



The Influence Of The Work Environment, Training And Development Of Human Resources On Employee Performance Mediated By Job Satisfaction

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Abstract: This study aims to analyze the influence of the Work Environment, Training and Development of Human Resources on Employee Performance mediated by Job Satisfaction. The research approach uses a quantitative approach with primary data sources through the distribution of questionnaires to 86 operational marketing employees of PT Bank Central Asia Tbk Makassar Branch as respondents. To measure the direct influence of the Work Environment, Training and Development of Human Resources variables on employee performance and its influence if mediated by the job satisfaction variable, the Structural Equation Model-PLS path analysis tool is used. The results of the study indicate that partially, the variables of Work Environment, Training, and Development of Human Resources have a positive and significant effect on employee performance, while the variable of job satisfaction does not affect employee performance. Furthermore, the variables of Work Environment, Training, and Development of Human Resources also have a positive and significant effect on job satisfaction. Meanwhile, the study found that the indirect effect of the variables of Work Environment, Training, and Development of Human Resources on employee performance, mediated by job satisfaction, is positive and significant.

Keywords: Work Environment, Training, Human Resource Development, Employee Performance

INTRODUCTION

The banking industry is a sector heavily dependent on the quality of human resources (HR). Amidst intense competition and rapid technological developments, banks are required to provide excellent, responsive, and efficient services to customers (Ahmed & Siddiqui, 2020). However, employee performance is not only determined by individual capabilities but is also greatly influenced by workplace environment factors, training, and HR empowerment. In achieving company success, it is important for the company to know its employees' job satisfaction (Cicuh & Zulher, 2020). Employee performance is one of the important indicators in assessing an organization's success. Optimal performance from every individual will have a direct impact on the productivity, efficiency, and overall achievement of organizational goals (Gadzali et al., 2024).



One of the factors influencing employee performance is the work environment. The work environment plays a vital role in determining the level of employee performance. A comfortable, safe, clean, and psychologically supportive work environment can create a positive atmosphere that encourages employees to work more productively and with higher quality (Fachrezi & Khair, 2020). Conversely, a poor work environment can cause stress, fatigue, and a decline in work morale, which ultimately has a negative impact on performance (Fadilah & Banin, 2022). A comfortable and conducive work environment is able to increase focus and work enthusiasm.

The next element that can affect employee performance is training. Training is an important element in human resource development that directly contributes to improving employee performance (Pramono & Prahiawan, 2021). Effectively designed training will enhance employees' knowledge, skills, and work attitudes so that they are able to carry out their tasks better, more efficiently, and in accordance with organizational standards (Putri et al., 2024). Continuous training will improve both technical competencies and soft skills.

The next factor that can influence employee performance is human resource (HR) empowerment. HR empowerment is the process of granting authority, trust, and opportunities to employees to take initiative, make decisions, and be responsible for their work (Sucipto et al., 2021). This empowerment has a significant impact on performance improvement because employees feel valued, trusted, and directly involved in achieving organizational goals (Alshemmari, 2023). HR empowerment provides a sense of trust and responsibility that drives individual motivation and initiative. Furthermore, job satisfaction is an important factor in influencing employee performance in the company. When employees feel satisfied, they tend to show high work enthusiasm, loyalty, and better performance (Sinuhaji, 2025). If a company's employees have high job satisfaction, this directly affects their effort in working at the company (Widya Nastiti, 2022).

This relationship is not always linear. In some contexts, highly satisfied employees may not necessarily perform highly if there is a lack of challenges, supervision, or additional motivation. Therefore, job satisfaction usually works effectively as a supporting factor for performance, along with training, work environment, and empowerment (Andayani & Hirawati, 2021).



In facing tight competition, the quality of HR at Bank BCA is the key to the bank's operational success. Therefore, it is important to understand comprehensively the factors influencing employee performance. The work environment, training, and HR empowerment are three important aspects of human resource management that have been proven to influence employee performance. This study aims to provide a theoretical contribution to the development of HR management science and a practical contribution to BCA management in optimizing performance improvement policies through a holistic approach to employees, as well as to empirically identify and analyze how the influence of the work environment, training, and HR empowerment affects the performance of Bank BCA employees, with job satisfaction as a mediating variable.

METHOD

The research design uses a descriptive method (Sugiyono, 2019). Through descriptive research, a picture can be obtained regarding the formulation of the problem concerning the responses of BCA employees to the influence of the work environment, training, HR development, and job satisfaction on employee performance. According to Sugiyono (2019), this study employed a quantitative approach based on data and facts from the research sample, which consisted of 86 employees of Bank BCA in Makassar City. The research method involved distributing questionnaires to respondents with statements formed from the variable indicators that met the research criteria. The collected data were then analyzed using the Structural Equation Model - Partial Least Square (SEM-PLS) method because the variables under study are latent variables (Latan & Ghazali, 2019).

RESULT AND DISCUSSION

Statistical analysis using Smart-PLS 4.0 software was conducted in three stages: Measurement Model Test, Structural Model Test, and Hypothesis Testing. The outer model was interpreted primarily by assessing Validity and Reliability. This involved examining five aspects: the convergent validity value, the discriminant validity value, the Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha (Latan & Ghazali, 2019).

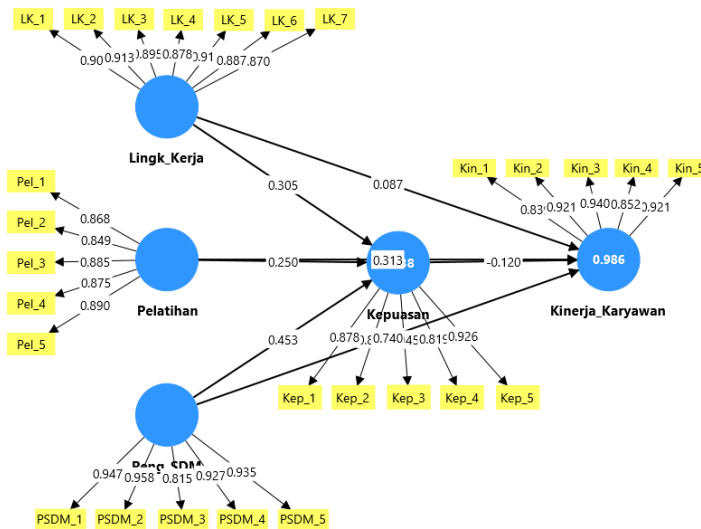


Figure 1. loading factor

Meanwhile, the loading factor values are reflected in the table below:

| | Kepuasan | Kinerja_Kary | Lingk_Kerja | Pelatihan | Peng_SDM |
|-------|----------|--------------|-------------|-----------|----------|
| Kep_1 | 0,878 | | | | |
| Kep_2 | 0,811 | | | | |
| Kep_3 | 0,945 | | | | |
| Kep_4 | 0,819 | | | | |
| Kep_5 | 0,926 | | | | |
| Kin_1 | | 0,839 | | | |
| Kin_2 | | 0,921 | | | |
| Kin_3 | | 0,940 | | | |
| Kin_4 | | 0,852 | | | |
| Kin_5 | | 0,921 | | | |
| LK_1 | | | 0,902 | | |
| LK_2 | | | 0,913 | | |
| LK_3 | | | 0,895 | | |
| LK_4 | | | 0,878 | | |
| LK_5 | | | 0,913 | | |
| LK_6 | | | 0,887 | | |



| | |
|--------|-------|
| LK_7 | 0,870 |
| PSDM_1 | 0,947 |
| PSDM_2 | 0,958 |
| PSDM_3 | 0,815 |
| PSDM_4 | 0,927 |
| PSDM_5 | 0,935 |
| Pel_1 | 0,868 |
| Pel_2 | 0,849 |
| Pel_3 | 0,885 |
| Pel_4 | 0,875 |
| Pel_5 | 0,890 |

Source: smart-pls 4.0 (2025)

The assessment of convergent validity utilized a loading factor threshold of > 0.70 , indicating that the indicators met the criterion for convergent validity. This means the latent variables exhibited good discriminant validity.

The crossloading value for the indicators of the latent variable has a cross loading value that is greater than the crossloading value for other latent variables. This means that the latent variable has good discriminant validity. The following is a table of cross loading values:

| | Kepuasan | Kinerja_Kary | Lingk_Kerja | Pelatihan | Peng_SDM |
|-------|----------|--------------|-------------|-----------|----------|
| Kep_1 | 0,878 | 0,856 | 0,751 | 0,754 | 0,914 |
| Kep_2 | 0,811 | 0,756 | 0,786 | 0,793 | 0,711 |
| Kep_3 | 0,945 | 0,891 | 0,860 | 0,847 | 0,902 |
| Kep_4 | 0,819 | 0,753 | 0,822 | 0,811 | 0,697 |
| Kep_5 | 0,926 | 0,885 | 0,823 | 0,872 | 0,879 |
| Kin_1 | 0,789 | 0,839 | 0,801 | 0,890 | 0,743 |
| Kin_2 | 0,892 | 0,921 | 0,800 | 0,819 | 0,947 |
| Kin_3 | 0,880 | 0,940 | 0,821 | 0,827 | 0,958 |
| Kin_4 | 0,790 | 0,852 | 0,775 | 0,864 | 0,815 |
| Kin_5 | 0,877 | 0,921 | 0,819 | 0,829 | 0,918 |



| | | | | | |
|--------|-------|-------|-------|-------|-------|
| LK_1 | 0,841 | 0,812 | 0,902 | 0,821 | 0,790 |
| LK_2 | 0,900 | 0,876 | 0,913 | 0,837 | 0,870 |
| LK_3 | 0,809 | 0,760 | 0,895 | 0,801 | 0,704 |
| LK_4 | 0,742 | 0,748 | 0,878 | 0,750 | 0,706 |
| LK_5 | 0,900 | 0,876 | 0,913 | 0,837 | 0,870 |
| LK_6 | 0,805 | 0,766 | 0,887 | 0,803 | 0,718 |
| LK_7 | 0,738 | 0,755 | 0,870 | 0,753 | 0,721 |
| PSDM_1 | 0,892 | 0,921 | 0,800 | 0,819 | 0,947 |
| PSDM_2 | 0,880 | 0,940 | 0,821 | 0,827 | 0,958 |
| PSDM_3 | 0,790 | 0,852 | 0,775 | 0,864 | 0,815 |
| PSDM_4 | 0,872 | 0,864 | 0,756 | 0,766 | 0,927 |
| PSDM_5 | 0,873 | 0,929 | 0,810 | 0,832 | 0,935 |
| Pel_1 | 0,785 | 0,796 | 0,794 | 0,868 | 0,770 |
| Pel_2 | 0,759 | 0,782 | 0,744 | 0,849 | 0,732 |
| Pel_3 | 0,782 | 0,793 | 0,758 | 0,885 | 0,749 |
| Pel_4 | 0,923 | 0,892 | 0,814 | 0,875 | 0,895 |
| Pel_5 | 0,789 | 0,839 | 0,801 | 0,890 | 0,743 |

Source: smart-pls 4.0 (2025)

Based on the table below (which is referenced in the original text), it can be concluded that all constructs met the reliability criteria, as evidenced by the AVE values being > 0.50, which aligns with the recommended criteria.

| | Average variance extracted (AVE) |
|------------------|----------------------------------|
| Kepuasan | 0,770 |
| Kinerja_Karyawan | 0,802 |
| Lingk_Kerja | 0,800 |
| Pelatihan | 0,763 |
| Peng_SDM | 0,843 |

Source: smart-pls 4.0 (2025)

In addition to construct validity testing, construct reliability was also tested using composite reliability and Cronbach's alpha. The results from the SmartPLS output above show that all constructs had



composite reliability values above 0.70 and Cronbach's alpha values above 0.60. Therefore, it can be concluded that the constructs possess good reliability.

| | Cronbach's alpha | Composite reliability |
|------------------|------------------|-----------------------|
| Kepuasan | 0,924 | 0,930 |
| Kinerja_Karyawan | 0,938 | 0,941 |
| Lingk_Kerja | 0,958 | 0,961 |
| Pelatihan | 0,922 | 0,925 |
| Peng_SDM | 0,952 | 0,955 |

Source: smart-pls 4.0 (2025)

Inner Model Testing

The inner model was evaluated by observing the percentage of explained variance, which was assessed using the R² (R-square) for the dependent variables. The Job Satisfaction variable was influenced by the Work Environment, Training, and HR Development, while the Employee Performance variable was influenced by the Work Environment, Training, HR Development, and Job Satisfaction.

The results of PLS R-Squares present the amount of variance of the construct explained by the model. Below are presented the results of calculating the R-Squares value:

Coefficient of Determination Value Tabel

| | R-square | R-square adjusted |
|------------------|----------|-------------------|
| Kepuasan | 0,938 | 0,935 |
| Kinerja_Karyawan | 0,986 | 0,986 |

Source: Smart-pls 4.0 (2025)

The Job Satisfaction variable is influenced by the Work Environment, Training and HR Development, and the Employee Performance variable is influenced by the Work Environment, Training, HR Development and Job Satisfaction. The table below indicates that the R-square value obtained for the Job Satisfaction variable was 0.935 (93.5%), and for the Employee Performance variable, it was 0.986 (98.6%).



Hypothesis Testing for Direct Effects

The hypotheses were tested by comparing the t-statistic value with the critical t-value (1.663, assuming alpha = 0.05 (one-tailed), and the P-values with the significance level (0.05).

specific direct effect tabel

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---------------------------------|---------------------|-----------------|----------------------------|------------------------|----------|
| Kepuasan -> Kinerja_Karyawan | -0,120 | -0,117 | 0,070 | 1,707 | 0,088 |
| Lingk_Kerja -> Kepuasan | 0,305 | 0,305 | 0,079 | 3,842 | 0,000 |
| Lingk_Kerja -> Kinerja_Karyawan | 0,317 | 0,317 | 0,081 | 4,020 | 0,000 |
| Pelatihan -> Kepuasan | 0,250 | 0,237 | 0,079 | 3,165 | 0,002 |
| Pelatihan -> Kinerja_Karyawan | 0,283 | 0,286 | 0,034 | 8,379 | 0,000 |
| Peng_SDM -> Kepuasan | 0,453 | 0,465 | 0,079 | 5,757 | 0,000 |
| Peng_SDM -> Kinerja_Karyawan | 0,685 | 0,682 | 0,040 | 17,295 | 0,000 |

Sourc : smart-pls 4.0 (2025)

1) Influence of Work Environment on Employee Performance

The t-statistic value ($4.020 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted. This result states that the Work Environment variable has a positive and significant influence on Employee Performance. Hypothesis Accepted.

This finding suggests that the better the condition of the work environment, both in physical and non-physical aspects, the higher the employee performance. This is consistent with the Job Demands–Resources (JD-R) theory, which states that job resources such as comfortable workspace, supervisory support, and adequate facilities can increase work motivation and energy, ultimately impacting performance. A good work environment makes employees feel valued, supported, and comfortable, thereby increasing their morale and motivation to work. Furthermore, the work environment atmosphere, which includes the working climate, interpersonal relationships between colleagues and superiors, and emotional support provided, is also a factor.



2) Influence of Training on Employee Performance

The t-statistic value ($8.379 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted. This result states that the Training variable has a positive and significant influence on Employee Performance. Hypothesis Accepted.

Training provides new knowledge and skills relevant to the job, enabling employees to complete tasks better. With better skills, the quality and quantity of output tend to increase, thus improving employee work productivity. Employees who have received good training will be more capable of achieving the targets set by the company. Training can enhance employee work motivation and self-confidence, which can then foster loyalty and commitment to the company.

3) Influence of HR Development on Employee Performance

The t-statistic value ($17.295 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted. This result states that the HR Development variable has a positive and significant influence on Employee Performance. Hypothesis Accepted.

Human Resource (HR) Development at Bank BCA has a positive and significant influence on employee performance because development enhances the capabilities, knowledge, and skills of BCA employees, making them more optimal in their work and contribution to organizational goal achievement. This demonstrates that development programs such as coaching, career paths, and team building are capable of strengthening competency, motivation, and the desire for achievement.

4) Influence of Job Satisfaction on Employee Performance

The t-statistic value ($1.707 > 1.663$) and the p-value ($0.088 > 0.05$) indicate that the hypothesis is rejected. This result states that the Job Satisfaction variable has an influence, but it is not significant, on Employee Performance. Hypothesis Rejected.

Although the direction of the relationship is positive, it is not strong enough to prove a significant influence. The level of employee performance will not increase or decrease substantially even if job satisfaction improves or worsens. This suggests that an increase or decrease in job satisfaction does not directly cause a change in the level of performance of Bank BCA employees.



5) Influence of Work Environment on Job Satisfaction

The t-statistic value ($3.842 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted. This result states that the Work Environment variable has a positive and significant influence on Job Satisfaction. Hypothesis Accepted.

A good work environment creates comfort, harmony, and security for employees, making them feel more at home and motivated to work, which ultimately increases their satisfaction level. A supportive and motivating work environment makes employees feel valued and comfortable, thus making them more satisfied with their jobs. Recognition and appreciation for employee performance, as well as opportunities for self-actualization, are desired outcomes for employees in a positive work environment. The establishment of harmonious cooperation with colleagues and superiors, along with open communication, contributes to employee satisfaction.

6) Influence of Training on Job Satisfaction

The t-statistic value ($3.165 > 1.663$) and the p-value ($0.002 < 0.05$) indicate that the hypothesis is accepted. This result states that the Training variable has a positive and significant influence on Job Satisfaction. Hypothesis Accepted.

Good training that meets the criteria can significantly increase the level of employee job satisfaction because training is a process to form and equip employees by adding to their expertise, capabilities, knowledge, and behavior. Employees who feel their skills and knowledge are enhanced through training tend to be more confident, motivated, and ultimately more satisfied with their jobs.

7) Influence of HR Development on Job Satisfaction

The t-statistic value ($5.757 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted. This result states that the HR Development variable has a positive and significant influence on Job Satisfaction. Hypothesis Accepted.

The higher the level of HR development through training, education, and career development opportunities, the greater the job satisfaction experienced by employees, which can then contribute to increasing organizational performance and productivity. Training and development enhance employee skills and abilities, making them more efficient and effective at work, thereby leading to a sense of satisfaction.



Hypothesis Testing for Indirect Effects

Testing the hypothesis for indirect effects is done by examining the P-values. A research hypothesis is considered accepted if the P-Values are < 0.05 for the path from the exogenous variable to the endogenous variable through the intervening variable. The critical t-value used for comparison is 1.663 (assuming $\alpha = 0.05$).

Specific Indirect effects tabel

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|------------------------|----------|
| Lingk_Kerja -> Kepuasan -> Kinerja_Karyawan | 0,365 | 0,333 | 0,043 | 4,718 | 0,000 |
| Pelatihan -> Kepuasan -> Kinerja_Karyawan | 0,299 | 0,285 | 0,031 | 3,427 | 0,000 |
| Peng_SDM -> Kepuasan -> Kinerja_Karyawan | 0,542 | 0,553 | 0,060 | 6,504 | 0,000 |

Source: *smart-pls 4.0 (2025)*

1) Influence of Work Environment on Employee Performance Mediated by Job Satisfaction

The t-statistic value ($4.718 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted.

This result states that Job Satisfaction significantly mediates the influence of the Work Environment variable on Employee Performance. A good and conducive work environment enhances employee well-being, making them feel more satisfied and motivated, which ultimately impacts performance improvement. A work environment that is good, safe, healthy, and comfortable can increase employee well-being. When employees feel valued and supported, their level of job satisfaction increases.

2) Influence of Training on Employee Performance Mediated by Job Satisfaction

The t-statistic value ($3.427 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted.



This result states that Job Satisfaction significantly mediates the influence of the Training variable on Employee Performance. This research finds that job satisfaction significantly mediates the effect of training on the performance of employees at PT. Bank Central Asia Makassar Branch Office. This means that training not only directly improves performance but also does so indirectly by enhancing employee job satisfaction, which, in turn, boosts their performance.

3) Influence of HR Development on Employee Performance Mediated by Job Satisfaction

The t-statistic value ($6.504 > 1.663$) and the p-value ($0.000 < 0.05$) indicate that the hypothesis is accepted.

This result states that Job Satisfaction significantly mediates the influence of the HR Development variable on Employee Performance. This means that HR development can increase employee job satisfaction, which then has a positive impact on employee performance improvement. HR development programs such as training and education aim to enhance employee competence and skills. This can make employees feel more capable and valued, thereby increasing their level of job satisfaction. Satisfied employees tend to have higher work morale. This satisfaction can serve as positive feedback that encourages employees to achieve optimal performance.

CONCLUSION

It can be concluded that the more conducive the work environment conditions, both physically and non-physically, the more employee performance increases. Furthermore, training programs designed according to needs are capable of improving work skills, knowledge, and behavior, thus impacting performance achievement. It is also concluded that development programs such as career paths, coaching, and team building are proven to strengthen competency and motivation, thereby enhancing work performance. The study found that although job satisfaction is important, its direct influence on performance is not strong enough. A good work environment creates comfort, which increases the sense of satisfaction in working. Appropriate training provides opportunities for growth, thereby increasing employee job satisfaction. Employees who receive self-development opportunities feel valued, which impacts the increase in job satisfaction. A good work environment fosters satisfaction, which in turn improves



performance. Effective training increases satisfaction, leading to more optimal performance. HR development encourages job satisfaction, which then strengthens employee performance.

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