



# The Influence Of Job Engagement, Job Placement, and Job Training On The Job Satisfaction Of PT Employees Grand Racing Yogyakarta

Prayekti <sup>1</sup>: F Veri Anggara <sup>2</sup>: Epsilandri Septyarini <sup>3</sup>

<sup>123)</sup> *Study Program of Management Faculty Of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia*

Email: <sup>1)</sup> [yekti@ustjogja.ac.id](mailto:yekti@ustjogja.ac.id); <sup>2)</sup> [avanculuk@gmail.com](mailto:avanculuk@gmail.com); <sup>3)</sup> [epsilandriseptyarini@ac.id](mailto:epsilandriseptyarini@ac.id)

## How to Cite :

Prayekti, P., Anggara, V.F., Septyarini, E. (2024). The influence of job engagement, job placement, and job training on the job satisfaction of pt employees. Grand racing yogyakarta. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(1). doi: <https://doi.org/10.37676/ekombis.v12i1>

## ARTICLE HISTORY

Received [01 November 2023]

Revised [20 December 2023]

Accepted [30 December 2023]

## KEYWORDS

work involvement, job placement, job training, job satisfaction, PT Grand Racing Yogyakarta

*This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## Abstract

Employees are the main capital for every company, so employees must continue to be managed well to remain productive in doing their work. The purpose of this research is to determine the effect of work involvement, work placement, and job training on job satisfaction of PT. Grand Racing Yogyakarta employees. This is a quantitative research. The sampling technique in this research is total sampling with 44 respondents. The data collection technique in this research uses a questionnaire. The quality of the instrument is tested through validity and reliability tests. Data analysis uses multiple linear regression with t test, f test, and R<sup>2</sup>. The research results show that the significance value of the variables work involvement, work placement, and work training is  $< \alpha = 0.05$ , which means that these three variables have a positive and significant effect on job satisfaction.

## INTRODUCTION

Yogyakarta is a city that is quite large and densely populated, so in the world of automotive and technology it is clearly not behind other big cities. In the automotive world, there are always divisions into areas, namely sales, spare parts providers and repair services (workshops). PT. Grand Racing Yogyakarta is a company that operates in the field of repair services and sales of light vehicle spare parts (four-wheeled vehicles). They must always provide the best service to consumers in order to always get customers and profits in order to achieve company goals.

PT. Grand Racing Yogyakarta is a workshop that offers a speedy service process. The workshop is located at Jl. Admiral Adisucipto No. 18 Yogyakarta has a total of 25 stalls, so customers don't have to queue for long. PT. Grand Racing Yogyakarta opens a vehicle repair service business such as: vehicle engines, vehicle undercarriage, vehicle AC, to car salons (car

body care). PT. Grand Racing Yogyakarta is also a semi-dealer workshop and has complete and modern equipment. PT. Grand Racing Yogyakarta has 12 mechanics who are reliable in carrying out vehicle repairs and provide a guarantee for the results of the work. PT. Grand Racing Yogyakarta can also provide vehicle pick-up and drop-off, consultations, emergency handling and scanners for all brands of vehicles. Supporting facilities such as the waiting room are also made comfortable and free WiFi is available in the fully AC waiting room, as well as the children's play area.

Employees are the main capital for every company, so employees must continue to be managed well to remain productive in doing their work. Managing employees is not an easy thing because they have thoughts, feelings, status and desires. Therefore, companies must always encourage them to remain productive in carrying out their respective duties and responsibilities, namely by providing something that creates satisfaction in employees. PT. Grand Racing Yogyakarta has been around for a long time and has many customers from within the city and outside the city. This is one of the reasons PT employees. Grand Racing Yogyakarta is always passionate about their work. Based on previous research findings, it is expected that employees who are busier or more involved in their work will experience greater job satisfaction (Fung et al., 2014).

The main factor that must be considered to increase job satisfaction is work engagement. There are two factors that influence work engagement, namely workplace factors and co-worker factors. Workplace factors greatly influence an employee's work engagement, where if the workplace the employee occupies does not make him or her comfortable, it will be an obstacle for the employee to get involved in work. The co-worker factor is also very influential because if co-workers don't get along, problems will occur that hinder work, so that the company's goals are not achieved. Work involvement depends primarily on intrinsic factors, which are positively correlated with the importance of work for one's self-esteem (Lawler & Hall, 1970). Job involvement is positively correlated with performance and negatively correlated with intention to leave work (Hallberg & Schaufeli, 2006). Low work involvement in the cycle will reduce performance and contribution to the institution or company. Someone who has low work involvement shows less interest and enthusiasm in completing their tasks and tends to limit themselves and avoid extra roles for the organization and their work (Srivastava & Dhar, 2015).

Work involvement, job placement, and job training play an important role in supporting the job satisfaction of each employee at PT. Grand Racing Yogyakarta. The results of the research show that work involvement has a positive and significant effect on employee job satisfaction at the Amed Cafe and Bungalow Hotel, which means that the more involved an employee is in company activities, the employee job satisfaction will also increase. Employee involvement is felt because of the emergence of a good attachment to the company, so that intrinsic satisfaction is fulfilled which is an important condition for work involvement so that employees can work optimally (Sumarto, 2009). Work involvement can foster self-confidence and provide a positive attitude, thereby increasing employee satisfaction at work (Subawa and Mudiarta, 2013).

The second factor that must be considered to increase job satisfaction is job placement. Job placement is defined as the relationship between individuals and the work or tasks they perform at work. This definition includes abilities based on employee needs and the work equipment available to meet these needs, as well as job demands and the employee's ability to meet these demands (Cable & DeRue in Ollani et al., 2017).

Sekiguchi (2004) in Ollani, et al (2017) defines job placement as a match between a person's skills and job demands or a person's desires and job attributes. Likewise Koopsman, et.al. (2011) which states that individual suitability for work (placement) takes into account the types of individuals required with 4 dimensions, namely performance (task performance), atmosphere (contextual performance), adaptation (adaptive performance), and counterproductive attitudes (counterproductive work behavior ) all of this includes a description of how a person performs. Apart from that, it is also reflected in several indicators, including the

suitability of knowledge, skills, abilities, social skills and so on. Placing employees to carry out job positions must have several criteria, namely knowledge, ability and expertise (Larasati, 2018).

The third factor that must be considered in increasing job satisfaction is job training. According to Pramudyo (2007), job training is defined as a learning process designed to change people's performance in doing their jobs. Training is carried out as an effort to improve the performance of human resources, which is a process that must be carried out continuously because the company's development must also be balanced with the capabilities of its human resources. As a business develops, the performance of workers in a company must continue to be in line with the progress and development of the company. According to Mangkunegara (2011), there are several dimensions and indicators in training, namely instructors, participants, materials, methods and objectives. Training aims to improve the skills and knowledge of employees in the company because in the automotive sector it is very important to carry out training so that all employees adapt and learn every new technology that emerges. If employees do not follow developments in the automotive world, then the services that will be received or offered by the repair shop will be very minimal because the employees do not have potential.

Kasmir (2016) states that training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behavior. This means that training will shape employee behavior in accordance with what the company expects. Widodo (2015) states that training is a series of individual activities to systematically improve skills and knowledge, so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. The factors that encourage training according to Kasmir (2016) are: training participants, instructors/trainers, training materials, training location, training environment, and training time.

It is hoped that the results of this research can be used as a basis for consideration to increase the company's employee satisfaction, so that it can meet expectations with work involvement, work placement and job training on employee job satisfaction.

## **LITERATURE REVIEW**

Job satisfaction is an evaluation that describes a person's feelings of being happy or dissatisfied at work. According to Mathis & Jackson (2011), job satisfaction is a positive emotional state and evaluates one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions, in general it is satisfaction with the job itself, salary, recognition, the relationship between supervisors and employees, and opportunities for advancement. Job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values (Afandi, 2018:74).

Job satisfaction basically has two factors, namely intrinsic and extrinsic. Intrinsic factors are factors that exist within employees, such as hopes and needs. Meanwhile, extrinsic factors are factors from outside the employee, such as company rules and policies as well as intrinsic factors between fellow employees. Hasibuan (2014) suggests that indicators of job satisfaction are: (1) enjoying one's job; (2) work morale; (3) discipline; (4) work performance.

Sebastianus et al. (2017: 3109), states that work engagement is how much an individual psychologically identifies with their work. Nasution et al. (2018: 126-127), states that work involvement is the internalization of values about the goodness of work. Meanwhile, according to Kanungo in Nasution et al (2018: 127), work involvement is the degree to which employees assess that the work they do has the potential to satisfy their needs as a result of the psychological identification process carried out by employees regarding specific tasks or their work in general, which This process depends on the extent to which both intrinsic and extrinsic needs are deemed important.

There are two factors that influence work engagement, namely work environment factors and co-worker factors. If the work environment an employee lives in does not make them

comfortable, it will be an obstacle for employees to get involved in work, so the work environment has a big influence on employee work engagement. Meanwhile, co-workers will be very influential because if co-workers don't get along, problems will occur that will hinder work. Four indicators for measuring work engagement are: (1) response to work; (2) behavior involving oneself in work; (3) a sense of responsibility for work; and (4) feelings about unfinished work and absenteeism.

Job placement is defined as the relationship between an individual and the work or tasks they perform at work. This definition includes abilities based on employee needs and the work equipment available to meet these needs, as well as job demands and the employee's ability to meet these demands (Cable & DeRue in Ollani et al., 2017). Koopsman, et.al. (2011) stated that individual suitability for work (placement) takes into account the types of individuals required with 4 dimensions, namely performance (task performance), atmosphere (contextual performance), adaptation (adaptive performance), and counterproductive work behavior. ) all of this includes a description of how a person performs. Placing employees to carry out job positions must have several criteria, namely knowledge, abilities and expertise (Larasati, 2018). Meanwhile, according to Yulizar (2014), if an employee is placed in the right position according to his skills, the higher his level of job satisfaction, conversely, if he is placed in an inappropriate position, his job satisfaction will decrease. Work placement indicators according to Dwipalguna & Mujiati (2015) are: career development, working time, workload, role conflict, role confusion, and co-worker support.

The definition of training is simply defined by Pramudyo (2007) as a learning process designed to change people's performance in doing their work. Training is carried out as an effort to improve the performance of human resources, which is a process that must be carried out continuously. According to Mangkunegara (2011), training indicators are instructors, participants, materials, objectives, methods and targets. Good training will produce employees who work more effectively and productively so that their work performance increases.

The conditions that must be met for an activity to be called training are: (1) training must help employees increase their abilities; (2) training must cause changes in habits, information and knowledge that he applies in his daily work; and (3) the training must be related to the specific work currently being carried out or work that will be given in the future. Factors that influence training according to Moses (2011: 69) are: (1) type of training; (2) training materials; (3) training time; and (4) trainer.

### **Work Involvement on Employee Job Satisfaction**

H1: work engagement has a positive and significant effect on job satisfaction of PT employees. Grand Racing Yogyakarta

One of the things that must be considered in increasing job satisfaction is work involvement. With work involvement, employee job satisfaction will be achieved. The results of research by Kembau et al., (2018) entitled *The Effect of Work Involvement and Work Competence on Job Satisfaction and Performance of Elementary School Teachers in Malalayang District, Manado City*, show that work involvement has a significant effect on job satisfaction of elementary school teachers in Malalayang District.

### **Job Placement on Employee Job Satisfaction**

H2: Work placement has a positive and significant effect on job satisfaction at PT. Grand Racing Yogyakarta

Job placement is something important to achieve employee job satisfaction. If the employee's work placement is in accordance with the employee's wishes and skills, then employee satisfaction will be achieved and also if the work placement is in accordance with his or her wishes or skills, then the employee will do his or her job optimally, so that job satisfaction will be achieved. In Dwipalguna & Mujiati's (2015) research entitled *The Influence of Placement*,

Work Motivation, and Job Stress on Job Satisfaction, it shows that job placement has a significant effect on employee job satisfaction at the Denpasar City Industry and Trade Service.

### **Job Training on Employee Job Satisfaction**

H3: Job training has a positive and significant effect on job satisfaction for PT employees. Grand Racing Yogyakarta

Training is something that is very important for companies to achieve employee job satisfaction. If employees receive job training and gain a lot of knowledge or new things, employees will be more enthusiastic about working and employee job satisfaction will be achieved. Job training on job satisfaction from the results of research by Meidita (2019) entitled The Effect of Training and Competency on Job Satisfaction Through Work Motivation, states that training has a significant effect on work motivation, which means that training through work motivation has a significant effect on employee job satisfaction at PT. Perkebunan Nusantara IV Medan.

### **Job Involvement, Job Placement, and Job Training on Employee Job Satisfaction**

H4: Work Involvement, Job Placement and Job Training simultaneously influence employee job satisfaction at PT. Grand Racing Yogyakarta.

Work engagement that goes well will achieve employee and company goals and will achieve employee job satisfaction. If employees involve themselves as much as possible in their work and are placed in a comfortable workplace, and given maximum job training, then the company's goals will certainly be achieved and employee job satisfaction will be achieved. The research results of Dwipalguna & Mujiati (2015) state that the employee placement variable has a positive and significant influence on the job satisfaction variable. The more appropriate the placement of employees is based on their educational background, the more employee job satisfaction will increase. Appropriate employee placement can be seen from the orientation or introduction to the job before being placed in the field of credit analysis, the employee's interest and talent in the field of credit analyst work, the ability to carry out credit analyst work, and the knowledge that an employee has that is useful for work as an analyst. credit.

## **METHODS**

This research is quantitative research. This research has two types of variables, namely independent variables and dependent variables. The independent variables in this research consist of three variables, namely work involvement, job placement, and job training. Meanwhile, the dependent variable in this research is job satisfaction. The population of this research is all employees of PT. Grand Racing Yogyakarta as many as 44 people. The sampling technique in this research is total sampling. Because the population was less than 100, the total sample in this study was taken, namely 44 people. The data used in this research is primary data with data collection techniques using questionnaires.

The quality of the data resulting from the use of this research instrument was evaluated through two tests, namely the validity test and the reliability test. Data analysis used multiple linear regression equipped with the t test, F test, and R<sup>2</sup>.

## **RESULTS**

in this research instrument there are 6 statements that represent the variables of work involvement, job placement, job training and job satisfaction.

**validity test**

instrument provisions can be said to be valid if they have a correlation coefficient  $<0.05$ . the results of the validity test based on the calculation results on all variables can be concluded that all questions in the questionnaire are valid because each question item has a correlation value ( $r$  count) greater than  $r$  table ( $r$  count  $>0.361$ ).

**reliability test**

this research instrument is said to be reliable if the cronbach's alpha value is  $>0.60$ . the results of the reliability test for the variables job involvement, job placement, job training and job satisfaction can be seen in the table below.

**Table 1. reliability test results**

Variabel	Cronbach's alpha	Keterangan
Work engagement	0.744	Reliabel
Work placement	0.782	Reliabel
Work training	0.786	Reliabel
Job statisfiction	0.732	Reliabel

based on the table above, it can be seen that the results of the analysis obtained a cronbach's alpha coefficient value for work involvement of 0.744, job placement of 0.782, job training of 0.786 and job satisfaction of 0.732. because the cronbach's alpha coefficient value for each variable is greater than 0.600, it can be concluded that all of these instruments are reliable and can be used as data collection tools.

**data normality test**

the results of the data normality test using kolmogorov-smirnov analysis can be seen in table 2 below.

**Table 2. variable normality test**

Variabel	Sig.	Keterangan
Work engagement	0,347	Normal
Work placement	0,295	Normal
Work training	0,154	Normal
Job statisfiction	0,309	Normal

based on the results of the normality test above, it can be seen that the significance value of the job involvement variable is 0.347, the job placement variable is 0.295, the job training variable is 0.154 and the job satisfaction variable is 0.309. because the resulting significance value for each variable is greater than  $\alpha = 0.05$  ( $p > 0.05$ ), it can be concluded that the distribution of each variable in this study is normally distributed.

**multicollinearity test**

the results of the multicollinearity test can be seen in table 3 below.

**Table 3. multicollinearity test**

Variabel	Tolerance	VIF	Keterangan
Work engagement	0,666	1,501	multicollinearity does not occur
Work placement	0,506	1,975	multicollinearity does not occur
Work training	0,474	2,108	multicollinearity does not occur

in the results of table 3 above for each independent variable, the tolerance value > 0.1 and the vif value < 10 are obtained. based on these results it can be concluded that there is no multicollinearity between the independent variables.

**heteroscedasticity test**

the requirements that must be met in the regression model are the absence of symptoms of heteroscedasticity by comparing the t-table and t-count values, namely: (1) if the t-table value < t-count < t-table, it means there is no heteroscedasticity; and (2) if the t-count > t-table or t-count < t-table, it means there is heteroscedasticity.

based on the results of the heteroscedasticity test with the glacier test, it can be seen that the significance value for each variable is > 0.05, where the significance of the work involvement variable is 0.963, the work placement variable is 0.437, and the work training variable is 0.139. from these results, it can be concluded that heteroscedasticity does not occur.

**Linearity Test**

this study uses ronald fisher's anova analysis to test linearity. the results of the linearity test using anova analysis can be seen in the table below.

**Table 4. linearity test results for job satisfaction and job involvement**

			Sig.
			(Combined)
Job statisfiction * Work engagement	Between	Linearity	.000
	Groups	Deviation from	.239
Within Groups			

from the table above, it can be seen that the sig. the deviation from linearity between the job involvement and job satisfaction variables is 0.239 and the sig. linearity of 0.000. because the sig value. deviation from linearity > 0.05, it can be concluded that between the variables of work involvement and job satisfaction there is a linear relationship.

**Table 5. linearity test results for job satisfaction and job placement**

			Sig.
			(Combined)
Job statisfiction * Work placement	Between	Linearity	.000
	Groups	Deviation from	.104
Within Groups			

from the table above, it can be seen that the sig. deviation from linearity between job placement variables and job satisfaction is 0.104 and the sig. linearity of 0.000. because the sig value. deviation from linearity > 0.05, it can be concluded that between the job placement variables and job satisfaction there is a linear relationship.

**Table 6. linearity test results for job satisfaction and job training**

			Sig.
Job satisfaction *	Between Groups	(Combined)	.000
		Linearity	.000
		Deviation from	.272
Work training	Within Groups	Linearity	

from the table above, it can be seen that the sig. the deviation from linearity between the job training and job satisfaction variables is 0.272 and the sig. linearity of 0.000. because the sig value. deviation from linearity > 0.05, it can be concluded that between the job training variables and job satisfaction there is a linear relationship.

### Multiple Linear Regression

The following are the results of the analysis of multiple linear regression.

**Table 7. Results of the Coefficient of Determination (R2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 <sup>a</sup>	.626	.598	1.25998

The coefficient of determination (R2) of 0.626 indicates that work involvement, job placement and job training together have a contributing influence on job satisfaction of 62.6%.

### F test

The results of the F test of this research are as follows.

**Table 8. F Test Results**

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
Regression	106.384	3	35.461	22.337	.000 <sup>b</sup>	
Residual	63.502	40	1.588			
Total	169.886	43				

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work training, Work engagement, Work placement

Based on the results above, an F significance value of 0.000 < 0.05 is obtained, which means that it can be said that work involvement, work placement and work training together (simultaneously) influence job satisfaction.

### t test

The results of the t test of this research are as follows.

**Table 9. t test results  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.013	2.446		2.868	.007
Work engagement	.236	.106	.265	2.238	.031
Work placement	.244	.114	.290	2.136	.039
Work training	.280	.106	.371	2.646	.012

a. Dependent Variable: Job satisfaction

Regression equation:

$$Y = 7.013 + 0.236 X1 + 0.244 X2 + 0.280X3$$

## DISCUSSION

### The Effect Of Work Involvement On Job Satisfaction

Based on the results of the analysis, the calculated t value for the work involvement variable was 2.238 with a significance value of  $0.031 < \alpha = 0.05$  and a coefficient value of 0.236. Thus, it can be concluded that work involvement has a positive and significant effect on job satisfaction.

The results of this hypothesis are supported by research by Kembau et al., (2018) entitled The Effect of Work Involvement and Work Competence on Job Satisfaction and Performance of Elementary School Teachers in Malalayang District, Manado City, showing a Path coefficient (Beta) of 0.241 with a significance of 0.036. Because the significance value is  $<0.05$  ( $0.036 < 0.05$ ), it can be concluded that work involvement has a significant effect on the job satisfaction of elementary school teachers in Malalayang District, Manado City.

### The Effect Of Job Placement On Job Satisfaction

Based on the results of the analysis, the calculated t value for the work placement variable was 2.136 with a significance value of  $0.039 < \alpha = 0.05$  and a coefficient value of 0.244. Thus, it can be concluded that work placement has a positive and significant effect on job satisfaction.

The results of this hypothesis are supported by research by Angga Dwipalguna & Mujiati (2015) entitled The Influence of Placement, Work Motivation, and Job Stress on Job Satisfaction. The results showed that t count (7.760)  $>$  t table (1.6) and the significance value (0.000)  $<$  (0.05). This means that partial placement has a positive and significant effect on employee job satisfaction at the Denpasar City Industry and Trade Service.

### The Effect Of Job Training On Job Satisfaction

Based on the results of the analysis, the calculated t value for the job training variable was 2.646 with a significance value of  $0.012 < \alpha = 0.05$  and a coefficient value of 0.280. Thus, it can be concluded that job training has a positive and significant effect on job satisfaction.

The results of this hypothesis are supported by Meidita's (2019) research entitled The Effect of Training and Competency on Job Satisfaction Through Work Motivation. The research results show that the coefficient value of job training on job satisfaction has an indirect  $>$  direct influence ( $p1 \times p5 < p3$ ), namely  $0.0816 < 0.343$ . This means that job training has a significant effect on work motivation, which means that training on work motivation has a significant effect on employee job satisfaction at PT. Perkebunan Nusantara IV Medan.

### **The Effect Of Job Involvement, Job Placement, And Job Training On Job Satisfaction**

Based on the results of the analysis, a significance value of  $0.000 < 0.05$  was obtained, which means that it can be said that work involvement, work placement and work training together (simultaneously) influence job satisfaction. Work engagement that goes well will achieve employee and company goals and will achieve employee job satisfaction. If employees involve themselves as much as possible in their work and are placed in a comfortable workplace and given maximum job training, then the company's goals will certainly be achieved and employee job satisfaction will be achieved.

### **CONCLUSIONS**

based on the results of the data analysis above, it can be concluded that:

1. the calculated t value for the work involvement variable is 2.238 with a significance value of  $0.031 < \alpha = 0.05$  and a coefficient value of 0.236. this means that work involvement has a positive and significant effect on job satisfaction.
2. the calculated t value for the work placement variable is 2.136 with a significance value of  $0.039 < \alpha = 0.05$  and a coefficient value of 0.244. this means that work placement has a positive and significant effect on job satisfaction.
3. the calculated t value for the job training variable is 2.646 with a significance value of  $0.012 < \alpha = 0.05$  and a coefficient value of 0.280. this means that job training has a positive and significant effect on job satisfaction.

### **SUGGESTIONS**

Based on the results of the research that has been carried out, the researchers provide several suggestions as follows:

1. for companies, to increase employee job satisfaction, this can be done by conducting job training
2. for future researchers, it is hoped that they can add variables other than the variables studied by the researcher to anticipate if the variables taken do not match the reality in the field.
3. it is recommended that further research use the interview method with respondents, so that respondents' answers can be controlled so that there are no misperceptions from respondents regarding the research instruments used.

### **REFERENCES**

- Alfian, F., Adam, M., Ibrahim, M., Manajemen, M., Syiah, U., & Banda Aceh, K. (2017). Pengaruh Keterlibatan Kerja, Beban Kerja Dan Konflik Peran Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Pada Dinas Pendidikan Aceh. *Jurnal Manajemen Dan Inovasi*, 8(2), 84–96.
- Angga Dwipalguna, A., & Mujiati, N. (2015). Pengaruh Penempatan, Motivasi Kerja, dan Stres Kerja Terhadap Kepuasan Kerja. *E-Jurnal Manajemen Universitas Udayana*, 4(9), 255338.
- Aryaningtyas, A. T., & Suharti, L. (2013). Keterlibatan Kerja Sebagai Pemediasi Pengaruh Kepribadian Proaktif dan Persepsi Dukungan Organisasional Terhadap Kepuasan Kerja. *Jurnal Manajemen Dan Kewirausahaan*, 15(1), 23–32. <https://doi.org/10.9744/jmk.15.1.23-32>
- Fitriadi, Y., Susanto, R., Irdam, & Wahyuni, R. (2022). Kontribusi Keterlibatan Kerja terhadap Kinerja Pegawai: Peran Mediasi Kepuasan Kerja. *Jurnal Ekobistek*, 11, 448–453.

<https://doi.org/10.35134/ekobistek.v11i4.446>

- Kembau, J. B., Sendow, G. M., & Tawas, H. N. (2018). Pengaruh Keterlibatan Kerja dan Kompetensi Kerja terhadap Kepuasan Kerja dan Kinerja Guru Sekolah Dasar di Kecamatan Malalayang Kota Manado. *Jurnal EMBA*, 6(4), 3428–3437.
- Lestari, U. P., Sinambela, E. A., Mardikaningsih, R., & Darmawan, D. (2020). Pengaruh Efikasi Diri Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ekonomi & Ekonomi Syariah*, 3(2), 529–536.
- Marwan, M., Saroh, I., Alhadar, F. M., & T, J. (2020). Peran Pemberdayaan Dan Keterlibatan Kerja Terhadap Kepuasan Kerja Dan Kinerja. *Jurnal Bisnis Terapan*, 4(2), 199–214. <https://doi.org/10.24123/jbt.v4i2.2809>
- Meidita, A. (2019). 3772-8389-1-Pb. Pengaruh Pelatihan Dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja Anggi, *Jurnal Ekonomi Terapan* 2(2), 226–237.
- Muhtadin, M. Al, Wahyudi, M. A., & Hutapea, R. (2021). Pengaruh Penempatan Karyawan Terhadap Kepuasan Kerja Karyawan Pada PT. POC Jambi. *Jurnal Manajemen Bisnis Dan Keuangan*, 2(2), 68–74. <https://doi.org/10.51805/jmbk.v2i2.41>
- Nanda, R. T., & Namora, I. (2020). Pengaruh Komunikasi Kerja, Kepemimpinan dan Pelatihan Kerja Pelatihan Kerja berpengaruh positif dan signifikan terhadap Kepuasan Kerja Karyawan pada PT Bumisari Prima (produksi tepung tapioka). Hasil ini sejalan dengan teori menurut Fajar, dkk. (2015), "P. *Jurnal Bisnis Dan Manajemen*, 7(1), 19–24. <https://doi.org/10.26905/jbm.v7i1.3885>
- Pareraway, A. S., Kojo, C., & Roring, F. (2018). Pengaruh Lingkungan Kerja, Pelatihan, dan Pemberdayaan Sdm Terhadap Kepuasan Kerja Karyawan Pt. Pln (Persero) Region Suluttenggo. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(3), 1828–1837
- Saputra, I., & Sudharma, I. (2017). Pengaruh Promosi Jabatan, Pelatihan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 6(2), 1030–1054.
- Anggi Meidita.(2019). Pengaruh Pelatihan dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. *Jurnal Ilmiah Magister Manajemen*, ISSN 2623-2634 (online).
- Mamik Eko Supatmi 1), Umar Nimran 2), Hamidah Nayati Utami 3). (2018). Pengaruh pelatihan , kompensasi terhadap kepuasan kerja karyawan *Jurnal Profit Volume 7 No. 1*.
- Fernando Stefanus Lodjo,(2013). Penganaruh pelatihan, pemberdayaan,dan epikasi diri terhadap kepauasan kerja. *Jurnal EMBA*. Vol.1 No.3 Juni 2013, Hal. 747-755.
- Ratag Pingkan Elisabeth Vonny, (2016). Pengaruh pelatihan, fasilitas kerja dan kompensasi terhadap kepuasan kerja karyawan pada PT United Tractors cabang Manado. *Jurnal Berkala Ilmiah Efisiensi*,
- Nuridha Citraningtyas, Indi Djastuti, (2017) Pengaruh pelatihan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi Pada Karyawan Hotel *Megaland*. *DIPONEGORO JOURNAL OF MANAGEMENT* .
- Hassan Askary Hizburrahman, Suherman , Dewi Susita, (2022) Pengaruh Penempatan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan PT X. *Sinomika Jurnal*.
- Farid Hidayat, Suwandi, Roberto Akyuwen (2022). Pengaruh Penempatan Kerja, Beban Kerja, Fasilitas Kerja, dan Kepemimpinan Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Perantara. *Jurnal Ilmiah Indonesia p-ISSN: 2541-0849 e-ISSN: 2548-1398*.

Yohan Fitriadi<sup>1</sup> , Romi Susanto<sup>2</sup> , Irdam<sup>3</sup> , Rika Wahyuni<sup>4</sup>, (2022). Kontribusi Keterlibatan Kerja terhadap Kinerja Pegawai: Peran Mediasi Kepuasan Kerja. *Jurnal Ekobistek*