



# THE INFLUENCE OF TRAINING AND PERSONALITY ON EMPLOYEE JOB SATISFACTION WITH MOTIVATION AS AN INTERVENING VARIABLE AT PT BANK PEMBANGUNAN DAERAH PAPUA, SENTANI BRANCH OFFICE

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## Abstract

This study aims to examine the influence of training and personality on employee job satisfaction with motivation as an intervening variable at PT Bank Pembangunan Daerah Papua, Sentani Branch Office. The research was conducted at PT Bank Pembangunan Daerah Papua, Sentani Branch Office, over a period of two months, from May to June 2025. The population and sample in this study consisted of 70 employees from PT Bank Pembangunan Daerah Papua, Sentani Branch. This study used a survey method by distributing questionnaires to the research subjects. The statistical method used to test the hypotheses was Partial Least Squares (PLS) with the help of the SmartPLS application.

The results of the analysis showed that training has a positive and significant effect on motivation; personality has a positive and significant effect on motivation; training has a positive and significant effect on job satisfaction; personality has a positive but not significant effect on job satisfaction; employee motivation has a positive and significant effect on job satisfaction; training has a positive and significant effect on job satisfaction through motivation as an intervening variable; and personality has a positive and significant effect on job satisfaction through motivation as an intervening variable.

**Keywords:** Job Satisfaction, Training, Personality, Motivation

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## INTRODUCTION

PT. Bank Pembangunan Daerah Papua, headquartered in Jayapura, has branches throughout Papua and operates in the financial services sector. The bank's operational success depends heavily on qualified, competent, and prosperous professional human resources (HR). The Sentani Branch Office emphasizes the importance of highly competitive HR to provide the best service to customers. The bank has developed a "SA IKHLAS" (Spirit of Sharpening, Compassion, Nurturing) culture that emphasizes learning, caring, and coaching among employees. Through training, employees are formed with integrity, consistency, loyalty, adaptability, and the ability to provide solutions, thus contributing optimally to the company's goals.

Based on data from the Bank Papua Sentani Branch Office for 2022–2024, a trend in employee participation in training is evident. In 2022, out of 71 employees, 55 participated in training. In 2023, although the number of employees decreased to 69, training participants increased to 56, in line with the central quality improvement program. However, in 2024, the number of training participants decreased to 53 from 70 employees. This indicates fluctuations in employee participation in training despite a relatively stable number of employees, emphasizing the importance of consistent HR development programs to improve employee competency and readiness to support optimal service at Bank Papua.

Job satisfaction reflects employees' feelings about their jobs and impacts performance and service quality, including at Bank Papua's Sentani Branch. Satisfied employees tend to perform

optimally, while dissatisfaction can lead to frustration, low morale, and high absenteeism. Training is an important non-financial compensation for improving skills, productivity, and job satisfaction, for both new and existing employees. However, the effectiveness of training varies depending on the individual and the organizational context. Employee personality also influences adaptation and response to work challenges, particularly in the routine and procedural banking environment, thus varying levels of job satisfaction.

Employee personality plays a crucial role in creating job satisfaction, as employees with positive personalities complete tasks to the best of their abilities, value work experiences, and have a positive attitude toward coworkers. Dwi and Abdul (2019) stated that personality significantly influences job satisfaction, while Pratama et al. (2022) found no significant effect. Febria et al. (2022) stated that personality positively impacts work motivation, while Prabowo (2018) stated that the effect is indirect. Motivation also impacts human resource quality; motivated employees work harder and feel satisfied with the recognition or rewards they receive.

Rahman's (2015) research shows that motivation has a positive and significant influence on job satisfaction, meaning that motivated employees tend to experience higher levels of job satisfaction. Conversely, Adam et al.'s (2021) research found that motivation had no significant influence on job satisfaction, suggesting discrepancies in findings that may be influenced by the organizational context, work culture, or individual employee characteristics. These discrepancies in research findings necessitate further examination of factors influencing job satisfaction, including the role of training and employee personality.

Based on this, this study aims to analyze the influence of training and personality on employee job satisfaction with motivation as an intervening variable at PT Bank Pembangunan Daerah Papua, Sentani Branch. The novelty of this study lies in the use of motivation as an intervening variable to bridge the influence of training and personality on job satisfaction, thus hopefully providing a deeper understanding of the mechanisms for increasing employee job satisfaction in the regional banking sector.

## **LITERATURE REVIEW**

### **Human Resource Management**

According to Hasibuan (2014), human resource management is the science and art of managing relationships and the roles of the workforce to be effective and efficient in achieving company, employee, and community goals. Kasmir (2016) adds that HR management includes planning, recruitment, selection, training, development, compensation, career, safety, health, and termination of employment for company goals and stakeholder welfare. Schuler (in Sutrisno, 2017) emphasizes the importance of using HR effectively and fairly. In conclusion, HR management is the process of planning, procuring, developing, and utilizing HR to achieve individual and organizational goals.

### **Job Satisfaction**

Luthans (in Indrasari, 2017) stated that job satisfaction is an employee's emotional state when the employee's service limit meets or does not meet the value of financial or non-financial services. Handoko (in Sutrisno, 2017) emphasized job satisfaction as a pleasant or unpleasant emotional experience in viewing work. Wehrich (in Sinambela, 2018) added that job satisfaction is the experience of pleasure when desires are achieved. Based on expert opinions, it can be concluded that job satisfaction is a feeling of pleasure and satisfaction experienced by someone in carrying out their work, influencing employee performance and work motivation.

### **Training**

Dessler (2015) defines training as the process of teaching new or existing employees the basic skills needed for a job. Sikula (in Sutrisno, 2017) emphasizes training as organized short-term education for non-managerial workers to acquire technical knowledge and skills. Kasmir (2016) adds that training equips employees with skills, abilities, knowledge, and behaviors. In conclusion, training is a short-term educational process aimed at improving employee competency, supporting the achievement of company goals, and preparing employees for job demands and career development.

### **Personality**

Jess and Gregory (2015) explain that personality encompasses physical and psychological systems, visible behaviors, and invisible thoughts. Personality is not just something that exists, but also something that is done, encompassing the substance, processes, structures, and development of an individual. Widyasari et al. (2017) add that personality is a dynamic arrangement that shapes a person's behavioral characteristics, thoughts, and feelings. In conclusion, personality is an individual's behavior and habits that are collected within him, used to react and adapt to stimuli from both the internal and external environment.

### **Thinking Framework**

Training is an activity that provides employees with the opportunity to improve their knowledge and skills, thus fostering self-confidence and positive thinking about the company. Personality is reflected in individual attitudes and behaviors within an organization, as seen in how employees socialize, communicate, and complete tasks. Motivation is an internal and external drive that fosters enthusiasm and perseverance in achieving goals. Job satisfaction is an employee's emotional state related to the match between the rewards received and the desired outcomes. This study analyzes the influence of training and personality on job satisfaction, with motivation as an intervening variable, as a novelty in the research.

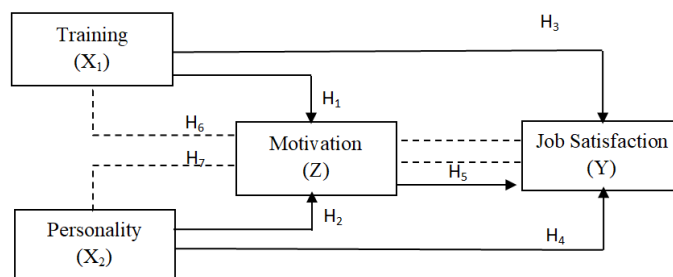


Figure 1 Thinking Framework

### Research Hypothesis

The hypotheses that can be proposed in this research based on the conceptual framework are as follows:

- H<sub>1</sub> : Training has a significant positive effect on the motivation of Bank Papua Sentani Branch Office
- H<sub>2</sub> : Personality has a significant positive influence on Motivation at Bank Papua Sentani Branch Office
- H<sub>3</sub> : Training has a significant positive effect on Job Satisfaction at Bank Papua Sentani Branch Office
- H<sub>4</sub> : Personality has a significant positive effect on Job Satisfaction at Bank Papua Sentani Branch Office
- H<sub>5</sub> : Employee Motivation has a significant positive effect on Job Satisfaction at Bank Papua Sentani Branch Office
- H<sub>6</sub> : Training has a significant positive effect on Job Satisfaction through Motivation as an intervening variable at Bank Papua, Sentani Branch Office
- H<sub>7</sub> : Personality has a significant positive effect on Job Satisfaction through Motivation as an intervening variable at Bank Papua Sentani Branch Office.

### METHOD

This study employed a quantitative method with a survey approach and statistical analysis to examine the effect of training and personality on job satisfaction, with motivation as an intervening variable. The quantitative method was chosen because it allows for the measurement of numerical data, analysis of relationships between variables, and drawing conclusions based on objective facts. The use of a questionnaire as the primary instrument, supplemented by interviews and literature studies, aimed to obtain valid primary and secondary data. The analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to assess the relationships between variables and the effectiveness of the model being tested (Santoso, 2014; Hair et al., 2021).

### Location and Time of Research

This research was conducted at PT. Bank Pembangunan Daerah Papua Sentani Branch Office, located on Jl. Raya Kemiri Sentani (Ex. Agriculture Office Building), Hinekombe Village, Sentani City District, Jayapura Regency, Papua. This location was chosen because employees interact directly with customers, making it relevant for assessing job satisfaction and motivation. The research was planned to last for two months, from May to June 2025, to allow for adequate data collection through questionnaires, interviews, and related documents.

### **Population and Sample**

The population of this study was all 70 employees of Bank Papua Sentani Branch. The sampling technique used total sampling or saturated sampling, where the entire population was used as the research sample (Sugiyono, 2017). Total sampling was chosen because the population size was less than 100, so all employees were involved to produce representative and comprehensive data regarding the influence of training and personality on job satisfaction and the role of motivation as an intervening variable.

### **Data Collection Techniques**

Data is collected through:

1. Interviews, to obtain relevant information directly from employees.
  2. Questionnaires, in the form of written or online questions (Google Form) that represent research indicators to obtain honest answers.
  3. Literature review, to deepen the theory, secondary data, and documents related to the research.
- This combination of techniques ensures the validity, reliability, and completeness of the information for analysis using SEM-PLS.

### **Data analysis**

The analysis used SEM based on a PLS variant, which allows for testing of relationships between variables and predictions of the research model (Santoso, 2014; Hair et al., 2021). The analysis includes:

1. Measurement Model (Outer Model)

Measuring the validity and reliability of an instrument. Validity determines the extent to which a measuring instrument measures its intended concept, while reliability assesses the consistency of the measuring instrument, with Cronbach's alpha and composite reliability criteria  $> 0.7$ .

2. Structural Model (Inner Model)

Assessing the relationship between constructs using R-square and Q-square values (Abdillah & Jogyanto, 2015). R-square shows the influence of the independent variable on the dependent variable, while Q-square assesses the predictive relevance of the model.

### 3. Hypothesis Testing

Includes:

- a. The coefficient of determination measures the model's ability to explain dependent variations (Ghozali, 2011).
- b. The F test assesses the simultaneous influence of independent variables on the dependent.
- c. The t-test assesses the individual influence of the independent variable.
- d. Mediation test, using path analysis to see the indirect influence of independent variables through motivation on the dependent.

Structural equations:

$$Y = a + b_1X_1 + b_2X_2 + e_1$$

$$Z = a + b_1X_1 + b_2X_2 + b_3Y + e_2$$

## RESEARCH RESULTS AND DISCUSSION

### Research result

#### Descriptive Statistical Test Results

The variables used in this study include job satisfaction (Y), training (X)<sub>1</sub>, personality (X)<sub>2</sub>, and motivation (Z). Data were obtained through questionnaires distributed to respondents and analyzed to provide accurate information regarding current conditions. Descriptive statistics were used to describe respondents' perceptions of these variables. Based on the characteristics of the variables, the data descriptions were grouped into four sections according to the research focus.

Table 1 Statistical Description of Research Variables

Variables	Statement	SS	S	CS	TS	STS	Mean
Job Satisfaction (Y)	The company provides salary adjustments for employees based on their position	27	31	12	0	0	4,21
	Employees feel satisfied with the work they do	24	38	6	2	0	4,20
	The company provides job promotion opportunities	28	30	10	2	0	4,20
	Employees provide support to coworkers	32	32	6	0	0	4,37
	Leaders provide support in work	23	38	7	2	0	4,17
Training (X1)	The instructor delivered the material clearly and enjoyably.	19	42	8	0	1	4,11
	Employees actively participate in training	19	42	9	0	0	4,14
	Question and answer process in training sessions	26	41	3	0	0	4,33
	Training materials improve skills according to needs	30	34	6	0	0	4,34
	Training objectives are as needed and clear	30	34	5	1	0	4,33
Personality (X2)	Have confidence in working	30	39	1	0	0	4,41
	Enjoy working with colleagues	42	26	2	0	0	4,57
	Carry out work responsibly	45	24	1	0	0	4,63
	Emotional stability is maintained while working	31	38	1	0	0	4,43
	Actively seek out job-related information	34	30	6	0	0	4,40

Variables	Statement	SS	S	CS	TS	STS	Mean
Motivation (Z)	The company provides promotions for satisfactory work results	18	34	15	3	0	3,96
	Work performance is the benchmark for promotion	18	36	13	3	0	3,99
	Awards encourage work motivation	21	41	8	0	0	4,19
	Recognition of abilities and skills drives motivation	18	46	6	0	0	4,17
	Work success increases motivation to carry out tasks	25	40	5	0	0	4,29

Source: Processed data

Based on the table above, the highest average for job satisfaction was obtained in the statement "Employees provide support to coworkers" with a value of 4.37. Meanwhile, the lowest average was found in "Employees feel satisfied with their work" and "The company provides job promotion opportunities" with a value of 4.20. The training variable showed the highest average in training materials that improve skills (4.34) and the lowest in the delivery of materials by instructors (4.11). The personality variable had the highest average in responsibility (4.63) and the lowest in actively seeking information (4.40). The highest motivation was found in job success (4.29) and the lowest in promotion of work results (3.96).

### Validity Test Results

The results of the validity test for all variables show that the questionnaire used is valid, with an AVE value above 0.5.

Table 2 Variable Validity Test

Variables	AVE	Information
Job Satisfaction	0.593	Valid
Training	0.665	Valid
Personality	0.617	Valid
Motivation	0.580	Valid

Source: Processed data

### Reliability Test Results

The results of the reliability test show that all variables have Cronbach's alpha > 0.7, so they are reliable for further analysis.

Table 3 Variable Reliability Test

Variables	Cronbach's Alpha	Information
Job Satisfaction	0.829	Valid
Training	0.873	Valid
Personality	0.846	Valid
Motivation	0.815	Valid

Source: Processed data

### R Square Test Results

The R Square value shows the influence of the independent variable on the dependent and intervening variables.

Table 4 R Square Test

Variables	R Square	R Square Adjusted
Motivation	0.445	0.429
Job Satisfaction	0.540	0.519

Source: Processed data

### Hypothesis Test Results

Structural Equation Model (SEM) analysis was used to test the research hypothesis. The SEM model can be seen in Figure 1.

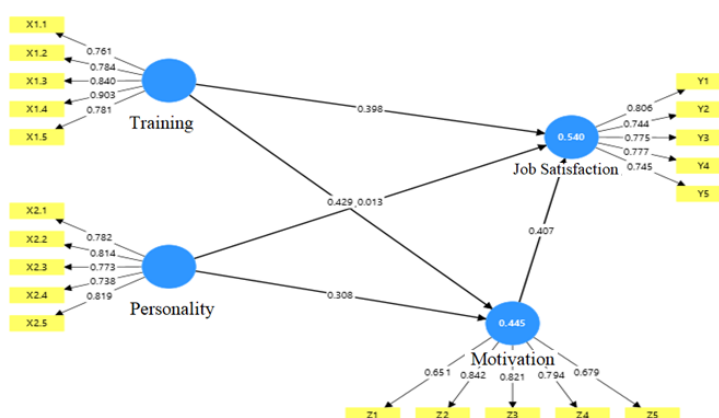


Figure 1 Structural Equation Model Analysis Results

Table 5 Path Coefficient

Track	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values
Training -> Motivation	0.429	0.436	0.129	3.324	0.001
Personality -> Motivation	0.308	0.307	0.133	2.310	0.021
Training -> Job Satisfaction	0.398	0.388	0.137	2.913	0.004
Personality -> Job Satisfaction	0.013	0.027	0.118	0.111	0.912
Motivation -> Job Satisfaction	0.407	0.411	0.126	3.231	0.001

Source: Processed data

Based on these results:

- Hypotheses H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, and H<sub>5</sub> are accepted because of their positive and significant influence.
- Hypothesis H<sub>4</sub> is rejected because the influence of personality on job satisfaction is not significant.

### Results of the Mediation Effect Hypothesis Test

Testing the mediation effect using motivation as an intervening variable showed the following results:

Table 6 Results of Mediation Effect Testing



Track	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values
Training -> Motivation -> Job Satisfaction	0.175	0.184	0.088	1.976	0.048
Personality -> Motivation -> Job Satisfaction	0.125	0.122	0.062	2.030	0.042

Source: Processed data

The test results show that hypotheses  $H_6$  and  $H_7$  are accepted because the p value is  $<0.05$ , meaning that training and personality have a positive and significant effect on job satisfaction through motivation as an intervening variable.

## DISCUSSION

The discussion of the results of this study aims to describe the influence of Training, Personality, and Motivation on Job Satisfaction of Bank Papua Sentani Branch employees. The research data indicates a positive relationship between the independent variables (Training and Personality) and the dependent variables (Motivation and Job Satisfaction). The following discussion details the research findings based on each hypothesis, supported by observed variable indicators. This analysis also emphasizes the importance of these factors in improving employee performance and well-being through optimal competency development and motivation.

### The Effect of Training on Motivation at Bank Papua Sentani Branch

The results of the study indicate that training has a positive and significant impact on employee motivation. The most prominent indicator is training material, with an average of 4.34, indicating that employees feel the knowledge and skills gained from the training are relevant and applicable to their daily work. This demonstrates that quality training materials can encourage employees to be more motivated at work. Good training not only increases competence but also builds employee confidence, enabling them to face work challenges.

The hypothesis test showed a path coefficient of 0.429 with a significance level of  $0.001 < 0.05$ , proving that training plays a significant role in increasing motivation. These results align with Meidita's (2020) research, which found that training significantly influences employee work motivation. Therefore, Bank Papua Sentani Branch is advised to maintain and develop structured, interactive, and tailored training programs tailored to employee needs to maintain work motivation and increase employee productivity.

### The Influence of Personality on Motivation at Bank Papua Sentani Branch

Employee personality has also been shown to have a positive and significant impact on motivation. The responsibility indicator achieved the highest average score of 4.63, indicating that employees feel highly committed to their work. This illustrates that employees with a strong sense of

responsibility and discipline are more likely to be motivated to complete their tasks. A positive personality reflects a proactive attitude and initiative at work, thereby increasing employee work energy and internal drive.

The hypothesis test showed a path coefficient of 0.308 with a significance level of  $0.021 < 0.05$ , confirming the significant influence of personality on motivation. This finding supports the research of Febria et al. (2022) which stated that personality positively influences employee work motivation. Bank Papua Sentani Branch is expected to continue to pay attention to personality aspects in human resource management, for example through the employee selection and development process, so that each recruited individual possesses characteristics capable of supporting high work motivation.

### **The Effect of Training on Job Satisfaction at Bank Papua Sentani Branch**

Training also has a positive impact on employee job satisfaction. The training material indicator obtained an average score of 4.34, indicating that training can improve employee skills and competencies according to job requirements. Job satisfaction increases when employees feel capable of carrying out tasks effectively and receive recognition for their abilities. Thus, training not only influences technical knowledge but also increases employee satisfaction with their jobs.

The path coefficient value of Training on Job Satisfaction is 0.398, with a significance level of  $0.004 < 0.05$ , confirming the significant influence of training on job satisfaction. This finding aligns with Yustina's (2023) research, which showed a positive effect of training on job satisfaction. Bank Papua, Sentani Branch, should continue to develop relevant and sustainable training programs so that employees experience tangible benefits, increase job satisfaction, and reduce employee turnover.

### **The Influence of Personality on Job Satisfaction at Bank Papua Sentani Branch**

The results of the study indicate that personality has a positive but insignificant effect on job satisfaction. The responsibility indicator obtained the highest average value of 4.63, while curiosity had the lowest average value of 4.4. This indicates that although employees have responsibility and initiative, certain personality aspects such as curiosity are not strong enough to directly increase job satisfaction in this organization. Work environment factors, rewards, and compensation systems are also significant determinants of job satisfaction.

The hypothesis test showed a path coefficient of 0.013 with a significance level of  $0.912 > 0.05$ , indicating an insignificant effect. This result aligns with research by Pratama et al. (2022) which found that personality had no significant effect on job satisfaction. Therefore, Bank Papua Sentani Branch needs to consider factors other than personality to improve job satisfaction, such as improving welfare, career development, and a conducive work environment.

### **The Influence of Motivation on Job Satisfaction at Bank Papua Sentani Branch**

Motivation has been shown to have a positive and significant impact on job satisfaction. The work success indicator averaged 4.29, indicating that employees are motivated when they successfully complete their work. High motivation encourages employees to work more productively and feel satisfied with their work results. Job satisfaction is formed through internal drive arising from success and recognition for their performance.

The hypothesis test showed a path coefficient of 0.407 with a significance level of  $0.001 < 0.05$ , confirming the significant influence of motivation on job satisfaction. This result is in line with research by Arianto & Rahman (2015) which showed that motivation has a positive effect on employee job satisfaction. Bank Papua Sentani Branch is advised to continue to maintain motivation through rewards, recognition, and providing appropriate work challenges, so that employee job satisfaction can increase sustainably.

### **The Effect of Training on Job Satisfaction through Motivation**

The results of the study indicate that motivation-mediated training has a positive and significant effect on job satisfaction. The path coefficient value of 0.175 with a significance level of  $0.048 < 0.05$  proves that training not only improves competence but also stimulates motivation, which ultimately increases job satisfaction. Training provides new knowledge and skills that increase employee confidence and engagement in their work.

Therefore, Bank Papua's Sentani Branch is advised to focus on training that is relevant to job requirements and capable of fostering intrinsic motivation. Appropriate training will have a lasting impact on job satisfaction, increase productivity, and build employee loyalty to the company.

### **The Influence of Personality on Job Satisfaction through Motivation**

Personality, mediated by motivation, also has a positive and significant effect on job satisfaction. A path coefficient of 0.125 with a significance level of  $0.042 < 0.05$  indicates that employee personality that aligns with the company culture can increase motivation, which then contributes to job satisfaction. Employees with easily motivated personalities will be more committed and satisfied in carrying out their work.

This emphasizes the importance of human resource management in considering employee personality during the selection and development process. Bank Papua's Sentani Branch can utilize this information to tailor training and motivation programs, ensuring each employee performs optimally, is motivated, and achieves high job satisfaction.

## **CONCLUSION**

Based on the research results and discussion, the following conclusions can be drawn:

1. Training has a positive and significant impact on employee motivation at the Sentani Branch of Bank Papua. The training provided, particularly on work-relevant material, improves employees' skills and knowledge, thereby stimulating their internal drive to perform their duties more optimally.
2. Personality has a positive and significant influence on motivation. Employees with positive personality traits, such as responsibility and proactiveness, tend to have higher work motivation because these characteristics encourage them to be more focused and disciplined in achieving work goals.
3. Training has a positive and significant impact on job satisfaction. Employees who receive training feel better able to cope with job demands, resulting in increased job satisfaction. This demonstrates the importance of company investment in training programs tailored to employee needs.
4. Personality has a positive and insignificant effect on Job Satisfaction, which indicates that job satisfaction is more influenced by factors other than personality, such as the work environment, reward system, and organizational support.
5. Employee motivation has a positive and significant effect on Job Satisfaction, indicating that motivated employees will be more satisfied with their work, because their internal drive influences their perception of work results and the work environment.
6. Training has a positive and significant effect on Job Satisfaction through Motivation as an intervening variable, which means that training can increase job satisfaction indirectly by increasing employee motivation.
7. Personality has a positive and significant effect on Job Satisfaction through Motivation as an intervening variable, indicating that a good personality can influence job satisfaction effectively if employees are motivated, so companies need to pay attention to the suitability of employee character with organizational culture.

Thus, Training and Personality are important factors that influence the Motivation and Job Satisfaction of Bank Papua Sentani Branch employees, both directly and through the intervening variable of Motivation.

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