


The Importance of Human Resource Development and Job Satisfaction at Sekar Bengawan Limited Liability Company

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ABSTRACT

Human resource development is a key strategy undertaken by companies to improve production output and productivity. In the context of Sekar Bengawan Solo Limited Liability Company, employee job satisfaction is a critical factor in achieving this goal. Job satisfaction can be obtained when the employee feels that what they have contributed to the company is well received. This study aims to understand the relationship between human resource development and job satisfaction on employee performance in the company. Through a qualitative approach, this study used interviews and observation methods to explore employees' views and identify patterns in the practice of human resource development and job satisfaction at Perusahaan Terbatas Sekar Bengawan Solo. The results show that influences in human resource development, such as training and skills development, directly affect employee job satisfaction. Employee job satisfaction depends not only on financial aspects, but also on recognition, learning, and a supportive work environment. Therefore, continuous efforts are needed to strengthen human resource development programs in this company. With increased job satisfaction, it is expected that employee performance will be optimized, providing a positive impact on the company in achieving production goals and sustainable growth.

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Introduction

PT Sekar Bengawan is a company engaged in the field of textiles founded by Paulus Tanuwijaya established in 1986 aims to become a superior and trusted company in supporting the realization of the needs of the textile industry in the national economy. PT Sekar Bengawan is one of the textile industries in Indonesia that is well known among the public. The company is a company that produces yarn descriptions into raw fabrics which are then sold to its customers, both locally and internationally. The products sold by the company are fabrics (printing, sarong, long/roll) and apparel. One of the apparel products produced by PT Sekar Bengawan is the Kopri uniform fabric, for design and quality has been guaranteed in accordance with the provisions of the circular letter of the Korpri management

board. PT Sekar Bengawan carries out the textile production process through 2 (two) work units, namely weaving and finishing units. In the weaving unit, the yarn will be processed into fabric, while the finishing unit is a process to perfect the fabric from the weaving unit according to consumer demand.

The presence of PT Sekar Bengawan is expected to create new jobs for the surrounding community, especially now that people have difficulty finding jobs. This is due to the rapid competition in the world of work which is inversely proportional to the available job opportunities, making it very difficult for Indonesians to get a job. Even those who have a bachelor's degree currently have no guarantee of getting a job that matches their degree. The impact is that many job applicants take jobs that are not in accordance with their level of education, take jobs that do not suit them or even become unemployed, which will also have an impact on the Indonesian economy and increase crime.

PT Sekar Bengawan itself certainly implements human resource management. Human resource management is the management of potential resources in employees to enable human resources to achieve goals in accordance with the wishes of the organization or company. Many factors can affect the performance of company employees. Performance is influenced by individual factors, organizational factors, and psychological or mental factors. Personal or individual factors include ability and expertise, competence or ability is the skill that an employee has to carry out work while working, while skills are the knowledge that employees have about their work. the use of technology in work requires the capacity and expertise of existing human resources. Many factors affect employee performance, including equipment and the physical environment of the Job. meaningful work, performance standards, compensation systems, performance expectations, performance feedback as well as knowledge, skills and attitudes ([Farrel Shidqi et al., 2023](#)).

HR development is a key success factor for organizations in achieving goals effectively and efficiently. The quality of human resources as the main capital (human capital) determines the success of the organization, especially in the face of rapid and complex changes in the internal and external environment. Employees must have the competence to capture, analyze, and anticipate the impact of change, and prepare the right people to deal with it ([Yusuf, 2014](#)).

HR development is not only limited to managing employees, but efforts to explore creative, innovative, and highly competitive potential. In the era of globalization and advances in information technology, organizations need competent employees to make optimal contributions to improving performance and productivity ([Yusuf, 2014](#)). Human resource development is the Company's effort to improve the quality and skills of individuals or employees. This involves directing, motivating, and fostering employee abilities so that human resource management can be effective and efficient. HR development also includes self-development, training programs, and career advancement to meet the organization's need for future expertise ([Kurniawan, 2012](#)).

HR development efforts can also be through a reward system for employees. The reward system can be in the form of providing salary benefits so that it can provide a strong force to strengthen commitment, reduce the professional level of

employees, and shape the corporate culture to be more innovative. HR leaders should look at existing reward mechanisms and ask if they are doing the right things to develop employees and organizational culture. These rewards should be appropriate and fair ([Flipppo, 2017](#)).

The importance of high integrity in human resources cannot be ignored. Human resource development not only includes aspects of technical skills, but also integrity values that are the basis for the success of an organization. Employees with high integrity will have a positive impact on the work culture and overall image of the company. Therefore, HR development that involves improving technical skills and integrity values is very important. This is the key to competing better in an increasingly competitive market ([Kurniawan, 2012](#)).

If the development of human resources in the company is good, the better the level of job satisfaction. Job satisfaction can be defined as a pleasant emotional state or positive emotions that arise from evaluating one's job or career experiences. Job satisfaction is also defined as the result of an employee's perception of how his job provides things that are considered important. Someone with a high level of job satisfaction will make that person like their job ([Robbins & Judge, 2008](#)).

Job satisfaction can affect the level of productivity expected by the company, so companies must understand what can be done to create job satisfaction for their employees. The role of employees is expected to be actors who support the achievement of goals, have thoughts, feelings, and desires that can influence their attitudes towards their work. This attitude will determine work achievement, dedication and love of work. If this attitude is instilled, it will create a comfortable and productive work environment in an effort to achieve company goals ([Bahri & Nisa, 2017](#)).

Employee performance is considered influential because it measures the extent to which they provide positive work results for the organization. Positive employee performance can be achieved if the company can find out the factors that affect employee performance. Employee performance is influenced by three main factors, namely motivation, satisfaction and work discipline which are central factors in an organization ([Susanto, 2019](#)).

Many factors influence job satisfaction, including job satisfaction itself as the main role holder or as the main source of satisfaction. Then the second Job feedback and autonomy are the two main motivational factors associated with work. The third Job characteristics and job complexity are related to job satisfaction. In addition, fulfillment of creative job requirements also increases job satisfaction. Challenging and interesting work is also important for the emergence of job satisfaction ([Robbins & Judge, 2008](#)).

In today's modern digital era, we agree that every movement needs to be done more quickly and accurately. Especially with the current Industry 5.0 trend, digital emphasis is the key. With the application of digital technology, it is expected to help employees to do more, faster and more accurately. Human resources are an important factor in an organization leading, managing, and helping the organization achieve its goals. Human resources has the meaning as the process of acquiring,

training, evaluating and compensating with employees, showing employment relationships, health, safety and justice among employees ([Farrel Shidqi et al., 2023](#)).

From this statement, researchers are interested in researching, studying, and examining how the process of human resource development and job satisfaction at PT Sekar Bengawan Solo. This is interesting to study because the company engaged in this industry has tried to implement HR development. The purpose of this research is to find out whether PT Sekar Bengawan has implemented HR development and determine the level of job satisfaction of its employees. provide benefits for prospective new employees who want to apply to PT Sekar Bengawan about HR development at the company. Not only that, this research also intends to provide information to the wider community about the importance of HR development and job satisfaction. This research is also a reference material for further research.

Previous research entitled "Human Resources Development and Job Placement on Employee Job Satisfaction at PT Marga Maju Mapan Bekasi Project Division Branch" researched by Lulu Gita, R. Deni Muhammad Danial, Nor Norisanti, shows that human resource development and job placement have a positive and significant effect on employee job satisfaction at PT Marga Maju Mapan ([Gita et al., 2022](#)).

Then according to another journal entitled "The Effect of Leadership and Human Resource Development on Job Satisfaction, Work Motivation, and Employee Performance of South Sulawesi Bank" researched by Agung Widhi Kurniawan shows that human resource development has a direct, positive, and significant effect on job satisfaction, which means hypothesis two which states that human resource development has a significant effect on job satisfaction, is proven and accepted on employees of the West Sulawesi Provincial Bank ([Kurniawan, 2012](#)).

According to a journal entitled "Human Resource Development and Job Satisfaction on Employee Performance of PT Megah Surya Pertiwi" researched by Christi N. Dailangi, Wilfried S. Manoppo, Wehelmina Rumawas (2020) shows that the effect of human resource development has a significant effect on employee performance. Human resource development has a significant effect on job satisfaction. Job satisfaction has a significant effect on employee performance. And there is no significant influence between human resource development on employee performance mediated by job satisfaction. Based on this research, the company must carry out human resource development activities to improve knowledge and skills in order to create job satisfaction which is the feedback that will affect the performance of employees of PT Megah Surya Pertiwi ([Dailangi et al., 2020](#)).

Method

The research method used in this research is descriptive qualitative field research, which is a research used to examine natural objects where the researcher is the key instrument, data collection techniques are combined, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization ([Prasanti, 2018](#)). In this case, field research was conducted on the analysis of human resource development and job satisfaction at PT Sekar Bengawan. Qualitative research aims to maintain the form and content of human behavior and analyze its

qualities, instead of turning them into quantitative entities [Prasanti, 2018](#)). The purpose of this descriptive research is to make a description, description or painting systematically, factually and accurately about the facts, characteristics and relationships between the phenomena being investigated [Prasanti, 2018](#)). With this qualitative research, it can describe human resource development and job satisfaction of employees at PT Sekar Bengawan in detail, review how the company's human resource development is and find out how satisfied the employees who work at PT Sekar Bengawan are. The informant of this research is one of the general staff named Armi Avianti (26 years old).

Findings

Informant Biodata

Name : Armi Avianti
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Position : General Staff
Jobdesk : Assist HRD (making employee employment agreements, employee data recap, correspondence, labor admin / BPJS employment).

Human Resource Development at PT Sekar Bengawan

PT Sekar Bengawan recognizes the urgency of Human Resources (HR) development as one of the key strategies to remain competitive and adapt to market changes. In an effort to improve its performance, efficiency and profitability, the company actively develops and refines staffing operational standards. Through this step, it is expected that HR management at PT Sekar Bengawan can be optimally improved.

Some of the main functions in HR management according to Hasibuan Malayu (2014) include; HR planning, HR provision, HR coaching and development, performance appraisal, compensation, and HR utilization. In the context of rapid globalization and increasingly fierce competition, HR management is becoming more important for companies to maintain competitiveness and adapt to market changes. By developing and perfecting staffing operational standards, PT Sekar Bengawan can increase efficiency, improve performance, and increase the profitability of its company. ([Hasibuan Malayu, 2014](#))

There are several efforts made by PT Sekar Bengawan to identify HR development needs. First, Determining appropriate benchmarks and roles can help identify employee performance / provide a point of comparison when evaluating employee performance. (interview with Kak Avi, on October 10, 2023)

Appropriate role benchmarking plays a vital role in this process. By having clear benchmarks, companies can objectively identify employee performance, understand individual strengths and weaknesses, and provide a necessary point of comparison when evaluating employee performance. In an era where competence and adaptability are key to success, the right benchmarks provide a solid foundation

to guide employee development. By understanding employee capabilities in the context of global and technological change, PT Sekar Bengawan can design specific and relevant development programs, give the company a competitive advantage, and ultimately achieve long-term success.

"Second, monitor employee performance. If it is found that they are not meeting standards, this may indicate that they need training and development. If an evaluation is done on a team and only one member is underperforming, this may indicate that the individual needs training, not the entire team. However, if the performance results show that the entire team is underperforming, this may be a clear indication that their operating processes need improvement or the team needs additional training." (interview with Avi, on October 10, 2023)

Esti Monalis 2020 define performance as the results of work that can be achieved by individuals or groups in an organization, in accordance with the authority and responsibilities they have. This achievement must be in accordance with organizational goals legally and not against the law. From this statement, it can be seen that after knowing the benchmarks of each individual, human resource development is carried out by evaluating their performance and work results to then analyze the causes and appropriate solutions to overcome them.

"Providing feedback from employees. With employee feedback, it is expected to identify HR development needs, by getting honest feedback is very important so that input becomes one of the right choices."

The importance of employee feedback in identifying the Human Resources (HR) development needs of an organization cannot be overlooked. Honest feedback from employees creates an open channel of communication between management and staff, allowing for a work environment where employees feel heard and valued. The information provided by employees in this feedback is valuable as it can form the basis for designing relevant training and development programs. By considering employee feedback as an appropriate option, organizations show appreciation for employee contributions and their perspectives, which in turn can improve employee skills, knowledge and motivation. This not only helps improve individual productivity, but also supports the overall growth and well-being of the company.

"The last step our company takes in identifying HR development needs is to analyze job reviews, which is done to outline information and development to employees to ensure the workforce is ready for future changes. (interview with Kak Avi, on October 10, 2023)"

Analyzing job reviews and job descriptions is a very important methodical step in gathering the information needed to prepare the workforce for changes that may occur in the future. In this process, each job position is analyzed in detail to understand the specific tasks, responsibilities and skills required. Through this careful analysis, organizations can identify gaps in existing skills or knowledge and plan training or development programs accordingly. Thorough job descriptions also help give employees a clear understanding of the organization's expectations of them, so that they can objectively measure and assess their performance. By ensuring that the workforce has relevant and up-to-date knowledge and skills, the

organization will increase its resilience and adaptability to future changes, enabling it to face challenges that may arise more effectively.

Strategy is a series of plans that contain a description of how a company should operate in order to achieve its goals. A strategy is carried out so that the steps taken by the company are more directed and can be in line with the vision and mission of the company.

"Meanwhile, the strategy to develop Human Resources that we apply is first, Evaluating HR Supplies. Starting from the number of employees, skills, qualifications, age, position, compensation, performance, experience, educational background and so on. Second, Analyze Future HR Needs by estimating the number of vacancies that will be opened, estimating unexpected events, such as resignations and termination of employment contracts due to poor attendance that may occur. Third, Estimating HR Demand by finding a match between the current HR condition and the estimated future HR needs. Fourth, Implementing HR Planning. The implementation steps can be in the form of recruitment, selection, positions, and so on" (interview with Kak Avi, on October 10, 2023)"

Evaluation of Human Resources inventory involves analyzing various aspects, including the number of employees, skills, qualifications, age, job title, compensation, performance, experience, educational background, and other factors. This evaluation is necessary to determine individualized training needs.

The evaluation process begins with identifying the objects that require training, either based on knowledge, skills or abilities required by the company. This information can be obtained through the experience of Human Resources Development (HRD) or direct supervisors, as well as through the use of questionnaires, needs surveys and individual tests.

In this context, HR evaluation provides the foundation for companies to develop appropriate training programs. By understanding individual and organizational needs, companies can plan effective training to improve employee skills and knowledge. This evaluation also helps companies ensure that their human resources have competencies that match the demands of the job, so that the company can achieve its business goals more efficiently and effectively ([Gita et al., 2022](#)).

In a dynamic business world, analyzing future Human Resource (HR) needs is a crucial step to ensure the continuity of company operations. Projecting the number of job openings allows companies to plan efficient recruitment strategies, select relevant skills, and attract the best talent. However, this calculation must be balanced with thoughts of unforeseen events, such as resignations or termination of employment contracts due to poor attendance. This analysis requires companies to consider employee turnover and look for ways to reduce the factors that cause it. By carefully planning for the replacement of departing employees, companies can ensure that operations continue to run smoothly, and customer needs continue to be met. In the face of these challenges, companies can build a strong foundation for sustainable growth and long-term success.

After understanding the future HR needs, the next step is to estimate the HR demand. This involves matching the current state of HR with the expected future HR needs.

The company needs to evaluate whether the skills, knowledge and experience of current employees match the future job demands. If there are gaps, the company should plan for employee training and development, or it may also consider recruiting new workers with the required skills.

Once the analysis of HR needs and demands has been completed, the next step is to implement HR planning. This implementation involves various actions such as recruitment, selection, placement, training and employee development. In this stage, the company must ensure that the recruitment and selection process is done carefully to get individuals who match the organization's needs and culture. In addition, change management also needs to be implemented to ensure that existing employees can adapt to changes that may occur due to the implementation of HR planning. By following these steps carefully, a company can build and maintain a workforce that matches its vision and business goals.

In relation to the development of employee skills and competencies to increase productivity, as well as the types of training/development programs that have been successfully implemented and have a positive impact on employees, Kak Avi provides the following explanation "Transparent performance appraisal system, fulfilling employee rights, providing work achievement bonuses, and establishing intimacy between employees. On-the-job training learning new skills or techniques while doing actual work. includes job shadows, internships, and cross-training, and always ensuring and monitoring all employees can carry out their duties effectively and efficiently." (Interview with kak Avi, on October 10, 2023).

Our company is committed to supporting the development of employee skills and competencies with several approaches that have been proven to improve employee productivity and well-being.

First, we implemented a transparent performance appraisal system. This allows employees to understand their work expectations and gives them clear feedback on their performance. With a good understanding of their performance, our employees can identify areas where they need to improve their skills.

Secondly, we provide performance bonuses to employees who achieve or exceed their performance targets. This provides an additional incentive to increase productivity and achieve company goals.

In addition, we foster familiarity among employees through collaborative approaches and teamwork. This familiarity creates a work environment that supports the exchange of ideas and skills, allowing employees to learn and grow together.

For employee skill development, we have implemented various types of training and learning programs. One effective approach is on-the-job training, where employees can acquire new skills or techniques while engaging in their daily work. We also provide job shadowing, internships and cross-training programs, which give employees the opportunity to understand different aspects of the job and develop cross-departmental skills.

To ensure that HR development in our company is sustainable and relevant to

current industry needs, we continuously monitor employee performance. We ensure that all employees are able to perform their duties effectively and efficiently. If there is a shortage in certain skills or knowledge, we devise appropriate training programs to fill the gap. We also keep abreast of industry and technology trends, so that the training we provide is always relevant to the demands of the current job market.

With this approach, our company strives to create an environment where employees feel supported in the development of their skills, which in turn improves their productivity, work quality and job satisfaction.

Discussion

Job Satisfaction of Employees of PT Sekar Bengawan

Job satisfaction is one of the important aspects for every employee in a company. Employees have different levels of satisfaction according to the desires and perspectives of each employee. PT Sekar Bengawan takes concrete steps in trying to make employees satisfied in carrying out their duties ([Jodie Firjatullah et al., 2023](#)).

"One of the efforts we make is to create a work environment as comfortable as possible by providing adequate facilities, such as toilets, prayer rooms, canteens, transportation, complete machine tools so that employees can be productive while working, besides that we also provide freedom of opinion between employees and between superiors and employees so that there are no misunderstandings." (Interview with kak Avi, on October 10, 2023).

From the above statement, it can be concluded that PT Sekar Bengawan has endeavored to make employees productive at work. Such productivity can be raised by increasing job satisfaction. Employees will feel satisfied with their work if they feel that what the company has achieved is in accordance with the wages they receive, which is fair and reasonable. This means that high productivity can indicate the level of job satisfaction of a worker, because the company can measure aspects of the work of the expected level of success ([Febiyola, 2019](#)).

PT Sekar Bengawan in measuring employee performance can be through employee work discipline, whether the employee arrives on time or arrives late, besides that it can also be seen from good attendance, accuracy when working, and employee understanding of their duties. *"One of the obstacles in our company is the fairly high employee absenteeism rate, therefore we try to provide motivation and bonus allowances so that employees can be maximized when working."* (Interview with kak Avi, on October 10, 2023).

To overcome these obstacles, PT Sekar Bengawan provides allowances or achievement bonuses to employees who have a high work ethic and good attendance. Salaries for employees are also given fairly and in accordance with the employee's performance. In addition, PT Sekar Bengawan also facilitates employees with social health insurance programs such as employment insurance.

Giving appreciation or bonuses to employees can have a significant influence on their job satisfaction. This can motivate employees to work harder and achieve

company goals. In addition, providing bonuses or financial incentives can also provide extra encouragement for employees to achieve their performance targets ([Asmawiyah, A., Mukhtar, A., & Nurjaya, 2020](#)).

When employees feel valued through rewards or bonuses, it can increase their job satisfaction. Feeling recognized and appreciated makes employees feel satisfied with their work and feel that their contributions are valued by the company. High job satisfaction can result in a variety of positive impacts, including increased productivity, loyalty to the company, better employee retention, and the creation of a positive and collaborative work environment.

However, it is important for companies to ensure that the awarding of appreciation or bonuses is done fairly and transparently, and in accordance with employee performance and achievements. Unfairness in the awarding of appreciation or bonuses can be detrimental to working relationships and negatively affect job satisfaction. Therefore, companies need to have a clear and objective performance evaluation system to ensure that appreciation and bonuses are given to employees who really deserve and perform well. Thus, giving the right appreciation or bonus can be an effective tool in increasing employee job satisfaction, which ultimately benefits employees and the company as a whole ([Febiyola, 2019](#)).

"An effective method of measuring job satisfaction in our opinion is the holding of a meeting between an employee and his manager which is carried out once a year on a regular basis. The purpose is to discuss employee performance, provide feedback, and listen to aspirations or input from employees related to tasks and the work environment." (Interview with kak Avi, on October 10, 2023).

Quoting from the interview results above, we can conclude that the method of measuring job satisfaction at PT Sekar Bengawan is to hold regular meetings between employees and their leaders. This can be used as an effective job satisfaction measurement tool because it provides an opportunity for employees to be more open and honest in sharing their feelings. Thus, allowing superiors to be able to identify what needs to be improved and decide on the right actions to improve the employee's job satisfaction.

Conclusion

From this research, it can be concluded that human resource development and employee job satisfaction at PT Sekar Bengawan show quite high results, employees can channel innovation and can also develop their abilities and knowledge of the company. However, a factor was found that should be used as material for future evaluation, namely related to the low employee attendance rate, this is due to internal factors of the individual employee. First, health factors affect individual performance, hindering one's ability to contribute effectively. Second, the fatigue factor. The tendency of individuals to prioritize side jobs over job responsibilities in the company can cause fatigue and reduce productivity in the main workplace, threatening job stability and professional relationships with superiors and coworkers. For example, prioritizing work in the field if you have a rice field. Third, the factor of low work ethic. It can reduce company productivity, lower work quality, and increase absenteeism.

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