

# The Effect of Employee Training, Workload, and Budget Support on Cultural Heritage Management Performance Through Job Satisfaction as an Intervening Factor in Situbondo Regency

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## Abstract

Cultural heritage management in Situbondo Regency faces various challenges, such as budget constraints, lack of employee training, and high workload. This condition results in many cultural heritages that have not been properly inventoried, some have even been lost or recognized by other parties, indicating the weak role of local governments in protecting cultural wealth. This study aims to analyze the effect of employee training, workload, and budget support on cultural heritage management performance through job satisfaction as an intervening variable at the Situbondo Regency Education and Culture Office. The study used a quantitative approach with a population of 410 people and a sample of 103 respondents through a purposive sampling technique. Data analysis used the Structural Equation Modeling Partial Least Square (SEM-PLS) method with the SmartPLS 4.0 application. The results showed that training, workload, and budget support had a significant positive effect on job satisfaction. For the direct effect on management performance, workload and budget support had a significant positive effect, while training did not show a significant direct effect. Job satisfaction was proven to have a significant positive effect on cultural heritage management performance. The indirect effect analysis shows that training and workload have a significant positive indirect effect on management performance through job satisfaction, while budget support has no indirect effect on management performance through job satisfaction. The results of this study conclude that job satisfaction plays an important role as an intervening variable in the relationship between employee training and workload on cultural heritage management performance in Situbondo Regency, while budget support has a more direct effect on management performance.

**Keywords** *Employee Training, Workload, Budget Support, Job Satisfaction, Management Performance, Cultural Heritage*

## Introduction

Human Resource Management (HRM) plays a crucial role in improving organizational effectiveness through optimal employee management. According to Dessler (2020), HRM encompasses aspects of recruitment, training, development, and compensation, all of which contribute to organizational performance. Mathis & Jackson (2019) emphasize that HRM must be aligned with the organization's strategic objectives to achieve optimal results. A study by Ahmad et al. (2018) highlights that HRM effectiveness is highly dependent on the quality of training and employee job satisfaction in achieving organizational goals. HRM effectiveness is closely related to management performance, which reflects the organization's ability to manage resources and achieve its goals.

Good management performance depends heavily on various factors, including policy support, employee competence, and adequate budget allocation. Robbins & Coulter (2019) define management performance as an organization's ability to achieve its stated goals, while Gibson, Ivancevich, & Donnelly (2020) add that both internal and external factors contribute to management success. Research by Smith et al. (2017) shows that good management performance can be achieved through employee job satisfaction and optimal budget support. In the context of cultural heritage management, management performance is crucial in ensuring its preservation and sustainable use.

Cultural heritage is a historical legacy that must be properly maintained and managed to ensure its sustainability and benefit to the community. Law No. 11 of 2010 concerning Cultural Heritage states that cultural heritage management aims to preserve historical, scientific, and cultural values. Mulyadi (2018) emphasized that cultural heritage management must consider aspects of conservation, education, and sustainable use. Jones & Smith (2019) in their research revealed that effective cultural heritage management requires adequate policy and budget support. Unfortunately, in practice, many challenges remain, particularly in management at the regional level, such as in Situbondo Regency.

The Situbondo Regency Education and Culture Office is the government agency responsible for managing and preserving cultural heritage in its region. With a vision to improve the quality of education and culture, this office has various programs that encompass cultural heritage preservation and public education on the importance of preserving cultural heritage. However, in practice, cultural heritage management in Situbondo Regency faces various challenges, including budget constraints, lack of staff training, and a high workload. Furthermore, the large number of cultural heritage sites that have not been inventoried, lost, or even recognized by others demonstrates the minimal role of local government in protecting cultural heritage. Cultural heritage wealth. An unclear database makes it difficult for local governments to manage all existing cultural heritage. Some cultural heritage sites are experiencing declining quality due to a lack of skilled human resources and limited budget support for maintenance and management. This phenomenon highlights the need to evaluate the factors influencing management performance in cultural heritage management.

The underlying phenomenon of this research is the low effectiveness of cultural heritage management in Situbondo Regency, which is thought to be influenced by employee training, workload, and budget support. Therefore, this study aims to quantitatively evaluate the role of these variables in cultural heritage management performance through job satisfaction as an intervening variable. This study is relevant given the crucial role job satisfaction plays in increasing employee motivation and productivity.

Job satisfaction is a major factor that can influence employee effectiveness. Herzberg (2017) in his two-factor theory states that job satisfaction is influenced by motivational and hygiene factors. Luthans (2019) emphasizes that job satisfaction can increase employee productivity and loyalty. A study by Brown et al. (2018) shows that job satisfaction has a significant relationship with management performance in public sector organizations. In this context, the job satisfaction of employees involved in cultural heritage management will contribute to increased management effectiveness.

Research findings (Mamahit, 2013; Marshall, 2020; Paparang et al., 2021) indicate that job satisfaction significantly influences performance. However, empirical evidence (Iaffaldano & Muchinsky, 1985; Nabawi, 2020; Nath Gangai & Agrawal, 2015; Prabowo et al., 2018; Sugiono et al., 2021) indicates that job satisfaction has no significant effect on performance. This suggests that satisfaction is not always the primary measure of performance.

Employee training is a crucial aspect of developing their competencies to improve organizational performance. Noe (2020) explains that effective training can improve employee skills and knowledge. Blanchard & Thacker (2019) add that training relevant to employee work tasks can improve performance and job satisfaction. A study by Garavan et al. (2017) found that systematic training has a positive impact on improving management performance. In the context of cultural heritage management, appropriate training can provide a deeper understanding of cultural heritage conservation and maintenance.

A study by (Safitri and Rahadi, 2020) showed that training has a positive and significant impact on civil servant performance. Furthermore, research by (Marjaya and Pasaribu, 2019) concluded that training significantly impacts employee performance. (Mardiana and Hanafi, 2021) similarly stated

that training plays a significant role in improving employee performance at the Pringsewu Education and Culture Office. Conversely, research by (Kurniawan, 2021) found that training had no significant impact on employee performance in the public sector.

In addition to training, high workloads are also a factor that can affect employee performance. Gibson et al. (2019) stated that unmanageable workloads can cause job stress and reduce employee motivation. Mangkunegara (2020) added that workload balance is important for maintaining productivity. Research by Kim et al. (2018) showed that good workload management can increase job satisfaction and organizational effectiveness. In cultural heritage management, workload balance is essential for employees to optimally carry out their duties.

A study conducted by Anita et al. (2013) found that workload significantly improves employee performance. Research by Aprilia et al. (2017) concluded that workload partially influences the performance of nurses at Ibnu Sina Islamic Hospital in Pekanbaru. Hakman et al. (2021) stated that workload significantly influences performance. However, empirical research by Sari and Hadijah (2016) revealed a negative correlation of -0.72 between excessive workload and decreased performance. Paramitadewi (2017) found in her study that 76% of employees experienced a significant decline in performance due to an unbalanced workload.

Budget support also plays a crucial role in the success of cultural heritage management. Mardiasmo (2020) emphasized that appropriate budget allocation can improve the quality of public services. Anthony & Young (2019) explained that an effective budget must align with the needs and objectives of the organization. A study by Park et al. (2017) showed that a lack of budget support can hinder management performance in public sector organizations. In this context, an adequate budget can help ensure optimal management of cultural heritage.

This study is novel in integrating the roles of employee training, workload, and budget support on cultural heritage management performance through job satisfaction as an intervening variable. Most previous studies have only examined the direct relationship between these variables, whereas this study examines the indirect effect through job satisfaction in the context of cultural heritage management in the public sector. Therefore, the results of this study are expected to provide theoretical and practical contributions to efforts to improve the effectiveness of cultural heritage management in Situbondo Regency.

## Methods

The object of research is something that becomes a concern in a research because the object of research is the target to be achieved to get answers or solutions to the problems that occur. According to Sugiyono (2012:144) the definition of the object of research is as follows: "The object of research is a scientific target to obtain data with a specific purpose and use about something objective, valid, and reliable about something (a certain variable)". The object in this research is the Education and Culture Office of Situbondo Regency with a focus on the Field of Assessment and Performance of State Civil Apparatus.

The Situbondo Regency Education and Culture Office is a regional agency that carries out government functions in the fields of education and culture. Its task is to provide educational services from elementary to non-formal levels, as well as maintain and develop regional cultural values. The office is located at Jalan Madura No. 55A, Mimbaan Village, Panji District, Situbondo Regency, East Java, with the postal code 68322. Public information and services can also be accessed through the official website [dispendik.situbondokab.go.id](http://dispendik.situbondokab.go.id). With the service motto "We Are Ready to Provide Professional, Accountable, and Innovative Services," the Education and Culture Office continuously strives to improve the quality of its services to the public.

The Education and Culture Office's primary duty is to assist the Regent in carrying out regional government affairs in the field of education and culture. Its primary functions include formulating technical policies, implementing policies, managing formal and non-formal education services, fostering educational institutions, developing the competencies of teachers and education personnel, and managing cultural affairs. The office is also responsible for implementing inclusive education, character education, and improving the quality of education based on technology and local culture.

The vision of the Education and Culture Office of Situbondo Regency is "Creating Superior and Competitive Human Resources with Virtuous Morals Through the Provision of Quality Education." To realize this vision, several missions have been established, including: increasing access to and quality of education, developing a contextual curriculum, enhancing the professionalism of educators and education personnel, strengthening education governance, and strengthening the preservation of local cultural values as part of national character building. This mission is a strategic basis for designing service programs every year.

In the cultural sphere, this office also has authority over cultural heritage management. Based on Situbondo Regency Regulation Number 3 of 2016, this authority encompasses the identification, registration, preservation, utilization, and supervision of cultural heritage objects. One concrete example of this task is the study and verification of Suspected Cultural Heritage Objects (ODCB) conducted in collaboration with the Cultural Heritage Expert Team (TACB). The results of this study are then used as the basis for determining the status of cultural heritage at the regency level, which is crucial for preserving Situbondo's cultural heritage as part of local identity and character.

To carry out its duties and functions effectively, the Situbondo Regency Education and Culture Office is supported by an organizational structure stipulated in Situbondo Regent Regulation Number 30 of 2022. This structure consists of several sectors and subsections that coordinate with each other in implementing education and cultural programs. The following is a description of the organizational structure of the Situbondo Regency Education and Culture Office.

## Results and Discussion

### Character Gender

Cultural Heritage Managers in Situbondo Regency who were respondents in this study can be detailed based on gender as in the table below:

**Table 1.** Respondent Characteristics Based on Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	68.9	68.9	68.9
	Female	32	31.1	31.1	100.0
	Total	103	100.0	100.0	

**Source:** Research Analyst

Based on Table 1, the respondents in this study numbered 103 people, consisting of 71 male respondents (68.9%) and 32 female respondents (31.1%). This indicates that the majority of Cultural Heritage managers in Situbondo Regency who were respondents in this study were male. This percentage reflects the dominance of male respondents in Cultural Heritage management in Situbondo Regency. Academically, this difference in distribution can be

Interpreted as an indication of a structural tendency or institutional policy that places more men in cultural management roles. This inequality may also reflect socio-cultural factors influencing women's participation in the cultural preservation sector, including employment opportunities, gender role allocation, and access to strategic positions within relevant institutions.

### Character for Age

Cultural Heritage Managers in Situbondo Regency who were respondents in this study can be detailed based on age as in the table below:

**Table 2.** Respondent Characteristics Based on Age

Age	Response	Persentation
26 - 35 tahun	21	20,4
36 - 45 tahun	43	41,7
46 - 56 tahun	20	19,4
> 56 tahun	19	18,4
Total	103	100%

**Source:** Data processed 2025

## Conclusion

### Conclusions

Based on the analysis and discussion outlined previously, several conclusions can be drawn from the overall research findings, as follows:

1. Training has a significant positive effect on job satisfaction among Cultural Heritage management in Situbondo Regency. This indicates that the better the training provided, the higher the level of job satisfaction experienced by Cultural Heritage managers.
2. Workload has a significant positive effect on job satisfaction among Cultural Heritage management in Situbondo Regency. This means that when the workload is perceived as proportional and appropriate to capacity, it can lead to increased job satisfaction.
3. Budget support has a significant positive effect on job satisfaction among Cultural Heritage management in Situbondo Regency. Involvement in budget preparation and adequate funding allocation contribute to increased comfort and job satisfaction.
4. Training does not have a significant direct effect on the performance of Cultural Heritage management in Situbondo Regency. Training does not necessarily improve performance without first improving job satisfaction.
5. Workload has a significant direct effect on the performance of Cultural Heritage management in Situbondo Regency. A well-organized workload can stimulate productivity and optimize work results.
6. Budget support has a direct and significant positive effect on the performance of Cultural Heritage management in Situbondo Regency. Budget support for work needs encourages effectiveness and better preservation performance.
7. Job satisfaction has a significant positive effect on the performance of Cultural Heritage management in Situbondo Regency. The higher the job satisfaction, the better the performance demonstrated by cultural heritage managers.
8. Training has a significant positive indirect effect on management performance through job satisfaction in Situbondo Regency. The effectiveness of training in improving performance occurs when training first increases job satisfaction.
9. Workload has a significant positive indirect effect on management performance through job satisfaction in Situbondo Regency. Performance will improve if an appropriate workload fosters satisfaction in carrying out tasks.
10. Budget support does not have an indirect effect on management performance through job satisfaction in Situbondo Regency.

### Implications

This research has important implications for cultural heritage management, particularly in the context of improving human resource quality. The results indicate that relevant, intensive, and participatory training is a key element in improving management satisfaction and performance.

1. Local governments need to direct training programs in a more structured manner, not merely as a formality, but as a long-term competency investment. The implementation of methods involving work simulations, field case studies, and experienced trainers will have a more tangible impact on improving the professionalism of cultural heritage managers.

2. The findings of this research emphasize the need for fairer and more rational task design. Unbalanced work distribution has the potential to create work pressure and reduce manager morale. Therefore, management needs to design task distribution by considering individual capacity, task complexity, and the availability of supporting resources. This step will not only increase work effectiveness but also prevent boredom and burnout, which are often experienced in managing cultural sites that require long-term attention.



3. Job satisfaction levels have been shown to be a crucial link between managerial factors and performance outcomes. Therefore, organizations need to pay attention to the elements that influence satisfaction, both material aspects such as salary and benefits, and psychosocial aspects such as recognition, a collaborative work environment, and supportive leadership. This implication encourages a more humanistic and constructive management approach, so that employees feel valued and motivated to make maximum contributions to the preservation of regional culture.

4. The results of this study can be used as a reference in developing community service programs, collaborative research, and learning activities based on local realities. Universities have a significant opportunity to become strategic partners in improving the quality of cultural heritage management institutions, both through technological innovation.

#### Recommendations

Based on the conclusions outlined, several suggestions can be provided for consideration in future research. These suggestions are summarized as follows:

#### For Cultural Heritage Management in Situbondo Regency

1. Improve the quality of training by tailoring materials to the work needs of managers, involving competent trainers, and using participatory methods to be more effective in increasing job satisfaction and, ultimately, management performance.

2. Arrange the workload proportionally, taking into account human resource capacity, working hours, and performance standards to avoid excessive pressure while still encouraging optimal productivity.

3. Strengthen budgetary support by increasing transparency, actively involving managers in budget preparation and oversight, and ensuring that budget use truly supports the task of preserving cultural heritage.

4. Improve overall job satisfaction, both financially, such as salaries and incentives, and non-financially, such as a supportive work environment, career development opportunities, and a constructive supervisory system.

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