

The Effect of Job Involvement, HR Development Programs, and Work Motivation on Employee Job Satisfaction

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Abstract

In the context of increasing business competition, employee job satisfaction plays a crucial role in supporting organizational sustainability and performance. Job satisfaction is influenced by several internal factors, including job engagement, human resource development programs, and work motivation. This study aims to analyze the influence of job engagement, human resource development programs, and work motivation on employee job satisfaction at PT Habbie Bangun Aromatik. This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees and analyzed using statistical techniques. The results showed that job engagement and human resource development programs had a positive but insignificant effect on employee job satisfaction. Conversely, work motivation showed a significant effect on job satisfaction. These findings suggest that employee work motivation in their work is a major determinant of job satisfaction. Therefore, it is concluded that management should focus on strengthening employee work motivation to improve employee job satisfaction and support organizational performance.

Keywords

Human Resource Development Programs, Job Involvement, Job Satisfaction, Work Motivation.

1. Introduction

The Indonesian manufacturing industry is a strategic sector that plays a vital role in the national economy. In 2022, this sector contributed 19.25% to the national Gross Domestic Product (GDP) and absorbed more than four million workers (Badan Pusat Statistik, 2023). This significant contribution positions the manufacturing industry as a key driver of economic growth as well as a major source of employment. However, increasing industrial competition requires companies not only to focus on operational efficiency but also to strengthen human resource management practices. One critical aspect of human resource management is the creation of a work environment that enhances employee job satisfaction.

Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their job and work environment (Sow et al., 2022). High levels of job satisfaction have been shown to contribute to improved productivity, employee retention, organizational commitment, and psychological well-being (Fahlevi et al., 2020; Prihadini et al., 2021). Consequently, understanding the factors that influence job satisfaction is essential, particularly in the manufacturing sector, where employees often face high production targets and performance pressures.

One important determinant of job satisfaction is job involvement, which refers to the degree of emotional and cognitive engagement employees have with their work (Subedi, 2020; Solikha & Izzati, 2021). Employees with high job involvement tend to perceive their work as meaningful, demonstrate strong dedication, and integrate their job into their personal identity. Previous studies indicate that job involvement can enhance work effectiveness, motivation, and job satisfaction (Varshney, 2020; Dade et al., 2021). Nevertheless, other studies have reported insignificant effects of job involvement on job satisfaction, suggesting that its impact may depend on organizational culture and managerial practices (Nasrullah, 2022).

In addition to job involvement, human resource development programs represent another crucial factor influencing job satisfaction. These programs include training, performance appraisal, and career development initiatives designed to improve employee competence and readiness to meet job demands (Lee et al., 2020; Rahmadani & Sebayang, 2021; Rehman et al., 2021; Rizal, 2025). Effective human resource development programs have been shown to enhance employee retention, strengthen organizational commitment, and increase job satisfaction. Empirical evidence consistently demonstrates a positive and significant relationship between human resource development programs and employee job satisfaction (Suprpto et al., 2023; Indah & Pujiarti, 2025).

Work motivation is another key variable affecting job satisfaction, encompassing both intrinsic and extrinsic dimensions. Motivation influences job satisfaction through the fulfillment of basic psychological needs, such as autonomy, competence, and relatedness (Hardiyana & Nurhadian, 2016; Ardian, 2019). Highly motivated employees are more likely to perform effectively, show greater work engagement, and experience better psychological well-being (Rachman et al., 2024).

Several studies have found that work motivation has a significant positive effect on job satisfaction (Aswara & Kurniawan, 2023; Hartini, 2024). However, some findings reveal inconsistent results, particularly in organizational contexts where managerial support and reward systems are not optimally implemented. These inconsistencies highlight the existence of a research gap that requires further empirical investigation.

PT Habbie Bangun Aromatik, a growing manufacturing company located in Yogyakarta, faces challenges in optimizing employee job satisfaction amid intense business competition and increasing efficiency demands. Preliminary observations indicate that although human resource development programs have been implemented, employee job involvement and work motivation remain relatively low, which may negatively affect overall job satisfaction. This condition reflects the company's need to strengthen human resource management practices to maintain competitiveness and long-term sustainability (Susilowati et al., 2021).

Based on the identified research gap and empirical conditions, this study aims to analyze the effects of job involvement, human resource development programs, and work motivation on employee job satisfaction at PT Habbie Bangun Aromatik. The findings are expected to contribute theoretically to the literature on job satisfaction in the manufacturing industry and provide practical insights for management in formulating strategic policies to enhance employee performance and well-being in a sustainable manner.

2. Literature Review

2.1. The Effect of Job Involvement on Job Satisfaction

Job involvement is an important concept in organizational behavior that refers to the extent to which individuals psychologically identify with their jobs and perceive work as a significant part of their personal lives (Robbins & Judge, 2015). Employees with high levels of job involvement tend to demonstrate strong emotional attachment to their work, perceive their jobs as meaningful, and show greater responsibility for work outcomes. From the perspective of work attitude theory, job involvement reflects the internalization of work values, which contributes directly to job satisfaction when employees perceive alignment between their personal goals and job roles.

Previous studies indicate that job involvement has a positive and significant effect on job satisfaction, particularly in organizational contexts that provide job autonomy and opportunities for decision-making (Gopinath & Kalpana, 2020). Employee involvement has also been shown to enhance job satisfaction and performance through active participation in work processes and problem-solving activities (Wijaya et al., 2021). Furthermore, a high level of involvement, characterized by consistent participation and responsibility, strengthens job

satisfaction by fostering a sense of recognition and organizational importance among employees (Sumasa et al., 2021).

The relationship between job involvement and job satisfaction can be explained through several theoretical perspectives. Job Characteristics Theory suggests that meaningful job design increases psychological involvement, which subsequently enhances job satisfaction. In addition, Social Exchange Theory explains that when organizations provide support, trust, and fair treatment, employees tend to reciprocate through positive work attitudes, including higher job involvement and job satisfaction. Indicators of job involvement are influenced by various factors, including job characteristics, work environment and organizational support, recognition and rewards, job security, leadership and supervisor behavior, and personal characteristics (Gruman & Saks, 2015). Collectively, these factors shape employees' level of job involvement and ultimately influence their job satisfaction.

H1: Job involvement has a positive and significant effect on employee job satisfaction.

2.2. The Effect of Human Resource Development Programs on Job Satisfaction

Human resource development programs consist of systematic and continuous activities such as training, education, mentoring, job rotation, and career development, which are designed to enhance employees' competencies, skills, and long-term potential in response to organizational demands (Nurmiati, 2024). These programs not only focus on improving technical abilities but also aim to develop employees' attitudes, adaptability, and professional readiness. As a result, human resource development programs play a strategic role in fostering positive work attitudes, including job satisfaction.

Empirical evidence indicates that human resource development has a significant influence on employee job satisfaction (Kurniawan, 2022). Well-structured and employee-oriented development programs are proven to improve employees' perceptions of their work and organization, leading to higher levels of job satisfaction (Indah & Pujiarti, 2025). Furthermore, the effectiveness of training and coaching initiatives strengthens job satisfaction by providing employees with opportunities for personal growth, skill enhancement, and career advancement, which contribute to a stronger sense of organizational support (Suprpto et al., 2023).

From a theoretical perspective, the relationship between human resource development programs and job satisfaction can be explained through Human Capital Theory, which emphasizes that organizational investment in employee development increases individual value and generates mutual benefits for both employees and organizations. In addition, Expectancy Theory suggests that employees are more likely to experience job satisfaction when they believe that development programs will improve their performance and career prospects.

Indicators of human resource development programs include education and training, career development, guidance and coaching, and the assignment of additional responsibilities to expand skills and work experience (Sihotang, 2020). Consistent implementation of these indicators is expected to enhance employee job satisfaction.

H2: The HR development program has a positive and significant impact on employee job satisfaction.

2.3. The Effect of Work Motivation on Job Satisfaction

Work motivation refers to the psychological forces that drive individuals to engage in goal-directed behavior in the workplace. It encompasses internal factors, such as needs, values, and personality, as well as external factors, including work environment conditions, organizational culture, and reward systems, which jointly influence the direction, intensity, and persistence of task performance (Kanfer et al., 2017). Within the field of organizational behavior, work motivation is widely recognized as a fundamental determinant of employees' attitudes and behaviors, including their level of job satisfaction.

Previous studies indicate that work motivation plays an important role in shaping job satisfaction and enhancing employee performance (Pancasila et al., 2020). Highly motivated employees tend to exhibit greater enthusiasm, feel more valued by their organizations, and develop stronger emotional attachment to their jobs. Empirical research has also demonstrated that work motivation has a significant effect on job satisfaction (Ananda & Dewi, 2024). Both intrinsic motivation, such as a sense of achievement and meaningful work, and extrinsic motivation, such as compensation and recognition, simultaneously contribute to the development of employee job satisfaction (Ali & Anwar, 2021).

From a theoretical perspective, the relationship between work motivation and job satisfaction can be explained through Herzberg's Two-Factor Theory, which distinguishes between motivator factors that generate satisfaction and hygiene factors that prevent dissatisfaction. In addition, Self-Determination Theory emphasizes that the fulfillment of basic psychological needs, including autonomy, competence, and relatedness, enhances intrinsic motivation and leads to higher job satisfaction. Indicators of work motivation include personal needs and career goals, work environment and atmosphere, reward and compensation systems, opportunities for growth, and job security and stability (Kanfer et al., 2017). When these indicators are adequately fulfilled, employees are more likely to experience higher motivation, which in turn has a positive and significant influence on their job satisfaction.

H3: Work motivation has a positive and significant effect on employee job satisfaction.

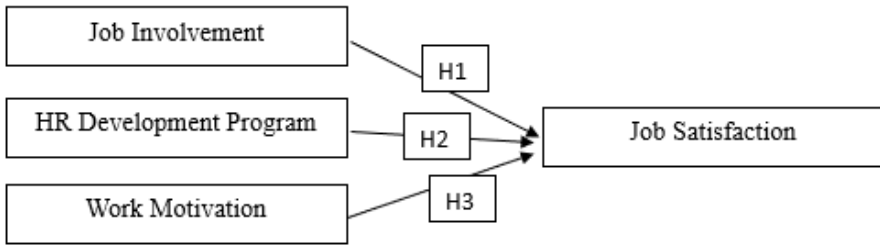


Figure 1. Research Framework

The figure shows the conceptual model of the study, explaining the relationship between the independent and dependent variables. Job Involvement, HR Development Program, and Work Motivation serve as independent variables, each of which is tested for its effect on Job Satisfaction, the dependent variable. Hypotheses H1, H2, and H3 indicate that these three variables directly influence job satisfaction.

3. Methods

This study adopts a quantitative approach with an associative research design, which aims to examine the relationships and causal effects among variables through objective numerical data analysis (Sugiyono, 2019). The quantitative approach was selected because it allows for a systematic and measurable assessment of the effects of job involvement, human resource development programs, and work motivation on employee job satisfaction. The research was conducted at PT Habbie Bangun Aromatik, located at Jl. Kranggan No.20, Cokrodiningratan, Jetis, Yogyakarta City, as an appropriate research setting relevant to the issues under investigation.

The data used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to employees of PT Habbie Bangun Aromatik. The use of questionnaires as a data collection instrument aims to systematically and consistently capture employees' perceptions of the research variables (Sekaran & Bougie, 2019). Meanwhile, secondary data were collected from supporting sources, including company documents, organizational profiles, organizational structure, and relevant human resource data (Saunders et al., 2019).

The population of this study comprises all employees of PT Habbie Bangun Aromatik, totaling 66 individuals. Given the relatively small population size, a saturated sampling technique, also known as total sampling, was applied, whereby all members of the population were included as research samples (Sugiyono, 2022). This sampling technique was employed to ensure that the data accurately represent the entire population and to enhance the reliability of the research findings.

Data collection was conducted using a structured questionnaire containing statements related to job involvement, human resource development programs, work motivation, and job satisfaction. The questionnaire items were developed based on the indicators of each variable and distributed online via Google Forms, with facilitation from company management to ensure an optimal response rate. All items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to assess the level of respondents' agreement with each statement.

4. Results

The validity test was conducted to examine whether the questionnaire items were able to measure the research variables accurately and appropriately. Item validity was tested using the Pearson Product-Moment correlation by comparing the calculated correlation coefficient (*r* count) of each item with the critical value (*r* table). In this study, the *r* table value was 0.2423. An item was considered valid if the *r* count value exceeded the *r* table value.

Table 1. Validity Test

Variable	Statement	<i>r</i> count	<i>r</i> table	Remarks
Job Involvement (X1)	X1.1	0.850	0.2423	Valid
	X1.2	0.886	0.2423	Valid
	X1.3	0.854	0.2423	Valid
	X1.4	0.873	0.2423	Valid
	X1.5	0.803	0.2423	Valid
	X1.6	0.904	0.2423	Valid
	X1.7	0.903	0.2423	Valid
HR Development Program (X2)	X2.1	0.939	0.2423	Valid
	X2.2	0.911	0.2423	Valid
	X2.3	0.926	0.2423	Valid
	X2.4	0.900	0.2423	Valid
Work Motivation (X3)	X3.1	0.885	0.2423	Valid
	X3.2	0.906	0.2423	Valid
	X3.3	0.923	0.2423	Valid
	X3.4	0.906	0.2423	Valid
	X3.5	0.962	0.2423	Valid
	X3.6	0.906	0.2423	Valid
Job Satisfaction (Y)	Y.1	0.890	0.2423	Valid
	Y.2	0.868	0.2423	Valid
	Y.3	0.959	0.2423	Valid
	Y.4	0.904	0.2423	Valid
	Y.5	0.919	0.2423	Valid
	Y.6	0.779	0.2423	Valid
	Y.7	0.850	0.2423	Valid

Based on the results presented in Table 1, all items of the job involvement (X1) variable, consisting of seven indicators (X1.1 to X1.7), show r count values ranging from 0.803 to 0.904. Since all values are greater than the r table value, it can be concluded that all job involvement items are valid and suitable for use in this study. The validity test results for the human resource development program (X2) variable indicate that all four items (X2.1 to X2.4) have r count values between 0.900 and 0.939, which exceed the r table value. Therefore, all items measuring the human resource development program variable are considered valid.

Furthermore, the work motivation (X3) variable consists of six items (X3.1 to X3.6) with r count values ranging from 0.885 to 0.962. Since all r count values are higher than the r table value, all items of the work motivation variable are declared valid. The validity test results for the job satisfaction (Y) variable show that all seven items (Y.1 to Y.7) have r count values ranging from 0.779 to 0.959. All values exceed the r table value, indicating that all Job Satisfaction items are valid. Thus, the validity test results confirm that all questionnaire items used in this study meet the validity criteria. Therefore, the research instrument is considered appropriate and reliable for further analysis, including reliability testing and hypothesis testing.

Based on table 2, a variable is declared reliable if Cronbach's Alpha value exceeds 0.7. Based on the results of the reliability test presented in Table 2, all variables in this study had a Cronbach's Alpha value > 0.7, so it can be concluded that the variables used were proven to be reliable.

Table 2. Reliability Test

Variable	Cronbach Alpha	Critical Values	Remarks
Job Involvement (X1)	0.945	0.7	Reliable
Human Resources Development Program (X2)	0.938	0.7	Reliable
Work Motivation (x3)	0.961	0.7	Reliable
Job Satisfaction (Y)	0.945	0.7	Reliable

Based on Table 3, the normality test shows an Asymp. Sig. (2-tailed) value of 0.100, which is greater than the significance level of 0.05. This result indicates that the residual data are normally distributed. Therefore, the normality assumption required for multiple linear regression analysis has been fulfilled, and the data are suitable for further analysis.

Table 3. Normality Test

Statistics	Value
N	66
Normal Parameters ^{a,b} Mean	0.0000000
Std. Deviation	2.30637052

Statistics	Value
Med. Absolute	0.180
Med. Positive	0.125
Med. Negative	- 0.180
Test Statistic	0.180
Asymp. Sig. (2-tailed)	0.100c

Based on Table 4, the Tolerance value for all independent variables is above 0.10 and the VIF value is below 10. This indicates that there are no symptoms of multicollinearity between the variables of job involvement, HR development programs, and work motivation, so that the regression model is declared suitable for further analysis.

Table 4. Multiple Linear Regression Analysis and Partial Test (t-test)

Model	Uns.Coeff. B	Uns.Cof. Std. Error	Stand. Coef. Beta	t	Say	Colli.Toler	VIF
Constant	6.590	2.487		2.650	0.010		
Job Involvement (X1)	0.062	0.122	0.065	0.506	0.615	0.364	2.748
HR Development (X2)	0.194	0.214	0.121	0.905	0.369	0.335	2.985
Work Motivation (X3)	0.721	0.124	0.656	5.816	0.000	0.471	2.125

Based on Table 4, which presents the results of the multiple linear regression analysis and the partial significance test (t-test), the influence of each independent variable on employee job satisfaction at PT Habbie Bangun Aromatik can be explained as follows. The regression results indicate that the constant value is 6.590 with a significance level of 0.010 (< 0.05). This finding suggests that when job involvement, human resource development programs, and work motivation are assumed to be constant or equal to zero, employee job satisfaction remains at a positive level of 6.590. In other words, there is a baseline level of job satisfaction that exists independently of the three explanatory variables examined in this study.

The job involvement variable (X1) has a regression coefficient of 0.062, with a t-value of 0.506 and a significance level of 0.615 (> 0.05). These results indicate that job involvement has a positive but statistically insignificant effect on employee job satisfaction. This implies that an increase in employees' level of job involvement does not significantly enhance job satisfaction on a partial basis. This condition may be attributed to limited opportunities for participation, insufficient job autonomy, or

job characteristics that do not fully enable employees to experience a strong sense of involvement in their daily work activities.

Furthermore, the human resource development program variable (X2) shows a regression coefficient of 0.194, with a t-value of 0.905 and a significance level of 0.369 (> 0.05). These findings suggest that HR development programs also have a positive but non-significant effect on employee job satisfaction. This indicates that although the company has implemented various development initiatives, such as training and coaching, these programs have not yet been perceived by employees as directly contributing to higher levels of job satisfaction.

In contrast, the work motivation variable (X3) demonstrates a different pattern. It has a regression coefficient of 0.721, a t-value of 5.816, and a significance level of 0.000 (< 0.05). This result confirms that work motivation has a positive and statistically significant effect on employee job satisfaction. This means that higher levels of work motivation—both intrinsic and extrinsic—lead to increased job satisfaction among employees. Moreover, work motivation emerges as the most dominant factor influencing job satisfaction, as reflected in the highest standardized coefficient beta value of 0.656 among all independent variables.

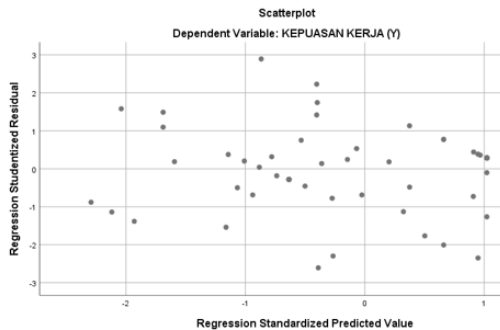


Figure 2. Scatterplot

Based on Figure 2, the Scatterplot shows that the points are randomly distributed around the Y axis, both above and below zero. No specific patterns such as waves, widening, or narrowing is apparent. Therefore, it can be concluded that the regression model in this study does not exhibit symptoms of heteroscedasticity.

Table 5. Determination Coefficient (R^2) Test

Statistics	Value
R	0.793a
R Square	0.629
Adjusted R Square	0.611
Std. Error of the Estimate	2.62568

Based on Table 5, the R^2 value of 0.629 indicates that 62.9% of the variation in employee job satisfaction can be explained by job involvement, human resource development programs, and work motivation. Meanwhile, the remaining 37.1% of the variance is influenced by other factors not included in this research model. The Adjusted R Square value of 0.611 suggests that the regression model demonstrates a good explanatory power after adjusting for the number of independent variables used.

5. Discussion

The research findings indicate that all research instruments met the criteria of validity and reliability. All questionnaire items measuring job involvement, human resource development programs, work motivation, and job satisfaction had r count values greater than the r table value, and were therefore declared valid. In addition, the Cronbach's Alpha values for all variables exceeded the minimum threshold of 0.7, indicating strong internal consistency of the measurement instruments. This finding is consistent with previous studies that emphasize the importance of high-quality instruments in producing accurate and reliable data for further statistical analysis (Sekaran & Bougie, 2019).

The classical assumption tests further demonstrate that the regression model employed in this study satisfies all required statistical assumptions. The normality test results show an Asymp. Sig. (2-tailed) value of 0.100, which is higher than the significance level of 0.05, indicating that the residuals are normally distributed (Ghozali, 2018). Moreover, the multicollinearity test reveals tolerance values above 0.10 and VIF values below 10 for all independent variables, suggesting the absence of strong linear relationships among the predictors. The heteroscedasticity test also shows a random distribution of data points, confirming that the regression model does not suffer from heteroscedasticity problems.

Based on the partial test (t -test) results, job involvement was found to have a positive but statistically insignificant effect on employee job satisfaction. This finding suggests that employee involvement in work activities has not yet made a substantial contribution to enhancing individual job satisfaction. The result is consistent with the study by Gopinath and Kalpana (2020), which found that job involvement does not always have a significant impact on job satisfaction, particularly in organizations characterized by limited employee autonomy and participation. This implies that job involvement requires adequate structural support and a supportive organizational culture in order to exert a meaningful influence on job satisfaction.

Similarly, human resource development programs were found to have a positive but insignificant effect on employee job satisfaction. Although the company has implemented various training and development initiatives, the results indicate that these programs have not been fully perceived by employees as directly improving their job satisfaction. This finding aligns with previous studies which argue that the

effectiveness of HR development largely depends on the alignment between development programs and employees' actual needs, as well as the opportunity to apply acquired skills in the workplace (Kurniawan, 2022; Suprpto et al., 2023; Indah & Pujiarti, 2025). Therefore, the quality, relevance, and practical implementation of HR development programs are crucial factors in enhancing job satisfaction.

In contrast, work motivation was found to have a positive and statistically significant effect on employee job satisfaction. The relatively high regression coefficient and the highest standardized beta value indicate that work motivation is the most dominant factor influencing job satisfaction. This finding is consistent with prior research emphasizing that both intrinsic and extrinsic motivation play a vital role in shaping positive employee attitudes toward work (Pancasila et al., 2020; Ali & Anwar, 2021; Ananda & Dewi, 2024). Employees who are highly motivated tend to feel more valued, enthusiastic, and satisfied with their jobs.

The coefficient of determination test shows that job involvement, human resource development programs, and work motivation collectively explain 62.9% of the variance in employee job satisfaction. This indicates that the research model has strong explanatory power, although other factors outside the model also contribute to job satisfaction. This result is in line with previous studies suggesting that job satisfaction is a multidimensional construct influenced by a combination of organizational and individual factors (Robbins & Judge, 2015). Therefore, organizations are encouraged to manage these factors holistically in order to improve employee satisfaction and performance in a sustainable manner.

6. Conclusion

This study aimed to examine the effects of job involvement, human resource development programs, and work motivation on employee job satisfaction at PT Habbie Bangun Aromatik. The findings indicate that work motivation has a positive and significant effect on job satisfaction, thereby addressing the main objective of the study. In contrast, job involvement and human resource development programs were found to have positive but statistically insignificant effects on employee job satisfaction. These results suggest that employee job satisfaction is largely driven by the level of work motivation, both intrinsic and extrinsic. From a practical perspective, the company should prioritize strategies that enhance employee motivation, such as fair reward systems, recognition of performance, job security, and the creation of a supportive work environment. Furthermore, the findings imply that job involvement and HR development programs require improvement in terms of quality, relevance, and implementation to generate a more meaningful impact on job satisfaction.

Based on the results, it is recommended that PT Habbie Bangun Aromatik strengthen employee involvement by increasing participation in decision-making

processes and expanding job autonomy. In addition, human resource development initiatives should be designed to align more closely with employees' needs and be accompanied by opportunities to apply newly acquired skills in the workplace. For future research, it is suggested to incorporate additional variables such as leadership style, organizational culture, work environment, or compensation to obtain a more comprehensive understanding of job satisfaction determinants. Future studies may also adopt qualitative or mixed-method approaches to provide deeper insights into employee perceptions and experiences.

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