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**Factors Affecting Job Satisfaction at Ikan Bakar Jingkrak  
Restaurant Bandar Lampung**

**Agung Ayu Tia Safitri<sup>1</sup>, Ni Putu Widhia Rahayu<sup>2</sup>**

*<sup>1,2</sup> Bandar Lampung University, Indonesia*

**ABSTRACT**

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This study was directed to determine the factors that determine employee job satisfaction at the Ikan Bakar Jingkrak restaurant. The study also investigated the effect of customer service training on job satisfaction, customer service rewards on job satisfaction, management styles on job satisfaction, and lastly job competence on job satisfaction. The study used quantitative methods. Data was collected through an online questionnaire using a Likert scale, a population of 35. The sampling technique used is saturated samples and uses Non Probability Sampling samples, data analysis using multiple linear tests with the help of SPSS version 25 and also hypothesis tests such as t tests and F tests.

*Customer Service Training, Customer Service Awards, Management Style, Job Competency, Job Satisfaction*

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[agung.20011171@student.ubl.ac.id](mailto:agung.20011171@student.ubl.ac.id)

**INTRODUCTION**

Ikan Bakar Jingkrak restaurant is one of the eating places that offers traditional Indonesian food, especially Ikan Bakar Jingkrak has a chili sauce flavor that has become a characteristic, namely very spicy prancing chili sauce. This restaurant is located on Arif Rahman Hakim Street, No.99 Wayhalim, Bandar Lampung City and has been operating for 8 years. The thing to be revealed in this research effort, the intention is to identify variables that play a role in influencing the level of job satisfaction in this restaurant. Several previous studies have been conducted to identify the impact of restaurant attributes on consumer satisfaction, the effect of Ikan Bakar Jingkrak restaurant services on consumer satisfaction, the effect of incentives on employee performance at restaurants, and the effect of product quality and service quality on customer satisfaction at grilled fish restaurants. However, this study will focus on the effect of consumer satisfaction on several factors in Ikan Bakar

Jingkrak restaurants. Every company must improve and human resource management is important.

Human resources management depends heavily on optimal employee involvement in achieving the goals set for the restaurant. In the city of Bandar Lampung, many run businesses engaged in culinary, especially Ikan Bakar Jingkrak Restaurant which competes fiercely with other restaurants. Ikan Bakar Jingkrak Restaurant is to face competition between other restaurants by providing facilities for consumers to be able to choose fresh fish that have been neatly displayed next to several types of fish and other marine fauna. It is a special place provided so that consumers feel satisfied when choosing fish. There are various methods applied by companies to increase job satisfaction. Things to note are customer service training, customer service rewards, management style, job competence, and job satisfaction.

Customer service training is a process to maintain and improve the skills of employees, so that they can carry out work with a high level of effectiveness and obtain optimal job satisfaction. Trawardani, (2015). Training can affect employee competence, as shown in Pranata (2018), where there is a significant relationship between training and employee skills. This indicates that the more intensive the implementation of training, the more employee competence increases. Therefore, training is always an important need, both for new and experienced employees. Training remains a necessity for both newly joined and long-time employees Wibowo, (2021). According to Ocean (2017), said that training and job satisfaction have a positive relationship.

Customer service award, a prize given by superiors to employees who have provided the best service to customers. As stated by Pitts (in Edirisooriya 2014) Awards are the result of doing work, providing services, or taking responsibility. Award is a method or tactic used to increase motivation and a form of appreciation to employees who excel and can carry out tasks effectively and efficiently (Chairunnisa, Habibi, and Pamungkas, 2020).

Management style according to Soedarso (2018), management style is a pattern of behavior used by management to organize individuals in the organizational structure, by applying management principles to achieve specific goals. According to Purba (2020), there are several types of management styles, including: autocratic, transformational, visionary, democratic, mentoring, and laissez-faire styles. The results of Shahmohammadi's research (2015) say that management style shows no relationship with job satisfaction from leaders. According to Handayani et al., (2010) Management style has a direct effect on job satisfaction.

Job competence according to Maulana (2020) Competence is a basic trait possessed by a person which is naturally, related to the ability to meet the requirements needed to carry out a position. According to Rostiana and Iskandar (2020), competence is the ability to perform tasks or work that is supported by a work attitude and is based on the skills and knowledge needed for the position. Meidita (2019) Skills are not a factor that determines job satisfaction because skills are only one aspect that affects a person's job satisfaction. According to Saprudin (2018) said competence has a direct effect on job satisfaction has a significant level of importance for companies and employees because it can be seen from the results of their work, whether they feel satisfied with their superiors, and their increasing performance shows their job satisfaction (Bhastary, 2020).

Job satisfaction is a series of attitudes held by individuals about their jobs, perceptions of the workplace, the interrelationships between managers and subordinates and job satisfaction influenced by Mega personality traits (2015). The level of job satisfaction is influenced by a wide range of variables related to individual, social, cultural, organizational, and environmental factors (2015). Everyone in their lives always carries out various activities, including actions called Meidita work (2019). One of the main motivations that drives humans to work is the needs that need to be met, where the emergence of these needs depends heavily on individual interests (Syahputra & Jufrizen, 2019). Definition Job satisfaction is a positive view shown by employees towards their work, their feelings and behavior towards the tasks carried out, and considers work as something that is valued because it meets important company values (Afandi, 2018).

In terms of employee absenteeism, Ikan Bakar Jingkrak Restaurant in 2023 will increase every month from January to June 2023. The following is a table of late, permit and sick attendance rates at Ikan Bakar Jingkrak Restaurant in 2023.

**Table 1.**

**Ikan Bakar Jingkrak Restaurant Attendance Rate in 2023**

<b>Month</b>	<b>Late</b>	<b>Permit</b>	<b>Sick</b>	<b>No</b>
January	21	5	13	
February	21	10	14	3
March	22	8	5	
April	19	2	12	
May	15	5	13	
June	17	3	13	

*Source : Ikan Bakar Jingkrak Restaurant*

Table 1 illustrates that monthly attendance rates are variable, which means that of the four types of absenteeism, employees are late at work schedule hours

set by the company. Work starts at 8:00 a.m. for various reasons, such as traffic jams or other things that interfere with the responsibilities that have been given by the company to employees of Ikan Bakar Jingkrak Restaurant.

Based on the contextual issues, conceptual issues, and methodological issues that have been described, the author wants to conduct a research entitled "Factors That Affect Job Satisfaction at Ikan Bakar Jingkrak Restaurant Bandar Lampung". This study aims to find out what affects customer satisfaction at Ikan Bakar Jingkrak restaurants. It is hoped that this research can help restaurants create policies and strategies to improve the performance of their employees.

## **RESEARCH METHODE**

This research is a field survey where researchers are directly involved in collecting data at the research site and distributing questionnaires to collect the data that researchers need. The research method applied in this study is a quantitative approach. The population in this study involved all employees of Ikan Bakar Prancing Bandar Lampung totaling 35 people. The sampling technique used is Non Probability Sampling. According to Sugiyono (2017) Non Probability Sampling is a sampling technique where each element or member of the population has a different opportunity to be taken as a sample. In this technique, each member of the population in the study is considered a saturated sample. According to Sugiyono (2017) For the study, the entire population was taken as a sample in a saturated sampling technique. A total of 35 Ikan Bakar Jingkrak employees were selected as samples in this study.

Data collection methods through direct field review and questionnaire dissemination via Google Forms links to respondents, and observations. A Likert scale from 1 to 5 is used to measure disagreement, with values of 1 strongly disagree, 2 disagree, 3 disagree, 4 agree, and 5 strongly agree. After that, the data is processed with Statistical Product and Service Solutions (SPSS) version 25.

The independent variables in this study were customer service training, customer service rewards, management style, and job competence, while the dependent variable was job satisfaction. The process of preparing the results will go through validity tests and reliability tests. And will be tested classical assumptions consisting of normality tests, heteroscedasticity tests and multicollinearity tests. Furthermore, multiple linear regression analysis was carried out by testing simultaneously (Test F) and individually (Test t) on the variables studied in this study. The concurrent test will evaluate the combined

impact of X1, X2, X3, and X4 on job satisfaction. While individual tests will assess the effect of each X1, X2, X3, and X4 on the variable of job satisfaction (Y).

## RESULT AND DISCUSSION

### Validity Test

Data quality tests are validity tests and reliability tests. A statement item is said to be valid if  $r_{count}$  value is above 0.333, where the value of 0.333 is obtained from the number of samples minus 2 the result is 61 and it is known that the  $r_{table}$  is 0.333, while the statement item is said to be reliable if the variable value is  $\geq 0.6$ . The results of the validity test and reliability test can be seen in Table 2 below:

**Table 2.**  
**Validity Test**

Variable	No.Item	$r_{count}$	$r_{table}$	Information
Customer Service Training (X1)	X1.1	0,766	0,333	Valid
	X1.2	0,802	0,333	Valid
	X1.3	0,877	0,333	Valid
Customer Service Awards (X2)	X2.1	0,683	0,333	Valid
	X2.2	0,815	0,333	Valid
	X2.3	0,782	0,333	Valid
Management Style (X3)	X3.1	0,756	0,333	Valid
	X3.2	0,801	0,333	Valid
	X3.3	0,844	0,333	Valid
Job Comptence (X4)	X4.1	0,723	0,333	Valid
	X4.2	0,768	0,333	Valid
	X4.3	0,834	0,333	Valid
Job Satisfaction (Y)	Y1	0,621	0,333	Valid
	Y2	0,848	0,333	Valid
	Y3	0,646	0,333	Valid

*Source: Results data by SPSS 25*

Table 2 shows  $r_{table}$  with alpha 0.05 and ( $df = n-2 = 35-2 = 33$ ) giving  $r_{table}$  value of 0.333. The results of the correlation validity test of each statement shows  $r_{count} > r_{table}$ , so that it can be summarized that all statements are declared valid.

**Table 3.**  
**Reliability Test**

No	Variable	Cronbach's Alpha (0,60)	Information
1.	Customer Service Training (X1)	0,747	Reliable
2.	Customer Service Award	0,172	Reliable

	(X2)		
3.	Management Style (X3)	0,717	Reliable
4.	Job Competency (X4)	0,666	Reliable
5.	Job Satisfaction (Y)	0,464	Reliable

Source: Results data by SPSS 25

The reliability test shown in table 3 shows that all variables stated that the value of crobach's alpha for these variables is greater than the specified criterion, which is 0.60. The reliability test showed values of 0.747 for the customer service training variable, 0.172 for the training service reward variable, 0.717 for the management style variable, 0.666 for the job competency variable, and 0.464 for the job satisfaction variable. In conclusion, all statement items of each variable meet the conditions of reliability.

### Normality Test

The normality test is useful for determining whether sample data comes from a normal distribution. A significance value above 0.05 indicates that the sample is from the normal distribution, while a value below 0.05 indicates the opposite. This test also helps identify the distribution of sample data. The results of the Kolmogorov-Smirnov test for normality are one of the indicators.

**Table 4.**  
**Test data normality with Kolmogorov-Smirov**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,91707828
Most Extreme Differences	Absolute	,115
	Positive	,115
	Negative	-,098
Test Statistic		,115
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Results data by SPSS 25

To assess the distribution of data, this study applied a normality test using the Kolmogorov Smirnov test. The criteria used determine that the data is considered normally distributed if the value is Asymp. Sig. (2-tailed) is greater than 0.05 and based on the test results using SPSS version 25 obtained a value of 0.200. All questionnaire items evaluating the variables of customer service

training, customer training rewards, management style, job competence and job satisfaction meet the prerequisites of normal distribution. Thus, these items are suitable for use in hypothesis testing.

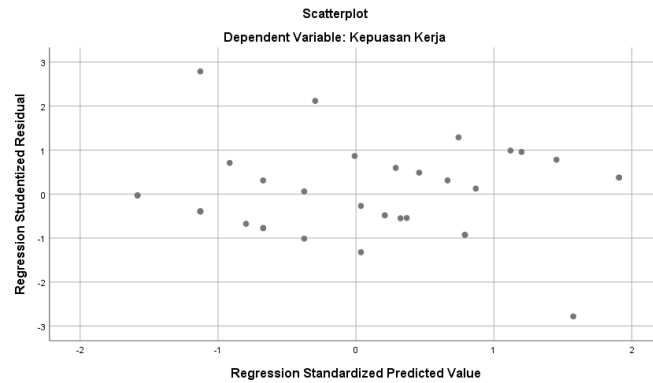
### **Multicollinearity Test**

In the statistical analysis conducted for this study, the multicollinearity test can be performed by looking at the value of the inflation variation factor (VIF) in the following table (model without ln and model with ln). The test criteria show that if the value of VIF is less than 10, then there is no multicollinearity between the independent variables; conversely, if the value of VIF is more than 10, then it can be concluded that there is multicollinearity in the model. Overall VIF values greater than 10 are shown in the table.

Multicollinearity and heteroscedasticity tests, conducted using SPSS version 25, were used in this study. If the tolerability value is more than 0.10 and the VIF is less than 10, the variable shows no symptoms of multicollinearity. Based on the SPSS output, it is known that the customer service training variable tolerance value of 0.664 is greater than 0.100 and the VIF value of the customer service training variable of 1.506 is less than 10, the customer service reward variable tolerance value of 0.796 is greater than 0.100 and the VIF value of the customer service award variable of 1.256 is less than 10,. The tolerance value of the job competency variable 0.755 is higher than 0.10, and the VIF value of the job competency variable 1.324 is lower than 10. Thus, it can be concluded that all variables used in this study do not show symptoms of multicollinearity.

### **Heteroscedasticity Test**

Another classical assumption test using the heteroscedasticity test is used to find out if there is a residual variance inequality between observations in the regression model. Homoscedasticity occurs when residual variation remains the same; Heteroscedasticity occurs when residual variation changes. In principle, a special pattern showing heteroscedasticity can be observed on the scatterplot graph between the predicted value of the dependent variable (ZPRED) and the residual value (SRESID), where the Y-axis indicates the predicted value. Figure 1 shows how heteroscedasticity test results are obtained from the output of SPSS 25.



**Figure 1.**  
**Scatterplot Heteroskedastisita Test**

Source: Results data by SPSS 25

From the scatterplot in Figure 1, it can be seen that the dots are scattered randomly around the number 0 on the Y-axis, without forming a consistent pattern or pattern. This shows that there is no tendency to heteroscedasticity in regression models, so the model can be considered feasible for use.

**Regression Test**

Data quality tests and classical assumption tests have been carried out, then regression tests are summarized in Table 5 below.

**Table 5.**  
**Customer Service Training Regression Test on job satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,598	2,348		3,661	0,001
	Customer Service Training	0,363	0,184	0,326	2,978	0,056

a. Dependent Variable: Job Satisfaction

Source: Results data by SPSS 25

Table 5. shows that the constant value of 8.598 and customer service training of 0.363 reflect the role of customer service training (X1) to job satisfaction (Y) of 0.363. It states that customer service training will have a positive impact on job satisfaction. Therefore, the multiple regression equation can be expressed by the regression equation as follows  $Y = 8.598 + 0.363X_1 + e$ .



**Table 6.**  
**Regression Test of Customer Training Rewards to Job Satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,886	2,777		1,759	0,088
	Customer Service Awards	0,659	0,219	0,464	3,010	0,005

a. Dependent Variable: Job Satisfaction

Source: Results data by SPSS 25

Table 6. indicating that the constant value is 4.886, the customer service reward of 0.659 reflects the role of the customer service reward (X2) on job satisfaction (Y) of 0.659. It states customer service rewards will have a positive impact on job satisfaction. Therefore, the multiple regression equation can be expressed by the regression equation as follows  $Y = 4.886 + 0.659X_2 + e$ .

**Table 7.**  
**Management Style Regression Test on Job Satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,795	1,850		3,673	0,001
	Management Style	0,481	0,138	0,520	3,494	0,001

a. Dependent Variable: Job Satisfaction

Source: Results data by SPSS 25

Table 7. shows that the constant value is 6.795, management style of 0.481 reflects the role of management style (X3) to job satisfaction (Y) of 0.481. It states the management style will have a positive impact on job satisfaction. Therefore, the multiple regression equation can be expressed by the regression equation as follows  $Y = 6.795 + 0.481X_3 + e$ .

**Table 8.**  
**Job Competency Regression Test on Job Satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,333	1,831		4,004	0,000

Kompetensi Pekerjaan	0,456	0,141	0,491	3,235	0,003
a. Dependent Variable: Kepuasan Kerja					

Source: Results data by SPSS 25

Table 8. shows that the constant value is 7.333, job competence of 0.456 reflects the role of job competence (X4) to job satisfaction (Y) of 0.456. It states job competence will have a positive impact on job satisfaction. Therefore, the multiple regression equation can be expressed by the regression equation as follows  $Y = 7.333 + 0.456X_4 + e$ .

**Table 9.**  
**Coefficient of Determination**

Variabel	Uji t			Uji F			R <sup>2</sup>	Adjusted R <sup>2</sup>
	T <sub>count</sub>	T <sub>table</sub>	Sign	F <sub>count</sub>	F <sub>table</sub>	Sign		
Customer Sercvice Training -> Job Satisfaction	2,978	2,042	0,056	3,914	3,32	0.056	0,406	0,327
Customer Service Awards -> Job Satisfaction	3,010	2,042	0,005	9,059	3,32	0.005	0,406	0,327
Management Style -> Job Satisfaction	3,494	2,042	0,001	12,205	3,32	0.001	0,406	0,327
Job Competence-> Job Satisfaction	3,235	2,042	0,003	10,463	3,32	0.003	0,491	0,241

Source: Results data by SPSS 25

From table 9, it can be concluded that the adjusted value R2 provides an idea of the extent to which regression models can explain variations in the data. An adjusted R2 value of 0.327 indicates that the effect of customer service training, service rewards and management style on job satisfaction reached 32.7%, while 67.3% was influenced by other factors not examined in this study. Furthermore, the adjusted R2 value of 0.241 shows that the influence of job competence reaches 24.1%, while 75.9% is influenced by other variables that are not the focus of research.

## Discussion

### The Effect of Customer Service Training on Job Satisfaction

The first hypothesis analysis is accepted as correct, based on the analysis of the effect of customer service training (X1) on job satisfaction (Y) obtained positive and significant results with the calculation results  $t_{count} = 2.978 > t_{table} = 2.042$  with a significance of  $0.056 < 0.05$ . This implies that customer service training (X1) has a positive and significant effect on job satisfaction (Y). This research is supported by the results of research by Meidita (2019) and Saprudin (2018), Ocean E et al., (2017), Hanaysha et al., (2016), and Jehanzeb K et al., (2015).

### How Customer Service Awards Affect Job Satisfaction

The analysis of the second hypothesis is accepted as correct, based on the analysis of the effect of customer service rewards (X2) on job competence (Y) positive and significant results were obtained with the calculation results  $t_{count} = 3.010 > t_{table} = 2.042$  with a significance of  $0.005 < 0.05$ . This implies that customer service rewards (X2) have a positive and significant effect on job satisfaction (Y). This research is supported from the results of research by Rahmawati et al., (2017).

### The Effect of Management Style on Job Satisfaction

The analysis of the third hypothesis is accepted as correct, based on the analysis of the influence of management style (X3) on job competence (Y) obtained positive and significant results with the calculation results  $t_{count} = 3.494 > t_{table} = 2.042$  with significance  $0.001 < 0.05$ . This implies that management style (X3) has a positive and significant effect on job satisfaction (Y). This research is supported from the results of research by Keshavarz et al., (2011), Handayani et al., (2010), and Siagian et al., (2019).

### The Effect of Job Competency on Job Satisfaction

The analysis of the sixth hypothesis is accepted as correct, based on the analysis of the effect of job competence (X3) on job satisfaction (Y) obtained positive and significant results with the calculation results  $t_{count} = 3.235 > t_{table} = 2.042$  with significance  $0.003 < 0.05$ . This implies that job competency (X3) has a positive and significant effect on job satisfaction (Y). This research is supported from the results of research by Saprudin (2018), Dharmanegara et al., (2016), and Basna (2016).

## CONCLUSION

Through the analysis conducted regarding the factors that affect job satisfaction in Ikan Bakar Jingkrak restaurants, it can be concluded that:

1. Customer service training has a positive and significant effect on job satisfaction.
2. Customer service awards have a positive and significant effect on job satisfaction.
3. Management style has a positive and significant effect on job satisfaction.
4. Job competence has a positive and significant effect on job satisfaction.

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