

INFLUENCE ENVIRONMENT WORK AND EMPOWERMENT RESOURCE MAN TO SATISFACTION WORK EMPLOYEE IN PT PNM MEKAR SUKABUMI DISTRICT SUKARAJA UNIT

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Received : 25 November 2025

Published : 19 January 2026

Revised : 05 December 2025

DOI : <https://doi.org/10.54443/ijset.v5i1.1593>

Accepted : 30 December 2025

Publish Link : <https://www.ijset.org/index.php/ijset/index>

Abstract

The aim of this study is to determine how much big job satisfaction Employees of PT PNM Mekar Sukaraja Unit are influenced by the work environment and human resource empowerment. A quantitative associative research approach aims to analyze the relationship between these factors. The study population consisted of twenty people, all of whom responded using a saturated sampling method. Data collection was conducted with questionnaire scale Likert And analysis data use device soft SPSS version 25. This approach aims to evaluate the influence of each variable partially or simultaneously on employee job satisfaction. Based on the results of the t-test, a significance value of less than 0.05 indicates that the work environment and human resource empowerment variables have a positive and significant impact on employee satisfaction. Work. Temporary That, results test F Which own mark F count as big as 39,492 And a significance value of 0.000 indicates that both factors simultaneously have an influence Which substantial. By Because That, can concluded that improvement work environment and human resource empowerment can significantly increase employee job satisfaction.

Keyword: environment Work, empowerment HR, satisfaction Work

INTRODUCTION

Source Power man (HR) is asset most vital in every company or organization, as they are the ones who directly drive the wheels of operations and achieve strategic goals. According to Sanusi (2020), individuals who work under an institution or business entity and receive compensation for their contributions and hard work are known as human resources. Hatta et al. (2023) emphasize that the presence and active role of HR are crucial to the success of a business, as they enable companies to remain competitive amidst increasingly fierce competition. Which managed with Good No only capable increase efficiency operational, but also encourage innovation, create added value, and build a positive and productive work culture. Along with increasing Power competition organization, need will power Work Qualified and experienced employees are becoming increasingly crucial to an organization's ability to successfully face evolving business challenges (Lawren & Ekawati, 2023). In addition to technical skills, optimal employee performance in this context is greatly influenced by the fulfillment of psychological components and basic needs, such as a sense of security, appreciation, social support, and a comfortable and suitable work environment. These components the very crucial in create level encouragement, loyalty, And high job satisfaction in the workplace, all of which will increase output and help the company achieve its goals (Budiyanto & Mochklas, 2020). One indication that these requirements have been met is job satisfaction, which is component important in evaluate success And productivity organization Overall. Taking into account social relationships, the workplace, and the facilities offered, job satisfaction measures how satisfied people are with their jobs overall (Romadhoni et al., 2025). Furthermore, strong job

satisfaction can increase employee loyalty, reduce employee turnover, and encourage adherence to business goals (Febianti et al., 2025). PT PNM Mekar, a microfinance institution that plays a key role in supporting small businesses, needs to understand the factors that influence employee job satisfaction to improve internal performance and maintain its competitiveness in the microfinance industry. A good work environment can have a direct impact on individual and organizational performance because it creates an atmosphere that supports collaboration, communication, and creativity (Yuliantini & Santoso, 2020). The work environment has several components. physique like lighting, cleanliness, And order location room, besides component non-physical like connection between employee, support Which Good, And values culture company (Purnami & Utama, 2019). A comfortable and healthy work environment will have an impact psychological Which positive for employee in operate his duties, although Poor working conditions can cause stress, reduce work enthusiasm, and ultimately affect the quality of service and business productivity.

Empowerment source Power man Also required For increase Job satisfaction. Workers who experience successful empowerment may feel more responsible and proud of their work (Archia & Rozak, 2022). According to Aulia et al. (2024), employee empowerment can increase commitment and job satisfaction, both of which can improve organizational performance. Human resource empowerment is a crucial component in increasing job satisfaction. When workers believe they are trusted and empowered, they typically have higher self-esteem and a stronger sense of responsibility for their work (Mintawati et al., 2023). One company that uses ultra-microfinance to boost the local economy is PT Permodalan Nasional Madani (PNM) Mekar. As a company that prioritizes community service, PNM employees are crucial to achieving the company's socio-economic goals. To ensure human resources can provide services, best For reach objective the, required level satisfaction Work Which high. However, in practice, there are several challenges that need to be overcome.

Many problems are plaguing PT PNM Mekar, particularly in the Sukaraja unit. the covering height level stress related work Which caused by by Heavy workloads and limited working hours. Comfortable working conditions are generally less important to employees. Low self-esteem also results from a lack of employee participation in decision-making. Overall job satisfaction and motivation can decline as a result. Some workers often complain about an unsupportive workplace, which includes things like objective Which tall, supervision Which strict, And lack of room Work. More Far Again, No existence communication between personnel implementation And Management exacerbates the situation. Unmanaged job dissatisfaction can lead to declining performance, as this scenario demonstrates. Allowing this to continue could jeopardize the company's long-term viability and reputation. According to Rosalinda & Musslifah (2025) Place Work Which No pleasant can cause stress and dissatisfaction, which has a direct impact on the company's effectiveness and production.

However, PT PNM Mekar's employee empowerment program is considered to have not gone according to plan. The training provided is still general and unable to meet the needs of each employee. The lack of mentoring and career development also causes employees to lose motivation. According to Sebayang et al. (2023), this is because it reduces desire For Study And creative, condition This on Finally will impacts the quality of employee performance. Providing appropriate training, opportunities for professional development, and ongoing mentoring are necessary for effective employee empowerment so workers can develop optimally. This issue indicates that employee expectations of the workplace and the empowerment offered are not aligned with reality. Many workers expect a more robust, transparent, and supportive work environment. According to Febianti et al. (2025), job satisfaction is influenced by company management and support for employee professional development, in addition to their salary. Therefore, it is important to examine how a company's productivity is affected by its work environment and HR procedures. The results of research by Irma & Yusuf (2020) show that the physical characteristics of the workplace like lighting, cleanliness, And arrangement room Work own influence Which significant impact on employee job satisfaction at the Cooperatives and MSMEs Service. Based on research by Katto & Pratama (2023) on workers at the Bank Mandiri branch office in Magelang City, employee empowerment is crucial for increasing job satisfaction. Although the variable And objective study second

study This different, both of them emphasize how the internal elements of the company, such as the atmosphere Workplace and human resource empowerment have a significant impact on employee job satisfaction. According to Setiyaningrum et al. (2024), "Job satisfaction will be achieved if working conditions meet employee expectations, both in terms of the physical environment and self-development aspects." The above description leads us to the conclusion that the work environment and human resource empowerment have a direct influence on employee job satisfaction. Problems real Which appear in field become base study This. Thus, writer lift title "Influence Environment Work And Empowerment Human Resources on Employee Job Satisfaction at PT PNM Mekar Sukabumi Unit, Sukaraja Regency".

LITERATURE REVIEW

Environment Work

The work environment is a crucial factor influencing employee morale and productivity. It encompasses everything surrounding workers that can directly or indirectly influence their performance. (God's mercy, 2021). According to Febianti et al. (2025), environment Work Which Good can create comfort, thus positively impacting employee performance. Meanwhile, Septianti et al. (2025) explain that an unconducive work environment can cause physical and mental fatigue, which in turn reduces work productivity. In conclusion, a safe, comfortable, and supportive work environment is crucial for creating effective and efficient working conditions.

As for the indicators for assessing the work environment, according to Lawren & Ekawati (2023), there are 6 indicators, namely:

1. Lighting, Which referring to on level lighting in place Work And affects visual acuity and work comfort.
2. Temperature air, namely condition temperature room Which ideal so that No too hot or cold, thus creating comfort while working.
3. Level noise, referring to on amount disturbance voice Which can influence focus and calmness in working.
4. Use of color, namely the choice of colors in the work space which can influence mood and work enthusiasm.
5. Work space indicates the extent to which employees have enough space to move and carry out their tasks efficiently.
6. Working relationships, which include interaction and cooperation between coworkers and superiors which has an impact on the harmony of the work environment.

Empowerment Source Power Man

Human resource empowerment is a strategic process for increasing the capacity and role of employees within an organization. Empowerment is the process of giving employees more responsibility and freedom to make decisions, which will improve flavor ownership to work (Furnami & Main, 2019). According to Archia & Rozak (2022), added that employee empowerment encourages active participation as well as increase flavor believe self in finish task. Development in empowerment process so that employee can develop potential self in a way optimal (Idrus, 2023). In conclusion, HR empowerment can increase employee self-confidence, responsibility, and contribution to achieving organizational goals.

According to Rahmatullah (2021), there are 6 indicators for assessing Human Resource Empowerment, namely:

1. Involvement power Work, that is as far as where employee involved in decision making and company operational activities.
2. Delegation task, namely process delegation authority or not quite enough answer to employees to increase self-confidence and independence.
3. Giving award, Which reflect appreciation organization to contribution and dedication of the workforce.
4. Confession on performance, that is form respect on achievement individual or team which has

succeeded in providing a positive impact on the company.

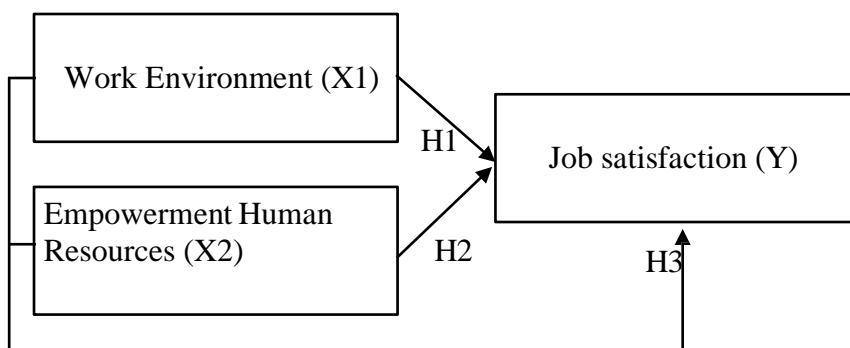
5. Communication Which open, referring to on existence room communication two direction between management and employees, which encourages transparency and mutual understanding.
6. Maintaining organizational credibility, namely the company's efforts to build employee trust through consistency of values, policies, and managerial actions.

Satisfaction Work

Job satisfaction reflects positive feelings about one's work. Job satisfaction is a pleasant emotional state resulting from a person's assessment. to his job (Lawren & Ekawati, 2023). In side other, Febianti et al. (2025) explained that factors such as social relationships, salary, and development opportunities significantly influence a person's level of job satisfaction. According to Anifah & FoEh (2022), employees who are satisfied with their jobs tend to demonstrate high commitment, strong motivation, and loyalty to the organization. In conclusion, job satisfaction plays a significant role in shaping employee motivation, commitment, and stability within a company. According to Lawren & Ekawati (2023), there are 5 indicators for assessing Job Satisfaction, namely:

1. The aspect of the work itself, namely the extent to which the tasks and responsibilities carried out are able to provide a sense of satisfaction, challenge and meaning for employees.
2. Wages, covers adequacy compensation Which accepted employee as reward for its performance and compliance with workload and industry standards.
3. Supervision, namely method superior in guide, support, as well as managing subordinates which has an impact on comfort and satisfaction at work.
4. Chance promotion, referring to on opportunity Which available for employee For develop their careers through promotions or responsibilities.
5. Connection with colleague Work, Which describe as far as where interaction social in the workplace supports the creation of a positive and collaborative work atmosphere.

MODEL STUDY AND HYPOTHESIS



H1: There is a positive influence between the work environment and job satisfaction at PT PNM.

Blooming Sukabumi Sukaraja Unit.

H2: The existence of influence positive between Empowerment Source Power Man to Job satisfaction at PT PNM Mekar Sukabumi Sukaraja Unit.

H3: Environment Work And Empowerment Source Power Man in a way simultaneous has a positive influence on job satisfaction at PT PNM Mekar.

METHODOLOGY

This research uses a quantitative approach with an associative research type. The quantitative approach was used because it aims to measure and analyze the relationships between variables numerically, objectively, and systematically (Sihotang, 2023). This type of research associative chosen Because capable explain connection or influence between two or more variables, both partially and simultaneously. The population in this study was all 20 employees of PT PNM Mekar Sukaraja unit, and because the number was small, the entire population was sampled using a saturated sampling technique (Sugiyono in Sihotang, 2023). The data collection technique was carried out through a five-point Likert scale-based questionnaire, which was considered effective for measuring respondents' perceptions (Mawardi, 2019). Source data consists of from data primary Which obtained direct through questionnaire to employees PT PNM Blossom And data secondary Which originate from literature, journal, as well as other relevant documents (Siregar & Hendri, 2019). The data analysis technique was carried out quantitatively with help SPSS And covering test quality data (validity And reliability), test assumptions classical (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, hypothesis testing (test t And test F), as well as test coefficient determination (R^2). Model analysis used to test the extent to which the work environment and HR empowerment influence employee job satisfaction, both simultaneously and partially.

RESULT AND DISCUSSION

Results Test Quality Data

1. Results Test Validity

Test validity done For measure to what extent items question in The questionnaire is able to measure the intended variables accurately.

Table 1 Results Test Validity

No	R Count (X1)	R Count (X2)	R Count Y	R Table	Note
1	0.877	0.802	0.851	0.444	Valid
2	0.667	0.883	0.892	0.444	Valid
3	0.847	0.795	0.850	0.444	Valid
4	0.747	0.874	0.893	0.444	Valid
5	0.701	0.844	0.680	0.444	Valid
6	0.667	0.816		0.444	Valid

Source: Data processing, SPSS (2025)

Based on results test validity, all over items on variables X1 (Environment Work) has a calculated r value above 0.444, which is between 0.667 to 0.877, indicating that all statements are valid and suitable for use. Similarly, the items in variable X2 (Human Resource Empowerment) are also valid with calculated r values ranging from 0.795 to 0.883. Meanwhile, in variable Y (Job Satisfaction), five items have calculated r values above 0.444 and one item is empty which is suspected to be due to recording errors, but in general all available items are declared valid. Thus, all instruments in the three variables in this study have met the validity criteria.

2. Test Results Reliability

Reliability testing aims to determine the extent to which research instruments produce consistent data.

Table 2 Results Test Reliability

Variables	Comparison Cronbach's Alpha		
	Cronbach's Alpha	$\alpha = 70\%$	Note:
Environment Work (X1)	0.844	0.70	Reliable
Empowerment HR (X2)	0.909	0.70	Reliable
Satisfaction Work (Y)	0.890	0.70	Reliable

Source: Data processing, SPSS (2025)

Based on the results of the reliability test, all variables in this study showed Cronbach's α values. Alpha exceeds the minimum limit of 0.70, which indicates the level of internal consistency. Which very Good. Variables Environment Work (X1) own mark as big as 0.844, the Human Resource Empowerment variable (X2) is 0.909, and the Job Satisfaction variable (Y) is 0.890. These three values indicate that the instrument used to measure each variable is reliable and trustworthy. Thus, all items in the questionnaire are suitable for further analysis in this study.

Results of the Classical Assumption Test

1. Results Test Normality (Kolmogorov- Smirnov)

The following are the results of the data normality test using the One-Sample Kolmogorov-Smirnov Test which are displayed in the following table:

Table 3 Results Test Normality (Kolmogorov- Smirnov)
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		20
Normal Parameters ^{a,b}	Mean	.0000000
Most Extreme Differences	Standard Deviation	1.25495786
	Absolute	.144
	Positive	.144
	Negative	- .113
Test Statistics		.144
Asymp. Sig. (2- tailed)		.200 ^{c,d}

Source: Data processing, SPSS (2025)

Based on the results of the Kolmogorov-Smirnov test, the significance value of 0.200 is greater than 0.05, so that can be concluded that data residual distributed in a way normal. Matter This shows that the normality assumption is met, which means the regression model is suitable for use in further analysis.

2. Results Test Multicollinearity

Following is test results multicollinearity Which served in table in lower This:

Table 4 Results Test Multicollinearity

MODEL	Collinearity Tolerance	Statistical VIF
Environment Work (X1)	0.688	1,453
Empowerment HR (X2)	0.688	1,453

Source: Data processing, SPSS (2025)

Based on results the, mark tolerance more big from 0.10 And mark Variance Inflation Factor (VIF) is at in lower 10, Which indicates No existence symptom multicollinearity between variables independent. With thus, second variables free in model regression can be used simultaneously without excessive high correlation interference.

3. Results Test Test Heteroscedasticity (glacier)

Following is results test heteroscedasticity use method Glacier Which shown in Table 5:

Table 5 Results Test Heteroscedasticity (glacier)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	-.073	1,954		.038	.970
	Environment Work	.026	.090	.085	.295	.772
	Empowerment HR	.012	.064	.055	.191	.851

Source: Data processing, SPSS (2025)

Based on the results of the Glejser test, it is known that the significance value (Sig.) for the Work Environment and Human Resource Empowerment variables is 0.772 and 0.851, respectively, both of which are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity in the regression model, so the model is suitable for use because the residual error is distributed homogeneously.

Analysis Regression Linear Multiple

Following is results analysis regression linear multiple Which displayed in Table 6:

Table 6 Analysis Regression Linear Multiple

Coefficients ^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	-1,388	2,966	
	Environment Work	.287	.136	.260
	Empowerment HR	.585	.098	.736

Source: Data processing, SPSS (2025)

$$Y = -1.388 + 0.287X_1 + 0.585X_2$$

Based on the regression results above, it is known that the Work Environment variable has a significant effect on Job Satisfaction with a significance value of 0.049 (<0.05), as well as the HR Empowerment variable which shows a significant effect with mark significance 0,000. Matter This indicates that second variables independent own contribution positive And significant in explaining variation on variables dependent, namely employee job satisfaction.

Test Results Hypothesis

1. Results Test Partial (Test T)

Following is the test result partial (test t) for know each other's influence independent variables on the dependent variable, as shown in Table 7:

Table 7 Results Test Partial (Test T)

Variables Free	t.hitung	>or<	t.table	Sig.	Note:
Environment Work (X1)	2.115	>	2,085	0.049	Influential & Significant
Empowerment HR (X2)	5,981	>	2,085	0.000	Influential & Significant

Source: Data processing, SPSS (2025)

Based on the results of the t-test above, it can be concluded that both the Work Environment and Human Resource Empowerment variables have a significant influence on Job Satisfaction. This shown by mark t count Which more big from t table (2,085) And mark significance less than 0.05. Thus, each independent variable is partially proven to contribute to increasing employee job satisfaction.

2. Results Test Simultan (Test F)

The following are the results of the simultaneous test (F test) used to determine the joint influence between the independent variables on the dependent variable, as shown in Table 8:

Table 8 Results Test Simultan (F Test)
ANOVA ^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	139,027	2	69,513	39,492	.000 ^b
Residual	29,923	17	1,760		
Total	168,950	19			

Source: Data processing, SPSS (2025)

Based on the F-test results above, a significance value of 0.000 was obtained, which is smaller than 0.05, and the calculated F-value was 39.492. This indicates that the Work Environment and Human Resource Empowerment variables simultaneously have a significant effect on Job Satisfaction. Thus, the regression model used can be said to be appropriate and able to explain the relationship between the variables as a whole.

Results Test Coefficient determination (R^2)

Following is results test coefficient determination (R^2) Which displayed in Table 9:

Table 9 Results Test Coefficient determination (R^2)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.907 ^a	.823	.802	1,327	

Source: Data processing, SPSS (2025)

Based on these results, the R Square value of 0.823 indicates that 82.3% of the variation in the Job Satisfaction variable can be explained by the Work Environment and Human Resource Empowerment variables simultaneously. Meanwhile, the remaining 17.7% is influenced by other factors outside this research model. The Adjusted R Square value, which is close to R Square (0.802), also indicates that the model has a good level of fit and does not overfit the data.

DISCUSSION

The Influence of the Work Environment on Employee Job Satisfaction at PT PNM Mekar Sukabumi, Sukaraja Unit

Environment Work is Wrong One factor important Which can influence employee job satisfaction levels. A comfortable, safe, and productivity-supporting work environment will create feeling positive in self employee to work Which they live. Based on results study This, variables environment Work show influence significant to satisfaction Work employee, with mark significance as big as 0.049 And the t-count value is 2.115 ($> t\text{-table } 2.085$), which indicates that the better the working environment conditions, the better the higher the level of job satisfaction felt by employees. This research aligns with the findings of research by Waskito & Sumarni (2023), which showed that both the physical and non-physical work environment have a positive and significant impact on job satisfaction. They found that lighting, room cleanliness, and relationships between coworkers contribute to employee psychological well-being and work motivation (Febianti et al., 2025). Therefore, a conducive work environment not only supports performance but also increases individual loyalty and satisfaction with the company. Thus, the management of PT PNM Mekar Sukabumi Sukaraja Unit needs to maintain and even improve the quality of the work environment, both from a physical perspective (such as facilities) office And room Work) and from side social (like connection between employee and communication with superiors). These adjustments will have a positive impact on improving Spirit Work, reduce stress, as well as create culture Work Which Healthy and harmony in the company environment.

The Influence of Resource Empowerment Human Resources Regarding Employee Job Satisfaction at PT PNM Mekar Sukabumi Sukaraja Unit

Human resource (HR) empowerment includes increasing employee capabilities, responsibilities, and participation in decision-making and task execution. The results of this study indicate that HR empowerment has a highly significant influence on employee job satisfaction, with a significance value of 0.000. t-count as big as 5,981, Far exceed t-table. Matter This show that the more tall The higher the level of empowerment given to employees, the higher their level of job satisfaction will be. Findings This strengthened by results study from Rizana (2020) Which state that employee empowerment, such as training, competency recognition, and involvement in decision-making, significantly increases job satisfaction. Employees who feel trusted And given chance For develop tend own motivation and higher work commitment (Yeremia Nainggolan et al., 2024). This shows that empowerment is not just about individual development, but also a management strategy that directly impacts employee psychological

well-being. Therefore, PT PNM Mekar Sukabumi Sukaraja Unit is advised to continue to promote HR empowerment programs, such as routine training, coaching, and communication. open between superior And subordinate. Giving authority And trust to employees will create a sense of belonging to the work and the company, thus having a positive impact on achieving the organization's overall goals.

The Influence of Work Environment and Human Resource Empowerment on Employee Job Satisfaction at PT PNM Mekar Sukabumi Sukaraja Unit

Based on the results of the simultaneous test (F test), it is known that the work environment and HR empowerment variables together have a significant effect on employee job satisfaction. The F-value of 39.492 with a significance level of 0.000 (<0.05) indicates that this regression model is suitable for use. Furthermore, the coefficient of determination (R^2) of 0.823 indicates that 82.3% of the variation in job satisfaction can be explained by these two variables. This means that the combination of a supportive work environment and appropriate empowerment can significantly increase job satisfaction. Maximum empowerment and a positive work environment can increase employee loyalty to the company and create a productive work environment. Employees are more satisfied with their jobs when they feel physically and mentally safe and have control over their work (Archia & Rozak, 2022). Companies should implement policies that address both of these aspects simultaneously to optimize job satisfaction in the workplace. Therefore, PT PNM Mekar Sukabumi Sukaraja Unit needs to implement an integrated approach to managing internal organizational factors. A strategy that balances the development of a healthy work environment with sustainable employee empowerment will create a conducive work atmosphere and increase employee satisfaction with their roles and contributions within the organization.

CONCLUSION

1. The work environment has a positive and significant effect on employee job satisfaction. This is evidenced by a significance value of 0.049 (<0.05) and a calculated t-value of 2.115 (>2.085). This means that the better the work environment created by the company, the higher the job satisfaction experienced by employees.
2. Human resource empowerment also has a positive and significant impact on satisfaction. Work employee. Analysis results show mark significance as big as 0,000 and the t-count is 5.981 which is far greater than the t-table value. This proves that when employees empowered through training, trust, And involvement in decision making, then their level of job satisfaction increases.
3. Simultaneously, the work environment and HR empowerment significantly influence employee job satisfaction, as indicated by the F-test results with a significance value of 0.000 and an R^2 value of 0.823. This means that 82.3% of the variation in job satisfaction can be explained by these two variables together, with the remainder influenced by other factors outside the model.

SUGGESTION

1. For companies, it is recommended to continue to maintain and improve the quality of the work environment, Good from the aspect physique like comfort room Work, cleanliness, And lighting, as well as non-physical aspects such as relationships between employees and communication with management, in order to create a positive and productive work atmosphere.
2. In terms of human resource empowerment, companies should provide more room for employee development through ongoing training, empowerment, and active involvement in decision-making related to their work. This will foster a sense of ownership and increase loyalty to the company.
3. For future research, it is recommended to add other variables that may influence job satisfaction, such as leadership style, compensation, or workload. Furthermore, expanding the number of respondents or research locations could also provide more comprehensive and relevant results for general application.

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