



Mediation model of job satisfaction on employee performance the tebing tinggi city credit union

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ABSTRACT

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Keywords:

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The purpose of this research is to determine and analyze job satisfaction in mediating the influence of the work environment, career development and competency on employee performance at New Life Credit Union, Tebing Tinggi City. The sample in this study used a saturated sample, where the entire population was sampled. The sample in this research was 35 employees. Data collection techniques in this research used a questionnaire, while the data was analyzed. The technique in this research uses quantitative data analysis methods, with SEM-PLS statistical analysis. Data processing in this research uses SmartPLS 3.0. Software program The results of this research prove that the work environment has no significant effect on performance, the work environment directly has a significant effect on job satisfaction, career development has no significant effect on performance, career development directly has a significant effect on job satisfaction, career development has a direct effect significant effect on performance, competency has no effect on performance, competence has a significant effect on job satisfaction, job satisfaction has an effect on employee performance, job satisfaction acts as a mediator between the work environment and performance, job satisfaction has not been proven to mediate the work environment on employee performance, job satisfaction has been proven to mediate career development on employee performance, job satisfaction is not proven to mediate competency on employee performance.

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1. INTRODUCTION

Human Resource Management is one of the efforts made by a company to manage its human resources. Human resources are the most important factor in a company because human resources are a key factor determining the success of a company in its activities to achieve its goals. In HR management, one of the factors to pay attention to is the employee's own performance. Performance is the value of a set of employee behaviors that contribute, either positively or negatively, to the fulfillment of organizational goals according to (Indahningrum & Lia Dwi Jayanti, 2020). In order for a company to survive for a long time and achieve its goals, the company needs to have high-performing

employees. According to (Kingsman, 2018), employee performance (job performance) is the result of the quality and quantity of work carried out by employees in carrying out their duties in accordance with the responsibilities given.

This research was conducted at the New Life Credit Union Savings and Loans Cooperative, Tebing Tinggi City. The New Life Credit Union Savings and Loans Cooperative is one of the many savings and loan cooperatives in Tebing Tinggi City. The New Life Credit Union has activities in the savings and loans sector, which is a non-bank financial institution in the form of a cooperative that accepts deposits and provides loans in the form of money to its members. Based on the phenomena obtained by researchers while at the research object, at the New Life Credit Union there is a phenomenon related to decreased employee work performance as indicated by the level of decline in employee performance. A significant decrease occurred in January-March, namely 97.33% -78.57% respectively, which tended to decrease the. Realization target from that set by the company each year. Based on the results of the interview, This is because during the collection process employees do not have the desire to complete their work well without supervision from superiors and the loyalty of search employees is weak considering that collection employees work only to meet their needs.

The work environment is one of the factors of employee performance and is all elements related to employee activities in the office, starting from company culture, physical work environment, to supporting facilities such as health insurance, parking, and so on (Sedarmayanti, 2020). The work environment is the overall tools and materials used, the surrounding environment where employees work, work methods and work procedures for working both individually and in teams (Kurniawati, 2017). New Life CU's problems relate to the physical work environment, including irregular spatial layout, a noisy workplace because it is near a fairly busy highway, and computers that sometimes cannot function properly, causing discomfort in carrying out work. This will have an impact on employees' work if the condition of existing facilities and infrastructure is inadequate, which will then lead to a decline in employee job satisfaction. Meanwhile, companies demand that employees can complete their work professionally and on time. Working environmental conditions play an important role for employees as a determining factor in whether employees still want to work at the company (Adrian Putra Ariussanto *et al.*, 2020).

Based on sources, the General Department and Human Resources of the New Life Credit Union every 3-5 years hold job changes, which employees are supposed to have skills or expertise by holding regular career development to be able to mature employees' skills in carrying out their duties. As well as motivating employees by providing appreciation, recognition and promotion from leaders and the work environment, it can also encourage employees to be more active and productive in carrying out their work (Muliawati, 2020). Employees need career development to encourage performance in their jobs and build job satisfaction. It is about receiving guarantees, rewards and promotions in the future, so that the performance of the trained employees can feel satisfaction at work. Lack of effective career development has an impact on job satisfaction, this is in line with research (Ahmad Rivai, 2022). It is hoped that the New Life Credit Union can increase employee morale and create a sense of satisfaction in carrying out their work.

Based on the description above, it can be concluded that Career Development greatly influences the good and bad performance and satisfaction of employees in carrying out their research responsibilities based on (Fahrizi *et al.*, 2021). Several problems can be seen that can be studied further, namely regarding the availability of career development at the New Life Credit Union which can also influence employee satisfaction and performance.

In a New Life Credit Union organization, they hope for success, so they need quality employees. To create quality employees, strong encouragement is needed from the leadership and employees themselves in the form of competence. Study (Didi Wandu & Ahmad Maulana Hakiki, 2022) proves that competence has no effect on employee

performance. Employees who have high competencies such as knowledge, skills, abilities and attitudes appropriate to their position are always encouraged to work effectively, efficiently and productively.

Employee performance in an organization is also determined by job satisfaction, where employees with good job satisfaction will show optimal performance. Job satisfaction is a general attitude towards a person's job that shows the difference between the amount of reward workers receive and the amount they believe they should receive Study (Paparang *et al.*, 2021), proving that job satisfaction can improve performance positively and significantly. This type of research is quantitative descriptive research, namely research on data collected and expressed in the form of numbers, then also in the form of qualitative data as a research process descriptive, such as words or sentences arranged in questionnaires, sentences the results of consultations or interviews between researchers and informants. Research process quantitative is deductive, where to answer the problem formulation is used concept or theory so that a hypothesis can be formulated. Based on the above phenomenon, researchers are interested in making a more in-depth study with the title "Mediation of Job Satisfaction on Employee Performance at the Tebing Tinggi City Credit Union"

2. RESEARCH METHOD

a. Types of research

The research used uses quantitative research methods. Quantitative research method, according to (Sugiyono, 2016). Quantitative research methods are research methods based on positivism, used to research certain populations or samples. This research aims to determine the influence of Work Environment (X1), Career Development (X2), Competency (X3), Employee Performance (Y), Job Satisfaction (Z). This research will take a sample size equal to the population in the New Life Credit Union, Tebing Tinggi City, namely 35 people. The sampling technique used in the research is saturated sampling or census.

b. Data analysis techniques

According to Sugiyono, (2016) What is meant by analytical techniques is an activity after collecting data from all respondents or other data sources. Activities in data analysis are: grouping data based on variables and type of respondent, tabulating data based on variables from all respondents, and carrying out calculations to test the proposed hypothesis has been proposed. Primary data sources are sources of information relied on by this research. Other ways of collecting information in the field include surveys, in-depth interviews, and careful observation. Data analysis used in this research used the PLS-SEM (Partial Least Square-structural Equation Model) analysis technique with the Smart PLS V.3.0 tool, (Ghozali & Latan, 2020) In analyzing PLS-SEM there are two models, namely the measurement model or what is usually called the outer model, namely the test and the structural model or what is usually called the inner model.

c. Research Conceptual Framework

Conceptual framework acc Sugiyono, (2016)) suggests that a framework of thinking is a form of related conceptual theory that is interrelated from various factors that identify a problem that is considered important.

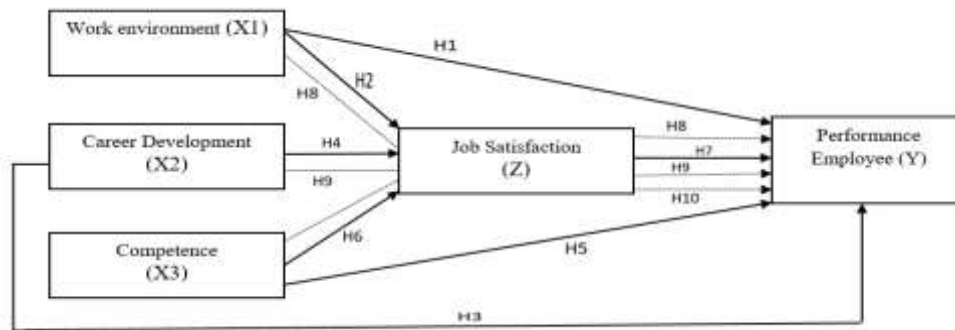


Figure1 . conceptual framework

d. Research Hypothesis

- H1. There is a positive and significant influence of the work environment on performance employee.
- H2. There is a positive and significant influence of the work environment on satisfaction work.
- H3. There is a positive and significant influence of career development on performance employee.
- H4. There is a positive and significant influence of career development on satisfaction work
- H5. There is a positive and significant influence of competence on employee performance.
- H6. There is a positive and significant influence of competence on job satisfaction
- H7. There is a positive and significant influence of job satisfaction on performance employee
- H8. The work environment has a significant effect on employee performance job satisfaction as a mediating variable.
- H9. Career development has a significant effect on employee performance job satisfaction as a mediating variable.
- H10. Competence has a significant effect on employee performance job satisfaction as a mediating variable.

3. RESULTS AND DISCUSSIONS

Convergent Validity is proven validity if the scores obtained by each indicator have a high correlation. In PLS, it can be seen by looking at the loading factor / outer loading value of each indicator on the latent variable. The expected standard value for convergent validity is 0.7 and above, so in this study Indicators that have an outer loading value below 0.7 are considered invalid and will be eliminated.

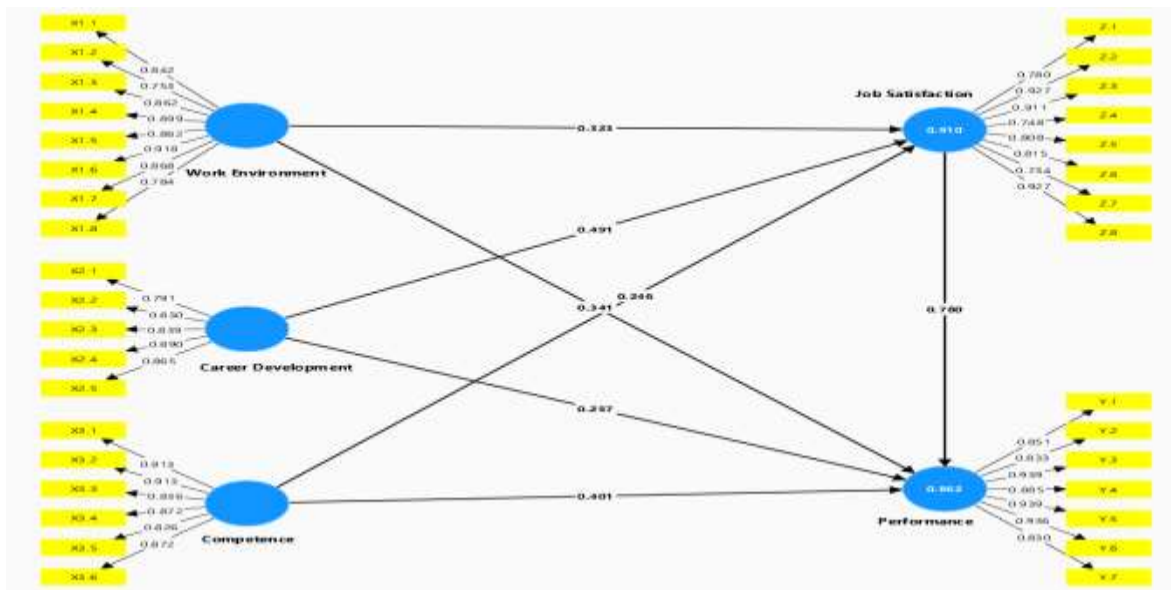


Figure2. Structural Model (Outer Model)

Based on the figure above, it can be seen that the loading factor value for each indicator is > 0.70. So it can be concluded that the indicators for each variable in the research are valid

Table 1. Composite Reliability and Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Average Variance Extracted (AVE)
Work environment	0.939	0.947	0.723
Career Development	0.909	0.925	0.732
Competence	0.944	0.951	0.761
Performance	0.955	0.958	0.790
Job satisfaction	0.936	0.945	0.796

Source : SMARTPLS Data Processing Results (2024)

Based on the table above, it can be seen that the Composite reliability, Cronbach's alpha and Average variance extracted (AVE) values obtained have values of 0.7 and 0.6, so all variables have been declared reliable so they can be used to carry out the research process.

2.1 Hypothesis Testing

The direct effect test aims to answer the research hypothesis based on t-statistics > t-table (1.960) or p-value < 0.05 means there is a significant effect. The results of the direct impact test are shown in Table 8 below.

Table 2. Direct Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment -> Employee Performance	0.085	0.086	0.219	0.386	0.700
Work Environment -> Job Satisfaction	0.3302	0.305	0.138	2,183	0.029
Career Development -> Employee Performance.	-0.159	-0.195	0.294	0.541	0.589
Career Development -> Job Satisfaction	0.488	0.483	0.105	4,656	0,000
Competence. -> Employee	0.193	0.199	0.177	1,091	0.275

Performance Competency -> Job Satisfaction	0.278	0.278	0.188	2,363	0.018
Job Satisfaction -> Employee Performance	0.826	0.845	0.270	3,062	0.002

Source : SMARTPLS Data Processing Results (2024)

Based on the table above, the results of hypothesis testing are as follows: Hypothesis 1: Work Environment on Employee Performance, Based on the test results in the table above, it can be seen that the relationship between the work environment and employee performance has a coefficient value of 0.085 with a P-Value of $0.700 > 0.05$ and a T-Statistics value of 0.386 (T-1.96). So it can be concluded that the work environment does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City

Hypothesis 2: Work Environment on Job Satisfaction, Based on the test results in the table above, it can be seen that the relationship between the work environment and job satisfaction has a coefficient value of 0.3302 with a P-Value of $0.029 < 0.05$ and a T-Statistics value of 2.183 (T-1.96). So it can be concluded that the work environment has a significant effect on job satisfaction at the New Life Credit Union, Tebing Tinggi City.

Hypothesis 3: Career Development on Employee Performance, Based on the test results in the table above, it can be seen that the relationship between career development and employee performance has a coefficient value of -0.159 with a P-Value of $0.589 > 0.05$ and a T-Statistics value of 0.541 (T-1.96). So it can be concluded that career development does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City.

Hypothesis 4: Career Development on Job Satisfaction, Based on the test results in the table above, it can be seen that the relationship between career development and job satisfaction has a coefficient value of 0.488 with a P-Value of $0.000 < 0.05$ and a T-Statistics value of 4.656 (T-1.96). So it can be concluded that career development has a significant effect on job satisfaction at the New Life Credit Union, Tebing Tinggi City.

Hypothesis 5: Competence on Employee Performance, Based on the test results in the table above, it can be seen that the relationship between competency and employee performance has a coefficient value of 0.193 with a P-Value of $0.275 > 0.05$ and a T-Statistics value of 1.091 (T-1.96). So it can be concluded that competency does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City.

Hypothesis 6: Competence on Job Satisfaction, Based on the test results in the table above, it can be seen that the relationship between competency and employee performance has a coefficient value of 0.278 with a P-Value of $0.018 > 0.05$ and a T-Statistics value of 2.363 (T-1.96). So it can be concluded that competency has a significant effect on job satisfaction at the New Life Credit Union, Tebing Tinggi City.

Hypothesis 7: Job satisfaction with employee performance, Based on the test results in the table above, it can be seen that the relationship between job satisfaction and employee performance has a coefficient value of 0.826 with a P-Value of $0.002 > 0.05$ and a T-Statistics value of 3.062 (T-1.96). So it can be concluded that job satisfaction has a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City.

Table 4. Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment -> Job Satisfaction -> Employee Performance	0.250	0.268	0.165	1,514	0.130
Career Development -> Job Satisfaction -> Employee Performance	0.403	0.405	0.143	2,817	0.005
Competency -> Job Satisfaction ->	0.230	0.233	0.123	1,871	0.061

Employee Performance

Source : SMARTPLS Data Processing Results (2024)

Based on the table above, the results of hypothesis testing are as follows. Hypothesis 8: Work Environment on Employee Performance through Job Satisfaction. Based on the test results in the table above, it can be seen that the influence of the work environment on employee performance through job satisfaction has a coefficient value of 0.250 with a P-value of $0.130 > 0.05$ and a T-Statistics value of 1.514 (T-1.96). So it can be concluded that there is no significant mediating effect of job satisfaction which influences the work environment on employee performance.

Hypothesis 9: Career development affects employee performance through job satisfaction. Based on the test results in the table above, it can be seen that the influence of the work environment on employee performance through job satisfaction has a coefficient value of 0.403 with a P-value of $0.005 > 0.05$ and a T-Statistics value of 2.817 (T-1.96). So it can be concluded that there is a significant mediating influence of job satisfaction which influences career development on employee performance.

Hypothesis 10: Competence on employee performance through job satisfaction. Based on the test results in the table above, it can be seen that the influence of the work environment on employee performance through job satisfaction has a coefficient value of 0.230 with a P-value of $0.061 > 0.05$ and a T-Statistics value of 1.871 (T-1.96). So it can be concluded that there is no significant mediating effect of job satisfaction which influences the work environment on employee performance.

3.2 Discussion

a. The Influence of the Work Environment on Employee Performance

Based on the results of the analysis of hypothesis testing in this research, it is known that the influence of the work environment on employee performance at the Tebing Tinggi Credit Union has a coefficient value of 0.085 and P-Values $0.700 > 0.05$. Meanwhile, the T-statistic value is 0.386, thus, the work environment does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City. This research does not support the results of research conducted by (Taiwo, 2017) which states that the work environment has a significant influence on employee performance. This research also does not support the research results (Ahmad *et al.*, 2022) state a good work environment system is able to guarantee employee performance which ultimately allows the company to obtain positive attitudes and behavior that will work productively for the benefit of the company so that it will also have a good impact and can provide benefits for the company.

b. The Influence of the Work Environment on Job Satisfaction

Based on the results of the hypothesis testing analysis in this research, it is known that the direct influence of the work environment on job satisfaction at the Tebing Tinggi City Credit Union has a path coefficient value of 0.302 and P-Values $0.029 < 0.05$. Meanwhile, the T-statistic value is 2.183, thus, the work environment has a positive and significant effect on job satisfaction at the new life credit union in Tebing Tinggi City. This research is strengthened by previous research conducted by (Rosento & Yulistria, 2022) and (Jasmine & Edalmen, 2020) which states that the work environment has a significant effect on job satisfaction

c. The Effect of Career Development on Employee Performance

Based on the results of the analysis of hypothesis testing in this research, It is known that the direct influence of career development on employee performance at the New Life Credit Union, Tebing Tinggi City has a path coefficient value of -0.159 and P-Values $0.589 > 0.05$. Meanwhile, the T-statistic value is 0.541, thus, career development does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi city. This research does not support the research results (Yuliana &

Kusdiyanto, 2024) which states that leaders or directors have provided opportunities for employees to develop their careers, but based on research, employees feel that their educational background is sufficient so that there is no need for increased career development in terms of education.

d. The Influence of Career Development on Job Satisfaction

Based on the results of the analysis of hypothesis testing in this research, it is known that there is a direct effect Career development on job satisfaction at the New Life Credit Union, Tebing Tinggi City has a path coefficient value of 0.488 and P-values $0.000 < 0.05$. Meanwhile, the T-statistic value is 4.656, thus, career development has a positive and significant effect on job satisfaction at the New Life Credit Union, Tebing Tinggi City. This research is also strengthened by previous research conducted (Fahrizi *et al.*, 2021) And (Faronsyah & Trisninawati, 2020), which states that career development influences employee job satisfaction, which means that the better the employee's career development carried out by the company, the greater the job satisfaction of the company's employees and vice versa.

e. The influence of competency on employee performance

Based on the results of the analysis of hypothesis testing in this research, it is known that the direct influence of competence on employee performance at the New Life Credit Union in Tebing Tinggi City has a path coefficient value of 0.091 and P-values $0.275 > 0.05$. Meanwhile, the T-statistic value is 1.096, thus, competency does not have a significant effect on employee performance at the New Life Credit Union, Tebing Tinggi city. This research does not support the research results (Hidayat, 2021), which states that the Company does not consider the skills and experience possessed by employees so that employee performance is less than optimal in their field.

f. The Influence of Competency on Job Satisfaction

Based on the results of the analysis of hypothesis testing in this research, it is known that the direct influence of competence on job satisfaction at the New Life Credit Union in Tebing Tinggi City has a path coefficient value of 0.239 and P-values $0.018 > 0.05$. Meanwhile, the T-statistic value is 2.363, thus, competency has a positive and significant effect on job satisfaction at the New Life Credit Union, Tebing Tinggi city. This research is also strengthened by previous research conducted (Sinambela, 2020), which states that competence has a positive effect on job satisfaction

g. The Effect of Job Satisfaction on Employee Performance

Based on the results of the analysis of hypothesis testing in this research, it is known that the direct influence of job satisfaction on employee performance at the New Life Credit Union, Tebing Tinggi City has a path coefficient value of 0.757 and P-values $0.002 < 0.05$. Meanwhile, the T-statistic value is 3.062, thus, job satisfaction has a positive and significant effect on employee performance at the New Life Credit Union, Tebing Tinggi City. The research results are also strengthened by previous research conducted (Rosmaini *et al.*, 2019), (Mardiana *et al.*, 2020) and (Suntari & Rasto, 2018) which states that job satisfaction has a positive effect on employee performance.

h. The Influence of the Work Environment on Employee Performance Mediated by Job Satisfaction

Based on the results of the analysis of hypothesis testing in this research, it is known that the indirect influence of the work environment on employee performance is mediated by job satisfaction at the New Life Credit Union, Tebing Tinggi City, it has a path coefficient value of 0.250 and P-values $0.130 < 0.05$. Meanwhile, the T-statistic value is 1.514, thus, the work environment does not have a significant effect on employee performance which is mediated by job satisfaction. This research does not support the

results of research conducted by (Kusumastuti *et al.*, 2019), research results state that job satisfaction, such as a comfortable work environment with adequate facilities and harmonious relationships between employees, can improve employee performance.

i. The Effect of Career Development on Employee Performance Mediated by Job Satisfaction.

Based on the results of the hypothesis testing analysis in this research, it is known that the indirect influence of career development on employee performance is mediated by job satisfaction at the New Life Credit Union, Tebing Tinggi City, it has a path coefficient value of 0.403 and P-values $0.005 < 0.05$. Meanwhile, the T-statistic value is 2.817, thus, career development has a positive and significant effect on employee performance which is mediated by job satisfaction. This research is also strengthened by previous research conducted by (IP Sari, 2022) and (Pratama *et al.*, 2022) which states that job satisfaction can influence career development on employee performance, and companies must pay more attention to clarity when making career development decisions for employees.

j. The Effect of Competency on Employee Performance Mediated by Job Satisfaction.

Based on the results of the analysis of hypothesis testing in this research, it is known that the indirect influence of competence on employee performance is mediated by job satisfaction at the New Life Credit Union, Tebing Tinggi City, it has a path coefficient value of 0.230 and P-values $0.061 < 0.05$. Meanwhile, the T-statistic value is 1.871, thus, competency does not have a significant effect on employee performance which is mediated by job satisfaction. This research does not support the results of research conducted by (Permatasari *et al.*, 2023) and (Suristya & Adi, 2021) which states that appropriate competencies will be able to increase job satisfaction because employees work according to their abilities and experience,

4. CONCLUSION

Based on the results of research, discussion and data analysis through tests carried out regarding the "mediation model of job satisfaction on employee performance at the New Life Credit Union, Tebing Tinggi City", several conclusions can be drawn, namely, the work environment does not have a significant effect on employee performance, Work environment has a significant effect on job satisfaction, Career Development has no significant effect on employee performance, Career development has a significant effect on job satisfaction, Competency has no significant effect on employee performance, Competency has a significant effect on job satisfaction, Job satisfaction has a significant effect on employee performance, Job satisfaction not proven to mediate work environment on employee performance, Job satisfaction not proven to mediate career development on employee performance, Job satisfaction proven to mediate competency on employee performance.

There are several limitations experienced and these could be several factors that could be of greater concern to future researchers in perfecting their research further, because this research itself certainly has shortcomings that need to continue to be corrected in future research. Several limitations in this research include: The number of respondents was only 35 people, which of course is still not enough to describe the actual situation. In the data collection process, the information provided by respondents through questionnaires sometimes does not show the respondents' actual opinions, this happens because sometimes there are differences in thoughts and assumptions as well as differences in understanding of each respondent, as well as other factors such as honesty. in filling in the respondents' opinions in the questionnaire.

The author hopes that this research will be useful for readers, and in future research it is recommended to take more samples, this aims to improve the accuracy of

the data in the research. Conduct research on an ongoing basis, this is so that you can see and assess any changes in respondent behavior over time. Meanwhile, the author suggests that the Credit Union Life Baru savings and loan cooperative is expected to provide motivation to employees whose performance is lacking, especially for employees who really want career rotation from the start, so that these employees can improve their performance and meet the required job rotation criteria.

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