.2     | 0.655   | 0.1927  | Valid       |
| X1.3     | 0.719   | 0.1927  | Valid       |
| X1.4     | 0.661   | 0.1927  | Valid       |
| X1.5     | 0.546   | 0.1927  | Valid       |
| X1.6     | 0.699   | 0.1927  | Valid       |
| X1.7     | 0.569   | 0.1927  | Valid       |

Source: Processed data, 2023

Based on Table 2, it can be concluded that based on the validity test value of each variable, it is greater than rtable 0.1927 or rcount > rtable, it is said to be valid.

### Reliability Test

Reliability test data processing was carried out using the Cronbach's Alpha method. A limit of 0.6 was used to determine reliability. It can be seen in the following table.

**Table 3. Reliability Test Results**

| Variable                      | N of Items | Cronbach's Alpha | Alpha      | Information |
|-------------------------------|------------|------------------|------------|-------------|
| Job satisfaction              | 7          | 0.765            | <b>0.6</b> | Reliable    |
| Work training                 | 7          | 0.735            | <b>0.6</b> | Reliable    |
| Non-Physical Work Environment | 5          | 0.720            | <b>0.6</b> | Reliable    |
| Employee Performance          | 7          | 0.715            | <b>0.6</b> | Reliable    |

Source: Processed data, 2023

From Table 3 it can be seen that the Cronbach's Alpha value for the four variables is above 0.6. So it can be concluded that the measuring value is reliable and meets the reliability requirements.

### Classic assumption test

#### Normality test

The normality test is needed to determine whether data is normally distributed or not in the population. Using the Kolmogrov-Smirnov test method, that is, if the significant value is <0.05, it means the data is not normal. If the significant value is > 0.05, it means the data has been tested normally.

**Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

|                                     |                | Unstandardize<br>d Residual |
|-------------------------------------|----------------|-----------------------------|
| N                                   |                | 104                         |
| Normal Parameters <sup>a,b</sup>    | Mean           | .0000000                    |
|                                     | Std. Deviation | 2.18496859                  |
| Most Extreme Differences            | Absolute       | .044                        |
|                                     | Positive       | .044                        |
|                                     | Negative       | -.037                       |
| Test Statistic                      |                | .044                        |
| Asymp. Sig. (2-tailed) <sup>c</sup> |                | .200 <sup>d</sup>           |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Processed data, 2023

Table 3 shows that the significant value of Asymp. Sig (2-tailed) 0.200 > 0.05 means the data is normally distributed.

**Multicollinearity Test**

The multicollinearity test can be seen from the VIF and Tolerance values, if VIF < 10 and Tolerance > 0.1 then it is said that multicollinearity does not occur. The regression model is said to be good if there is no correlation between the independent variables. The test results can be seen in the following table.

**Table 4. Multicollinearity Test Results**

| Coefficients <sup>a</sup> |                               |                         |       |
|---------------------------|-------------------------------|-------------------------|-------|
| Model                     |                               | Collinearity Statistics |       |
|                           |                               | Tolerance               | VIF   |
| 1                         | Job satisfaction              | .760                    | 1,317 |
|                           | Work training                 | .723                    | 1,382 |
|                           | Non-Physical Work Environment | .943                    | 1,061 |

a. Dependent Variable: Employee Performance

Source: Processed data, 2023

Table 4 can see that the VIF value of the Job Satisfaction variable is 1,317, Job Training 1,382, Non-Physical Work Environment 1,061. Tolerance value for the Job Satisfaction variable is 0.760, Job Training 0.723, Non-Physical Work Environment 0.943. It can be concluded that the regression model does not contain multicollinearity because the tolerance value for each variable is > 0.1 and the VIF value for each variable is < 10.

**Autocorrelation Test**

The Autocorrelation Test aims to test whether the linear regression model has a correlation or not by looking at the DW value.

**Table 5. Autocorrelation Test Results**

| Model Summary <sup>b</sup> |               |
|----------------------------|---------------|
| Model                      | Durbin-Watson |
| 1                          | 1,873         |

b. Dependent Variable: Employee Performance

Source: Processed data, 2023

Table 5 shows Durbin Watson worth 1.873 compared to the DW table value using a significance of 5% with a total of N: 104 and an independent variable of 3 (k = 3). So in the DW table we get the values  $dL = 1.621$  and  $dU = 1.740$ . Because the DW value of 1.873 is greater than the upper limit (dU) of 1,740 and less than  $4 - 1,740$  (4-dU). This is in accordance with the decision criteria  $dU < DW < 4-dU$  ( $1,740 < 1,873$ ), so DW is located between dU and 4-dU, so it can be concluded that there is no autocorrelation.

### Heteroscedasticity Test

The heteroscedasticity test in this study uses the Spearman rho test which aims to test the regression model for differences in variance from the residuals of another observation. If it is significant and the independent variable is  $<0.05$  then heteroscedasticity occurs, but if the significant value is  $>0.05$  it is stated that heteroscedasticity does not occur. It can be seen in the following table.

**Table 6. Heteroscedasticity Test Results**

|                |                               |                         | Correlations     |               |                               |                         |
|----------------|-------------------------------|-------------------------|------------------|---------------|-------------------------------|-------------------------|
|                |                               |                         | Job satisfaction | Work training | Non-Physical Work Environment | Unstandardized Residual |
| Spearman's rho | Satisfaction Work             | Correlation Coefficient | 1,000            | .478**        | 0.014                         | 0.007                   |
|                |                               | Sig. (2-tailed)         |                  | 0,000         | 0.886                         | 0.940                   |
|                |                               | N                       | 104              | 104           | 104                           | 104                     |
|                | Training Work                 | Correlation Coefficient | .478**           | 1,000         | .241*                         | 0.018                   |
|                |                               | Sig. (2-tailed)         | 0,000            |               | 0.014                         | 0.857                   |
|                |                               | N                       | 104              | 104           | 104                           | 104                     |
|                | Environment Work Non Physique | Correlation Coefficient | 0.014            | .241*         | 1,000                         | 0.030                   |
|                |                               | Sig. (2-tailed)         | 0.886            | 0.014         |                               | 0.763                   |
|                |                               | N                       | 104              | 104           | 104                           | 104                     |
|                | Unstandardized Residual       | Correlation Coefficient | 0.007            | 0.018         | 0.030                         | 1,000                   |
|                |                               | Sig. (2-tailed)         | 0.940            | 0.857         | 0.763                         |                         |

Source: Processed data, 2023

Table 6 shows that the Heteroscedasticity Test using the Glejser test obtained a significant value greater than 0.05 and it can be said that these three variables do not experience heteroscedasticity problems.

**Inferential Analysis**

**Multiple Linear Regression Analysis**

Multiple linear analysis is a form of analysis that explains the extent of the influence of the independent variable (X) on the dependent variable (Y). Following are the calculation results.

**Table 7. Results of Multiple Linear Regression Analysis**

| Coefficients <sup>a</sup> |                               |                             |            |                           |       |       |
|---------------------------|-------------------------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                     |                               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|                           |                               | B                           | Std. Error | Beta                      |       |       |
| 1                         | (Constant)                    | 9,367                       | 2,758      |                           | 3,396 | <.001 |
|                           | Job satisfaction              | .143                        | ,068       | ,212                      | 2,089 | ,039  |
|                           | Work training                 | ,180                        | ,076       | ,248                      | 2,382 | ,019  |
|                           | Non-Physical Work Environment | ,199                        | ,091       | ,198                      | 2,178 | ,032  |

Source: SPSS 2023 processed data

Table 7 shows that the multiple linear regression equation is as follows: Theoretical Regression Equation:

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

Researcher's Regression Equation:

$$KK = 0.212 K + 0.248 PK + 0.198 LKNF$$

Information:

KK = Employee Performance

b1, b2, b3 = Regression Coefficient K = Job Satisfaction

PK = Job Training

LKNF = Non-Physical Work Environment e = error/Error Rate

Based on the equation above, the model shows the meaning:

- 1) Job satisfaction has a regression coefficient of 0.212. If the job satisfaction variable increases by 1 unit, employee performance will also increase by 0.212 assuming other variables are constant. This means that the job satisfaction variable has a positive and significant effect on employee performance.
- 2) Job training has a regression coefficient of 0.248. If the job training variable increases by 1 unit, employee performance will also increase by 0.248 assuming other variables are constant. This means that the job training variable has a positive and significant effect on employee performance.
- 3) The non-physical work environment has a regression coefficient of 0.198. If the non-physical work environment variable increases by 1 unit, then employee performance will also increase by 0.198 assuming other variables are constant. This means that non-physical work environment variables have a positive and significant effect on employee performance.

**Model Feasibility Test**

**F test**

**Table 8. F Test Results**

| ANOVA <sup>a</sup> |            |                |     |             |       |        |
|--------------------|------------|----------------|-----|-------------|-------|--------|
| Model              |            | Sum of Squares | df  | Mean Square | F     | Sig.   |
| 1                  | Regression | 138,029        | 3   | 46,010      | 9,357 | <.001b |
|                    | Residual   | 491,731        | 100 | 4,917       |       |        |
|                    | Total      | 629,760        | 103 |             |       |        |

a. Dependent Variable: Employee performance  
 b. Predictors: (Constant), Job satisfaction, Job training, Non-physical work environment

Source: Processed data, 2023

In the F test, a significant value of  $0.01 < 0.05$  was obtained. So this research can be continued.

**Coefficient of Determination Test (R<sup>2</sup>)**

The Determination Coefficient is used to determine the suitability and accuracy of the analytical model that has been created. The basis for decision making in the coefficient of determination test is that the higher the Adjusted R Square value, the better the independent variable is in influencing the dependent variable.

**Table 9. Coefficient of Determination Test Results (R<sup>2</sup>)**

| Model Summary |       |          |                   |                            |
|---------------|-------|----------|-------------------|----------------------------|
| Model         | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .798a | .637     | .626              | .88700                     |

Source: Processed data, 2023

Table 9 shows a coefficient of determination (R<sup>2</sup>) of 0.626, meaning that the three independent variables are able to explain the dependent variable by 62.6%, while the remaining 37.4% is influenced by other variables not discussed in this research.

**Hypothesis Test (t Test)**

The partial t test is used to determine whether partially each independent variable (X) has a positive effect on the dependent variable (Y). Hypothesis testing is carried out by looking for t test statistics with the criteria of comparing the tcount and ttable values. The test uses a significance level of 5% or 0.05. It can be seen in the following table.

**Table 10. t test results**

|   | Model                         | Standardized Coefficients | t     | Sig.  |
|---|-------------------------------|---------------------------|-------|-------|
|   |                               | Beta                      |       |       |
| 1 | (Constant)                    |                           | 3,396 | <.001 |
|   | Job satisfaction              | .212                      | 2,089 | .039  |
|   | Work training                 | .248                      | 2,382 | .019  |
|   | Non-Physical Work Environment | .198                      | 2,178 | .032  |

Source: Processed data, 2023

Given the t-table value  $df = nk - 1$  ( $104 - 3 - 1 = 100$ ) then the t-table value = 1,660.

Based on Table 10 it can be explained as follows:

H1: The results of the t test (partial) show that the significance value of job satisfaction (X1) on employee performance (Y) is  $0.039 < 0.05$  and the t-count value is  $2.089 > t$ -table 1.660. So Ho1 is rejected and Ha1 is accepted. So it can be concluded that job satisfaction has a positive and significant effect on employee performance.

H2: The results of the t test (partial) show that the significance value of job training (X2) on employee performance (Y) is  $0.019 < 0.05$  and the t-count value is  $2.382 > t$ -table 1.660. So Ho2 is rejected and Ha2 is accepted. So it can be concluded that job training has a positive and significant effect on employee performance.

H3: The results of the t test (partial) show that the significance value of the non-physical work environment (X3) on employee performance (Y) is  $0.032 < 0.05$  and the t-count value is  $2.178 > t$ -table 1.660. So Ho3 is rejected and Ha3 is accepted. So it can be concluded that the non-physical work environment has a positive and significant effect on employee performance.

**Discussion**

**The Effect of Job Satisfaction on Employee Performance**

Based on the analysis, it shows that Job Satisfaction obtained the highest mean for the nature of work indicator at 4.38%. The regression results obtained a value of 21.2%. The t test results show



a t-count value of 2.089 > t-table 1,660 with a significance level of 0.039 > 0.05, then job satisfaction has a positive and significant effect on the performance of PT Elnusa Tbk employees.

The results of this research are in accordance with previous research (Sahda, 2022) where job satisfaction has a positive and significant effect on the performance of PT Faco Global Engineering employees. Meanwhile, research according to (Widayat et al., 2023) shows that job satisfaction has a positive and significant effect on the performance of HINO Service on Site Lahat employees.

#### ***The Effect of Job Training on Employee Performance***

Based on the analysis, it shows that Job Training obtained the highest mean indicator for training targets and training participants at 4.48%. The regression results obtained a value of 24.8%. From the results of the t-test, it shows that the value of t-count is 2,382 > t-table 1,660 with a significance level of 0.19 > 0.05, so job training has a positive and significant effect on the performance of PT Elnusa Tbk employees.

The results of this research are in accordance with previous research (Ubaidillah et al., 2023) where job training has a positive and significant effect on the performance of PT employees. Electroindo Prosperous Partners. Meanwhile, according to research by (Selvia Puspita, 2022), job training has a positive and significant effect on the performance of PT Pertamina (Persero) Upms Iv Semarang employees.

#### ***The Influence of the Non-Physical Work Environment on Employee Performance***

Based on the analysis, it shows that Job Training obtained the highest mean indicator for opportunities to advance at 45.9%. The regression results obtained a value of 19.8%. From the results of the t test, the value of t-count is 2,178 > t-table 1,660 with a significance level of 0.32 > 0.05, so the non-physical work environment has a positive and significant effect on the performance of PT Elnusa Tbk employees.

The results of this research are in accordance with previous research (Soejarminto & Hidayat, 2023) where the non-physical work environment has a positive and significant effect on the performance of PT employees. Star Korea Industry Mm2100 Cikarang. Meanwhile, according to (Aniversari, 2022) the work environment has a positive but not significant effect on the performance of PT Aneka Gas Industri Lampung employees.

## **CONCLUSION**

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Based on the results of data analysis research at PT Elnusa Tbk. using SPSS, here are several important things that researchers concluded; (1) Job satisfaction has a positive and significant effect on the performance of PT Elnusa Tbk employees. This is proven in hypothesis testing, thus if job satisfaction increases it will have an effect on improving employee performance. (2) Job training has a positive and significant effect on the performance of PT Elnusa Tbk employees. This is proven in a hypothesis test which shows that if training is increased, employee performance will increase. (3) The non-physical work environment has a positive and significant effect on the performance of PT Elnusa Tbk employees. This is proven in hypothesis testing which shows that if the non-physical work environment improves, employee performance will also increase.

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