

Career Development Against Employee Performance with Job Satisfaction As Mediation

Jefry Abdul Qory¹, Mega Asri Zona²

¹Department of Management, Faculty of Economics, Universitas Negeri Padang, Padang, Indonesia

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ABSTRACT

This study aims to determine the effect of career development on employee performance with job satisfaction as a mediating variable at PT. Perkebunan Nusantara Business Unit Ophir West Pasaman. This research is causative descriptive research. The population in this study were employees of PT. Perkebunan Nusantara Business Unit Ophir West Pasaman using primary data. The sampling technique used cluster sampling. The number of samples in this study were 60 respondents. The data analysis method used is path analysis on SPSS 23 program assistance. The results show that: (1) career development has a positive and significant effect on employee performance, (2) career development has a positive and significant effect on job satisfaction, (3) job satisfaction has a positive and significant effect on employee performance, (4) career development has a positive and significant effect on employee performance with job satisfaction as a mediating variable.



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* Corresponding author: meqaasrizona@fe.unp.ac.id

INTRODUCTION

The palm oil industry is one of the industries that provides a fairly high economic income in Indonesia. Most of the palm oil produced in Indonesia is exported to foreign countries such as the United States and the European Union. In 2020, Indonesia's palm oil exports to the United States reached 1,123,700 tons while to European Union countries such as the Netherlands 682,800 tons, Spain 1,135,900 tons and Italy 944,700 tons (BPS, 2021). However, the European Union has limited imports of palm oil from Indonesia due to a negative campaign that states that land clearing results in an increase in greenhouse gases that cannot be neutralized (CNBC Indonesia, published March 19, 2019). This has forced the palm oil industry in Indonesia, which has a large capacity to channel its exports to other countries such as Africa and Central Asia, but the price is cheaper when compared to the European Union. The European Union's restrictions on palm oil exports to Indonesia have resulted in a decline in export revenues from the palm oil. Especially at this time coupled with tightening exports due to the lockdown policy to contain the spread of the Corona virus throughout the world.

During the spread of the Corona virus, it caused a 30% decline in palm oil exports in January 2020. This happened because the export destination countries closed the entrance to their foreign trade, due to the high spread of the Corona virus in the region. The main regions in Indonesia's palm oil exports are China, India, and the European Union (Warta Ekonomi, published March 05, 2020). The decline in

palm oil exports led to a decrease in employee performance at PT. Perkebunan Nusantara Business Unit Ophir West Pasaman. The West Pasaman Ophir Business Unit is a palm oil processing factory with a capacity of 20-40 tons/hour so that it provides a fairly high contribution to the regional economy. However, with the decline in palm oil exports, it has an impact on the performance of PT. Perkebunan Nusantara Business Unit Ophir West Pasaman.

The implementation of large-scale social restrictions in West Pasaman also limits the performance of employees at PT Perkebunan Nusantara Ophir West Pasaman Business Unit. According to Priansa (2017: 48) employee performance is seen from the work that has been produced or carried out by employees. This is well recorded so that the level of performance achievement can be evaluated properly. Employee performance is the result produced by a particular job function or activity at a particular job during a certain period of time. The results of the work are the results of abilities, skills, and desires achieved. Basically, the performance of employees is carried out in accordance with the requirements specified in the standard operating procedures (SOP) of the work.

According to Abubakar et al (2020) factors that affect employee performance is career development in a company. Career development is basically a condition that indicates a change in a person's status in a company through a predetermined career path in the organization concerned. A person who is in a company must take into account all actions that can affect his career development in the future. These actions can be implemented in improving employee performance so that with the opportunity to develop a career, the performance will be even greater. The existence of opportunities in career development provided by the company can stimulate the spirit of employees to be motivated to improve their performance. So career development has a positive impact on improving employee performance.

According to Katharina (2020) career advancement can influence the way better execution of workers in a company. The greater the expected performance, the higher the talent and competence and consistency in fulfilling the performance. Career development can arise because of the vacancy of areas that can be utilized by company management as capital.

Most studies conclude that career development has a positive and significant impact on employee performance because the greater the potential for career development opportunities, the greater the employee's performance. Research conducted by Ayuningtyas & Djastuti (2017), Dewi (2016), Yusup et al (2020), Miftahuljannah (2017), Sari (2016), Kasenda (2016), and Budy & Hartin (2017) concluded that the positive and significant impact of career development on employee performance. While the research conducted by Kaseger (2017) concluded that career development has no significant effect on employee performance. The results of previous studies have contradictions so that further research needs to be done to find out the actual impact of career development on employee performance. This is done so that employees can be careful in addressing the relationship between career development and performance.

According to Ekaviana (2019) factors that affect employee performance is job satisfaction owned by employees at work. Job satisfaction can not only be assessed based on an important dimension of employee welfare but can also be an indicator that can be needed to achieve company success. Management that provides a sense of satisfaction for its employees at work will receive a level of loyalty from the work.

According to Christianto & Putra (2016) work fulfillment is one of the variables that can back the company's operational success with efforts to achieve its goals. Every employee wants a sense of satisfaction at work where this must be adjusted to aspects of his work. The more aspects of work that are in accordance with the wishes of employees, the more satisfaction at work will be.

Previous research conducted by Ayuningtyas & Djastuti (2017), Budy & Hartin (2017), Setyawibowo, Wahyu & Silvianita (2017), Adha & Wandu (2019), Risqi et al (2015), Hamid & Hazriyanto (2019), and Giyarto (2018) concluded that job satisfaction has a positive and significant impact on

employee performance. While the research conducted by Subakti (2013) concluded that job satisfaction does not have a significant impact on employee performance. The results of previous studies there are still contradictions or differences in research results so that further research needs to be carried out on the effect of job satisfaction on employee performance. This is done so that employees can understand how the potential for job satisfaction affects employee performance in the future.

According to Parimita et al (2015) explained that job satisfaction is influenced by employee career development. The high potential for employee career development will provide a sense of pleasure in working so that work motivation will form high job satisfaction. Every employee who wants to enter a company always has a plan to improve his career, if career advancement has been achieved then a sense of satisfaction at work will be achieved. So that every increase in career development opportunities will increase employee job satisfaction

Previous research conducted by Bahri (2017), Silen (2016), Lisdiani (2017), and Budy & Hartin (2017) concluded that career advancement features a positive and noteworthy impact on work fulfillment. While the research conducted by Pramesti (2018) concluded that career advancement has no critical impact on work fulfillment. There are contradictions in the research results where there are differences so that further research needs to be done on the impact of career improvement on work fulfillment.

Based on the structure and direction of the research, job satisfaction can mediate the relationship between career development and employee performance. If the potential for high career development in the company can provide a sense of satisfaction at work so that employee performance will be even greater. This is in accordance with research Budy & Hartin (2017) which concludes that there is a mediating relationship between career development and employee performance through job satisfaction. However, research conducted by Ayuningtyas & Djastuti (2017) concluded that job satisfaction cannot intervene the relationship between career advancement and worker execution. The existence of differences in research results requires further investigate on the intervening relationship of career advancement to representative execution through work fulfillment.

LITERATURE REVIEW

According to Priansa (2017:48) Employee performance is the result of work that has been completed by employees. This is well recorded so that the level of performance achievement can be evaluated properly. Employee performance is the result produced by a particular job function or activity at a particular job during a certain period of time. The results of the work are the results of abilities, skills, and desires achieved. Employee performance measurement indicators refer to research Mariani (2017) namely : Work Performance, Responsibility, Cooperation, Initiative, Punctuality, Work Error Rate. And Working Speed

According to Sedarmayanti (2017:141) Career development is the process and activity of preparing an employee to occupy a position in the organization that will be carried out in the future. By developing a career, employees can make plans by trying while working and giving their best contribution in increasing company productivity. Career development measurement indicators refer to research Permatasari & Zona (2021) : Fair treatment in career, Concern for superiors, Information about various promotional opportunities, Interest to be promoted and Satisfaction level.

According to Wibowo (2019:131) Job satisfaction is a positive feeling about the work that is produced as an evaluation material for its characteristics. The job requires interaction with coworkers and superiors following organizational rules and policies meeting living performance standards with less than ideal working conditions and the like. Job satisfaction is a person's evaluation of his work and the context of the work. Each work feeling is also an assessment of the characteristics of the work environment and the emotional experience at work that is felt. Job satisfaction measurement indicators refer to research Subakti (2013) namely: Satisfaction with salary, Satisfaction with promotion, Satisfaction with coworkers, Satisfaction with supervision and Satisfaction with the work itself

Performance can be interpreted as quality or quantity based on predetermined standards. Achievement of employee performance can be based on skills and experience as well as timeliness in completing the work. Good performance of employees can improve the performance of the company as a whole. So the company must always pay attention to the performance of its employees so that it runs as expected. The decrease in employee performance can harm the company because of a decrease in the quality and quantity of the products produced.

Career development is an effort made by someone or personally as an employee to achieve the desired career plan. Career development is basically a condition that indicates a change in a person's status in a company through a predetermined career path in the organization concerned. A person who is in a company must take into account all actions that can affect his career development in the future. These actions can be implemented in improving employee performance so that with the opportunity to develop a career, the performance will be even greater. The existence of opportunities in career development provided by the company can stimulate the spirit of employees to be motivated to improve their performance. Then career development has a positive impact on improving employee performance.

Job satisfaction can not only be assessed based on an important dimension of employee welfare but can also be an indicator that can be needed to achieve company success. Management that provides a sense of satisfaction for its employees at work will receive a level of loyalty from the work. Based on the structure and direction of the research, job satisfaction can mediate the relationship between career development and employee performance. If the potential for high career development in the company can provide a sense of satisfaction at work so that employee performance will be even greater. In order for this research to be more focused later as shown below:

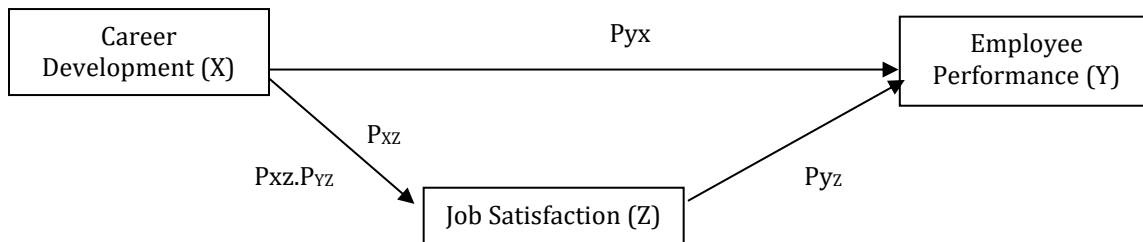


Figure 1: Research Framework

METHOD

The population in this study were all employees of PT. Perkebunan Nusantara Business Unit Ophir West Pasaman as many as 149 people. The sampling technique uses a census where all the population is sampled. To determine the number of samples, the Slovin formula was used as many as 60 samples. The sampling method used a cluster sampling system.

In this study the data can be obtained through the distribution of questionnaires or questionnaires to employees of PT. Perkebunan Nusantara Business Unit Ophir West Pasaman. The research instrument test uses validity and reliability tests with criteria if the Corrected Item Total Correlation value obtained for each statement is greater than 0.3 then it can be said to be valid. employee performance variable which consists of 7 statements where all of these statements are valid because the corrected item total correlation value is > 0.3. Career development variable which consists of 15 statements where all statements are valid because the corrected item total correlation value is > 0.3. The job satisfaction variable consists of 20 statements where all statements are valid because the corrected item total correlation value is > 0.3. The employee performance variable has a Cronbach alpha value of 0.903 > 0.6, so the data is reliable. The career development variable has a Cronbach alpha value of 0.961 > 0.6, so the data is reliable. The job satisfaction variable has a Cronbach alpha value of 0.965 > 0.6, so the

data is reliable. The data analysis test used was the normality test and the heteroscedasticity test. Hypothesis testing using path analysis. Hypothesis testing using partial t test and Sobel test.

RESULT AND DISCUSSION

Result

The results of the normality test of the data in this study are:

Table 1 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	2.02118452
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.076
Test Statistic		.093
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the table above, the asymp sig value for the unstandardized residual is $0.200 > 0.05$, then the data is normally distributed. The data used in the study was normally distributed as a whole so that it could be used for further statistical testing. The results of the heteroscedasticity test in this study are:

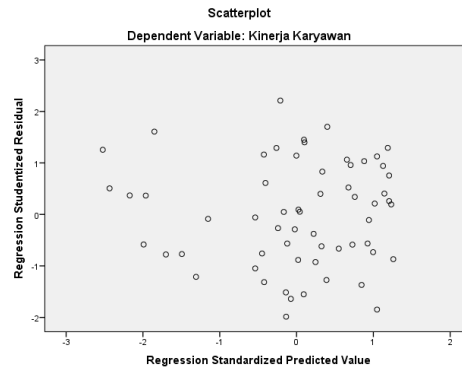


Figure 2 Heteroscedasticity Test Results

Based on the picture above, it can be explained that the points spread irregularly and do not form a certain pattern, so there is no heteroscedasticity. The test results explain that there is no symptom of heteroscedasticity so that it can be used for further statistical testing. The results of the path analysis test on the direct influence of career development variables and job satisfaction on employee performance are:

Table 2. Results of Direct Effects on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.633	1.284		2.828	.006
Career Development	.295	.050	.695	5.924	.000
Job Satisfaction	.082	.039	.245	2.092	.041

a. Dependent Variable: Employee Performance

The regression equation resulting from the direct effect on employee performance is:

$$Y = 0,695X + 0,245Z$$

The regression equation resulting from a direct influence on employee performance can be explained as follows:

- 1) The career development regression coefficient value of 0.695 is positive. This means that every 1% increase in career development will increase employee performance by 69.5%.
- 2) The value of the job satisfaction regression coefficient of 0.245 is positive. This means that every 1% increase in career development will increase employee performance by 24.5%

The value of the influence of other variables that have a direct influence on employee performance are:

Table 3. Results of the Effect of Other Variables

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.849	.844	2.05634

a. Predictors: (Constant), Job Satisfaction, Career Development
 b. Dependent Variable: Employee Performance

Based on the table above, it can be explained that the magnitude of the influence of other variables is:

$$e^1 = 1 - 0,849 = 0,151$$

The magnitude of the influence of other variables on employee performance in addition to career development and job satisfaction variables is 0.151 or 15.1%. The results of the hypothetical framework for testing the direct effect of career development and job satisfaction variables on employee performance are:

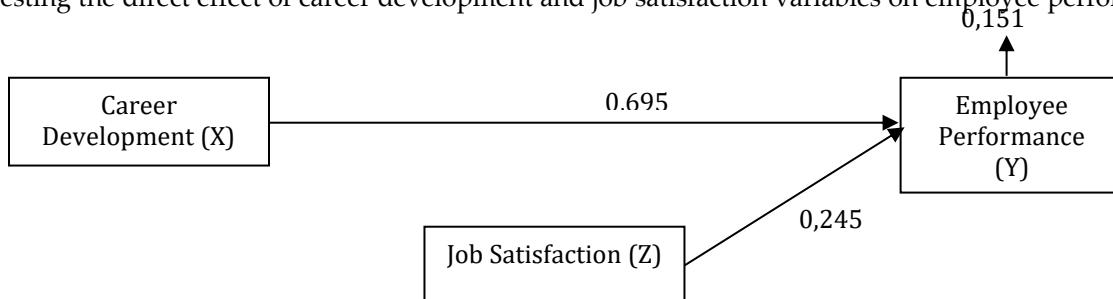


Figure 3 Results of Direct Effects on Employee Performance

The results of the path analysis test on the direct influence of career development variables on job satisfaction are:

Table 4. Results of Direct Effect on Job Satisfaction

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	10.033	4.111		2.441	.018
Career Development	1.144	.073	.899	15.605	.000

a. Dependent Variable: Job Satisfaction

The regression equation for the direct effect on job satisfaction is:
 $Z = 0,899X$

The regression equation resulting from a direct influence on job satisfaction is the career development regression coefficient value of 0.899, which is positive. This means that every 1% increase in career development increases job satisfaction by 89.9%. The influence of other variables on employee performance are:

Table 5. Results of the Effect of Other Variables

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.808	.804	6.91057

a. Predictors: (Constant), Career Development
 b. Dependent Variable: job Satisfaction

Based on the table above, it can be explained that the magnitude of the influence of other variables is:
 $e^2 = 1 - 0,808 = 0,192$

The magnitude of the influence of other variables on job satisfaction in addition to career development variables is 0.192 or 19.2%. The results of the hypothetical framework for testing the direct effect of career development variables on job satisfaction are:

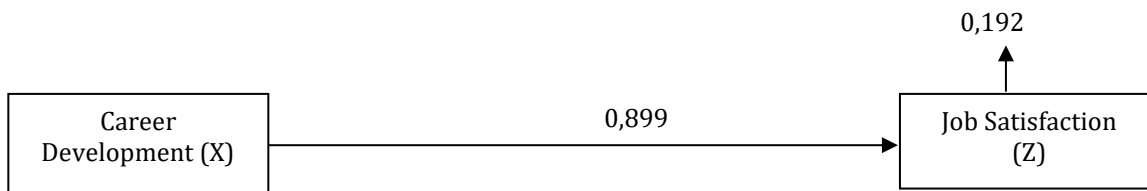


Figure 4 Results of Direct Effects on Employee Performance

The calculation of the backhanded impact of career advancement factors on worker execution through work fulfillment is:

$$Y \leftarrow X \rightarrow Y = 0,695$$

$$Y \leftarrow Z \rightarrow Y = 0,245$$

$$Z \leftarrow X \rightarrow Z = 0,899$$

$$Y \leftarrow X \Omega Z \rightarrow Y = 0,899 \times 0,245 = 0,220$$

The indirect effect value is 0.220 < the direct influence value is 0.695, then the hypothesis is accepted manually. This means that career development variables have a positive and significant effect

on employee performance through job satisfaction. In other words, job satisfaction is able to mediate the relationship of career development to employee performance.

Hypothesis testing in this study concluded that the career development variable has a t-count value of 5.924 > t-table of 2.0009 with a significance of 0.000 < 0.05, then Ha is accepted and H0 is rejected. The conclusion is that career development variables have a positive and significant effect on employee performance. The job satisfaction variable has a t-count value of 2.092 > t-table of 2.0009 with a significant of 0.041 < 0.05 then Ha is accepted and H0 is rejected. The conclusion is that the variable job satisfaction has a positive and significant effect on employee performance. The career development variable has a t value of 15,605 > t table of 2,0009 with a significance of 0.000 < 0.05 then Ha is accepted and H0 is rejected. The conclusion is that career advancement factors have a positive and critical impact on work fulfillment. The calculation using this formula is:

$$\begin{aligned}
 S_{bi} &= \sqrt{(0,082 * 0,073)^2 + (1,144 * 0,039)^2 + (0,073 * 0,039)^2} \\
 &= \sqrt{0,000035832196 + 0,001990587456 + 0,000008105409} \\
 &= \sqrt{0,002034525061} \\
 &= 0,04510570985 \\
 b_i &= 0,082 * 1,144 = 0,093808 \\
 t &= \frac{0,093808}{0,04510570985} = 2,079
 \end{aligned}$$

Based on the above calculations, it can be explained that the t value of the indirect effect is 2,079 > 2,0009, then Ha is accepted and H0 is rejected. The conclusion in this study is that career development variables have a positive effect on employee performance with job satisfaction as a mediating variable.

DISCUSSION

The Effect of Career Development on Employee Performance

The hypothesis in this study is suspected of career development on employee performance. The results of the path analysis conclude that there is a positive relationship between career development and employee performance where every increase in career development will improve employee performance. The test results are supported by the results of hypothesis testing with a significant value of 0.000 < 0.05 then the alternative hypothesis can be accepted so that it can be concluded that the career development variable has a positive and significant effect on employee performance. This happens because every employee who has a good career development will tend to keep working at the company and try to produce quality work so that his performance will be higher.

The results of this study are supported by previous research conducted by Ayuningtyas & Djastuti (2017), Bahri (2017), Balbed & Sintaasih (2019), Dewi (2016), and Miftahuljannah (2017) which concludes that career advancement factors have a positive and critical impact on work fulfillment. The greater the career development of a person in a company, the more performance will be generated.

Career development opportunities at PT. Perkebunan Nusantara Business Unit Ophir West Pasaman is quite good because it is supported by superiors. Every year, certain candidates are examined and promoted in developing their careers. However, the high level of competition creates uneven career development opportunities in the company. With these career development opportunities, it can spur employees' enthusiasm to improve their performance. Of course the company will assess employees who have the potential to develop so that with these development opportunities it is expected to improve their performance in the future. So in this case the greater the opportunity for career improvement, the higher the employee's execution.

The Effect of Career Development on Job Satisfaction

The hypothesis in this study is suspected of career development on job satisfaction. The results of the path analysis conclude that there is a positive relationship between career development and job satisfaction where every increase in career development will increase job satisfaction. The test results are supported by the results of hypothesis testing with a significant value of $0.000 < 0.05$ then the alternative hypothesis can be accepted so that it can be concluded that the career development variable has a positive and significant effect on job satisfaction. This happens because every employee who has a good career development will be satisfied with his job.

The results of this study are supported by previous research conducted by Bahri (2017), Budy & Hartin (2017), Lisdiani (2017), and Silen (2016) which concludes that career advancement factors have a positive and critical impact on work fulfillment. The greater a person's career development in a company, the greater the satisfaction generated in the work because employees feel that they are getting attention from the company for their work.

There are career development opportunities at PT. Perkebunan Nusantara Business Unit Ophir West Pasaman means that the employee is cared for by the company's management so as to encourage the emergence of a sense of pleasure at work. The pleasure is implemented as job satisfaction which can encourage an increase in the spirit to produce quality work and in accordance with the expectations of the company. The better the career development of employees in a company, the more satisfied the employee is at work.

The Effect of Job Satisfaction on Employee Performance

The hypothesis in this study is suspected of job satisfaction on employee performance. The results of the path analysis conclude that there is a positive relationship between job satisfaction and employee performance where every increase in job satisfaction will increase employee performance. The test results are supported by the results of hypothesis testing with a significant value of $0.041 < 0.05$, so the alternative hypothesis can be accepted so that it can be concluded that the job satisfaction variable has a positive and significant effect on employee performance. This happens because every employee who is satisfied with his work will feel happy and without a burden at work, so that the work produced will be of higher quality or high performance.

The results of this study are supported by previous research conducted by Adha & Wandu (2019), Ayuningtyas & Djastuti (2017), Budy & Hartin (2017), Giyarto (2018), Hamid & Hazriyanto (2019), Risqi et al (2015), and Setyawibowo, Wahyu & Silvianita (2017) which concludes that the variable job satisfaction has a positive and significant effect on employee performance. The greater the job satisfaction of a person in a company, the more jobs that will be produced.

Company management PT. Perkebunan Nusantara Ophir West Pasaman Business Unit always strives to create a comfortable working atmosphere by completing all the facilities needed by its employees. It is hoped that the completeness of these facilities can create a sense of satisfaction in work so that the performance will be even greater. Management is also required to be able to provide a comfortable atmosphere at work so that it will stimulate the enthusiasm of its employees to produce quality work so that performance becomes even greater.

The Effect of Career Development on Employee Performance With Job Satisfaction as a Mediation Variable

The hypothesis in this study is suspected of career advancement on representative execution through work fulfillment. The results of the path analysis conclude that there is a positive relationship between career development and employee performance through job satisfaction where every increase in career advancement improvement will make strides worker execution through work fulfillment. The test results are supported by the results of hypothesis testing with a value of t arithmetic $> t$ table which is

2,079 > 2,0009 then the alternative hypothesis is accepted so that it can be concluded that the career development variable has a positive and significant effect on employee performance through job satisfaction. This happens because every employee who has a good career development will be satisfied with his work so he tries to produce high-quality work.

The results of this study are supported by previous research conducted by Bahri (2017), Budy & Hartin (2017), Lisdiani (2017), and Silen (2016) concluded that career advancement factors have a positive and critical impact on work fulfillment. Previous research conducted by Adha & Wandu (2019), Ayuningtyas & Djastuti (2017), Budy & Hartin (2017), Giyarto (2018), Hamid & Hazriyanto (2019), Risqi et al (2015), and Setyawibowo, Wahyu & Silvianita (2017) concluded that job satisfaction has a positive and significant impact on employee performance.

There are career development opportunities at PT. Perkebunan Nusantara Business Unit Ophir West Pasaman means that the employee is cared for by the company's management so as to encourage the emergence of a sense of pleasure at work. The pleasure is implemented as job satisfaction which can encourage an increase in the spirit to produce quality work and in accordance with the expectations of the company. The better the career development of employees in a company, the more satisfied the employee is at work so that his performance will be even greater.

CONCLUSION

The conclusions in this study are:

1. Career development variable has a positive and significant effect on employee performance because the significant value is $0.000 < 0.05$.
2. The career development variable has a positive and significant effect on job satisfaction because the significant value is $0.00 < 0.05$.
3. Job satisfaction variable has a positive and significant effect on employee performance because the significance value is $0.041 < 0.05$.
4. Career development variables have a positive and significant effect on employee performance with job satisfaction as a mediating variable because the T arithmetic value is $2.079 > t$ table 2.0009.

Based on the conclusions from the results of the study, suggestions related to the results of this study can be given, namely:

1. For companies should pay attention to how the career improvement of worker execution because it will make strides form work fulfillment which will ultimately result in performance for these employees. The company will get good feedback from employees if they pay attention to their career development.
2. For employees, employees should pay attention to the career development process at the company because companies that can provide good career development will produce high job satisfaction.
3. For further research, it is better to add other variables that may affect employee performance and job satisfaction such as work motivation.

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