

The Effect of Career Development, Self-Efficacy and Non-Physical Work Environment on Employee Job Satisfaction

Career Development
on Employee Job
Satisfaction

Evi Oktobriana Sugianti

Universitas Muhammadiyah Ponorogo; Ponorogo, Indonesia

E-Mail: evioktobriana@gmail.com

Sri Hartono

Universitas Muhammadiyah Ponorogo; Ponorogo, Indonesia

E-Mail: mahar.anugerah@gmail.com

Titi Rapini

Universitas Muhammadiyah Ponorogo; Ponorogo, Indonesia

E-Mail: titi.rapini@gmail.com

1367

Submitted:
JUNE 2024

Accepted:
JULY 2024

ABSTRACT

This study aims to identify the influence of career development, self-efficacy and non-physical work environment on job satisfaction of employees of PT BPRS Mitra Mentari Sejahtera Ponorogo. This type of research is a survey. The research subjects were 50 employees. This data was collected by questionnaire and analyzed using multiple linear regression analysis. The results showed that: 1) career development has a negative effect on employee job satisfaction with a t count value of $-0.211 < t \text{ table } 2.01290$ with a significant 0.834 . 2) self-efficacy has a significant positive effect on employee job satisfaction with a t count value of $2.506 > t \text{ table } 2.01290$ with a significant 0.016 . 3) Non-physical work environment has a significant positive effect on employee work discipline with a t count value of $3.572 > t \text{ table } 2.01290$ with a significant 0.001 . 4) Leadership, compensation, and work environment simultaneously affect employee work discipline with an F count value of $22.616 > F \text{ table } 2.81$ with a significant 0.000 . The contribution of leadership, compensation and work environment has a positive effect on employee work discipline by 59.6% . The regression equation obtained is $Y = 1 - 0.027 X_1 + 0.264 X_2 + 0.439 X_3 + e$

Keywords: Career Development, Self-Efficacy, Work Environment, Job Satisfaction

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh pengembangan karir, efikasi diri dan lingkungan kerja non fisik terhadap kepuasan kerja karyawan PT BPRS Mitra Mentari Sejahtera Ponorogo. Jenis penelitian ini adalah survei. Subjek penelitian sebanyak 50 karyawan. Data ini dikumpulkan dengan kuesioner dan dianalisis dengan menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa: 1) pengembangan karir tidak berpengaruh terhadap kepuasan kerja karyawan dengan nilai t hitung sebesar $-0,211 < t \text{ tabel } 2,01290$ dengan signifikan $0,834$. 2) efikasi diri berpengaruh positif signifikan terhadap kepuasan kerja karyawan dengan nilai t hitung $2,506 > t \text{ tabel } 2,01290$ dengan signifikan $0,016$. 3) lingkungan kerja non fisik berpengaruh positif signifikan terhadap disiplin kerja karyawan dengan nilai t hitung $3,572 > t \text{ tabel } 2,01290$ dengan signifikan $0,001$. 4) Kepemimpinan, kompensasi, dan lingkungan kerja secara simultan berpengaruh terhadap disiplin kerja karyawan dengan nilai F hitung sebesar $22,616 > F \text{ tabel } 2,81$ dengan signifikan $0,000$. Kontribusi kepemimpinan, kompensasi dan lingkungan kerja berpengaruh positif terhadap disiplin kerja karyawan sebesar $59,6\%$. Persamaan regresi yang diperoleh adalah $Y = 1 - 0,027 X_1 + 0,264 X_2 + 0,439 X_3 + e$

Kata kunci: Pengembangan Karir, Self-Efficacy, Lingkungan Kerja, Kepuasan Kerja

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 4, 2024
pp. 1367-1376
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v12i4.2746

INTRODUCTION

Banks play an important role in people's lives and provide a wide range of services. Therefore, banks often receive a lot of public attention. This close relationship with the community means that bank employees have a heavy workload. In addition to their routine tasks, they are also expected to handle customer complaints or problems in a friendly manner, even if they have their own work-related problems such as unmet targets, piling up tasks, and overtime. As a result, bank employees often feel dissatisfied with their jobs because of these burdens. Job satisfaction is very important for employees because it contributes significantly to achieving company goals (Fauzi et al., 2022). Although technology and facilities are important, human resource factors play an important role in ensuring the success of a company. According to Priansa (2014) and Aoliso & Lao (2018), job satisfaction is a set of employee feelings about their work, both happy/like and unhappy/dislike as a result of employee interaction with their work environment or as a result of employee assessment of their work. Angella (2015) stated that one of the theories known in the context of job satisfaction is the Equity Theory. This theory states that a person's level of satisfaction in their work depends on the fairness felt in certain situations, especially in the work environment. This theory explains that the main elements in the concept of justice are input, results, justice, and injustice. Input refers to factors that are considered valuable to an employee in supporting the implementation of their duties, such as level of education, experience, skills, number of tasks, and equipment used to complete the work. Meanwhile, results refer to things that are considered valuable by employees obtained from their work, such as salary, bonuses, symbols of success, status, awards, and opportunities to achieve success or self-development. This Equity Theory emphasizes that the perception of fairness or unfairness in the relationship between input given and results received will influence a person's level of job satisfaction in the workplace.

There are several factors that can influence job satisfaction, one of which is career development. According to Hasibuan (2014); Akhmal et al., (2018), career development is a transfer that increases employee responsibility to a higher position in an organization, so that rights and status become greater. Based on the opinion of (Yusuf & Al Arif, 2015), it is explained that career development is a condition that gives rise to the development of a person's status in a company at a career level that has been determined in the related company. Companies that pay attention to their employees will provide the development of knowledge, skills, and other abilities. For this reason, career development is carried out to change conditions while developing job satisfaction. The relationship between career development and job satisfaction is also proven in research by Wau (2021); Rulianti & Nurpribadi (2023), which explains that proper career development can increase employee job satisfaction because without employee job satisfaction, productivity will decrease. Career development in a company is measured through several factors, including formal education, work experience, achievement, skills possessed, productivity level, promotion, employee training programs, available career paths, and structured work plans. If these factors can be met by a company, then employees will feel that the company cares about their careers, and a sense of comfort and security will arise in the employee. This sense of security and comfort can directly increase employee productivity because it can create job satisfaction for employees.

Bahri & Nisa (2017), entitled *The Influence of Career Development and Work Motivation on Employee Job Satisfaction*, shows a significant influence of career development on job satisfaction. This research is in line with research conducted by Jufrizen (2015) entitled *The Influence of Compensation and Career Development on Organizational Commitment with Job Satisfaction as an Intervening Variable at PT. Perkebunan Nusantara III (Persero) Medan* shows that career development results have a significant effect on job satisfaction at the PT. Perkebunan Nusantara III (Persero) Medan office. The next factor is self-efficacy. Self-efficacy is a person's self-confidence

and trust in their abilities to complete a job and face problems that can affect the individual in overcoming these problems (Putri & Wibawa, 2016). Self-efficacy has a significant impact on the learning process, motivation, and work results. Individuals tend to focus on learning and only take on tasks that they believe they can complete well. Employees who have a high level of self-confidence will diligently learn the best way to complete new tasks because they believe that the effort they put in will produce satisfactory results.

Salangka & Dotulong (2015), entitled *The Influence of Self Efficacy, Self Esteem and Work Environment on Job Satisfaction of Employees at PT. PLN (Persero) Suluttenggo Region* revealed that there is a positive and significant influence of self-efficacy on the job satisfaction of employees of PT. PLN (Persero) Suluttenggo Region. The same results were obtained in the research results of Putri & Wibawa (2016), entitled *The Influence of Self-Efficacy and Work Motivation on Job Satisfaction of Employees in the Equipment Section of the Klungkung Regency Secretariat* that self-efficacy has a positive and significant effect on job satisfaction of employees in the equipment section of the Klungkung Regency Secretariat. In addition to career development and self-efficacy, the non-physical work environment is one of the supporting factors in creating job satisfaction for employees. The work environment can be physical and non-physical. The physical work environment includes facilities provided by the company, such as rooms, workplaces, and other facilities needed by employees. The non-physical work environment is the work atmosphere and atmosphere in the company, such as communication between employees, employees, and leaders, and harmony among employees. The existence of a comfortable and pleasant work environment will motivate employees to work better and more productively so that the work results can be in accordance with what is expected, then job satisfaction is created.

Irawan (2017) shows that the work environment has a significant effect on employee job satisfaction. Irma & Yusuf (2020), also shows that there is a significant influence between the work environment on employee job satisfaction at the Cooperatives and UMKM Service of Bima Regency. The study above is the basis for the emergence of research on the influence of career development, self-efficacy, and non-physical work environment on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Based on the background above, the following problem formulations can be drawn. Does career development have a partial effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Does self-efficacy have a partial effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Does the non-physical work environment have a partial effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Do career development, self-efficacy, and non-physical work environment have a simultaneous effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo.

LITERATURE REVIEW

According to Maslichah & Hidayat (2017) and Aritonang et al. (2019), career development is a formal effort to improve and add skills that are expected to have an impact on the development and broaden horizons that open up opportunities to get a satisfying position/job in life as an employee. Hartono (2023) stated that through career development, an employee has the opportunity to increase knowledge/experience through training and education that is useful for his future career. Career development indicators Widyani & Devy (2021) are fair treatment in a career, concern from direct superiors, information about various promotion opportunities, interest in being promoted, and development. Self-efficacy is a person's self-confidence and trust in their abilities to complete a job and face problems that can affect the individual in overcoming these problems (Putri & Wibawa, 2016). Self-efficacy indicators according to Ardanti & Rahardja (2017), employees feel that the work they do is in accordance with their abilities, employees are able to adapt to work within the company, employees feel that the work they do meets expectations, employees have technical knowledge in

completing work, employees feel that they have the same/more abilities than their co-workers, and employees feel that experience in previous work helps employees gain self-confidence in their work.

The non-physical work environment is part of the overall work environment which includes individual behavior such as communication methods and relationships between employees (Wibowo et al., 2014). The non-physical work environment is also called the psychological work environment, namely the conditions around the workplace that are non-physical; this kind of work environment cannot be captured directly by the five human senses, but its existence can be felt (Kristanti, 2017). Indicators of the non-physical work environment, according to Siagian (2014), are relationships between co-workers at the same level, relationships between superiors and employees, and cooperation between employees. According to Mangkunegara (2013) job satisfaction is the level of affection of a worker towards his work and the work situation related to the worker's attitude towards his work. Dessler (2015) states that job satisfaction is a positive feeling about a particular job that result from an evaluation of each of the characteristics of the job. According to Hasibuan (2014), indicators of job satisfaction are enjoying one's job, loving one's job, work morale, discipline, and work performance.

METHOD

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied until finally conclusions are drawn. The population in this study was 50 employees of PT. BPRS Mitra Mentari Sejahtera Ponorogo. The sample is part or representative of the population studied (Arikunto, 2010). The population in this study was 50 employees, so the research sample was the entire population of 50 employees. The sampling method in this study used a saturated sampling technique. Primary data is data obtained from original sources. The original source here is interpreted as the first source from which the data was obtained or the data source that directly provides data to the data collector (Sugiyono, 2014). In this study, primary data collection was through the distribution of questionnaires and interviews. The data collection technique in this study used a questionnaire. This study collected primary data through the distribution of questionnaires and interviews. A questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer.

RESULT

The results conducted in a survey study involving 50 respondents, the data shows that 22 respondents or 44% are in the age range of 21-25 years, while 23 respondents or 46% are in the age range of 26-31 years. Only 4 respondents are aged 32-37 years, and 1 respondent is aged 38-43 years. In terms of gender, there are 29 respondents or 48% female and 21 respondents or 42% male, showing a balance between the number of female and male employees. In terms of length of service, 24% of employees have less than one year of work experience, while 60% have between 1 and 5 years of work experience. The remaining 16% or 8 employees have more than 6 years of work experience. Regarding education level, the majority of employees have a Bachelor's degree (S1) of 58%. The second highest education is high school/vocational school with a percentage of 32%, and only 10% of employees have a Diploma 3 (D3) education. This data provides an overview of the demographics, educational background, and work experience of the employees in the survey.

Table 1. Validity Test Results

Variables	Indicator	R-Count	R-Table	Information
Career development	X1.1	0.657	0.2787	Valid
	X1.2	0.735	0.2787	Valid
	X1.3	0.659	0.2787	Valid
	X1.4	0.791	0.2787	Valid
	X1.5	0.688	0.2787	Valid
	X1.6	0.555	0.2787	Valid
Self-Efficacy	X2.1	0.823	0.2787	Valid
	X2.2	0.836	0.2787	Valid
	X2.3	0.862	0.2787	Valid
	X2.4	0.857	0.2787	Valid
	X2.5	0.643	0.2787	Valid
	X2.6	0.745	0.2787	Valid
Non-Physical Work Environment	X3.1	0.855	0.2787	Valid
	X3.2	0.816	0.2787	Valid
	X3.3	0.920	0.2787	Valid
	X3.4	0.937	0.2787	Valid
	X3.5	0.909	0.2787	Valid
Job satisfaction	Y.1	0.815	0.2787	Valid
	Y.2	0.838	0.2787	Valid
	Y.3	0.825	0.2787	Valid
	Y.4	0.777	0.2787	Valid
	Y.5	0.524	0.2787	Valid

The results of the analysis show that all indicators in the Career Development, Self-Efficacy, Non-Physical Work Environment, and Job Satisfaction variables have R-Count values greater than the R-Table of 0.2787, indicating that all of these indicators are valid. In the Career Development variable, six indicators have R-Counts ranging from 0.555 to 0.791, indicating that each indicator contributes significantly to measuring this variable. The indicators in the Self-Efficacy variable also show strong validity, with R-Count values ranging from 0.643 to 0.862, indicating that individuals in this study have strong confidence in their own abilities. Meanwhile, the Non-Physical Work Environment variable has indicators with very high R-Counts, between 0.816 and 0.937, indicating a significantly supportive work environment. The indicators on the Job Satisfaction variable also show adequate validity, with R-Count values ranging from 0.524 to 0.838, indicating that job satisfaction is measured well through these indicators. These results indicate that each variable measured in this study can be considered valid and relevant in understanding the factors that influence job satisfaction.

Table 2. Reliability Test Results

Variable Name	Cronbach's Alpha	Critical Value	Information
Career development	0.765	0.60	Reliable
Self-efficacy	0.882	0.60	Reliable
Non-Physical Environment	0.932	0.60	Reliable
Job satisfaction	0.817	0.60	Reliable

The reliability test results in Table 2 show that all variables in this study have a Cronbach's Alpha value that exceeds the critical value of 0.60, indicating that each variable is reliable. The career development variable has a Cronbach's Alpha value of 0.765, indicating that the instrument used to measure career development is consistent and reliable. The Self-Efficacy variable has a higher reliability value with a Cronbach's Alpha of 0.882, indicating that individual self-confidence in this context is measured with a very good level of consistency. Furthermore, the "Non-Physical Environment" variable shows very high reliability with a Cronbach's Alpha of 0.932, indicating that the non-physical work environment is measured with a very consistent instrument. The job satisfaction variable also shows reliable results with a Cronbach's Alpha value of 0.817. Overall, these results indicate that the instrument used in this study to measure the four variables has a good level of reliability, so that the data obtained can be considered

consistent and reliable for further analysis. The Cronbach alpha value is greater than 0.60, which indicates an adequate level of reliability. This means that all variables in this study can be said to be reliable and suitable for use in this study because their reliability has been tested.

Table 3. Multiple Linear Analysis Results

Model	Unst. Coef. B	Unst. Coef. Std. Error	Std. Coef. Beta	t	Sig
Constant	4.157	2.110		1.970	0.055
Career development	-0.027	0.130	-0.030	-0.211	0.834
Self-Efficacy	0.264	0.105	0.322	2.506	0.016
Non-physical work environment	0.439	0.123	0.543	3.572	0.001

Table 3, the following equation is $Y = 1 - 0,027 (X1) + 0,264 (X2) + 0,439 (X3) + e$. The multiple linear regression equation results can be interpreted as follows: if variables X1, X2, and X3 = 0 then Y = 4.157. If X1 decreases by one unit then job satisfaction decreases by (-0.027) units or -2.7% assuming other independent variables are constant. If X2 increases by one unit then job satisfaction increases by 0.264 units or 26.4% assuming other independent variables are constant. If X3 increases by one unit then job satisfaction increases by 0.439 or 43.9% assuming other independent variables are constant.

Table 4. Results of Determination Coefficient Test

Model	R	R Square	Adj. R Square	Std. Error
1	0.772	0.596	0.570	1.941

Table 4, it is known that the R²/R Square value is 0.596. This shows that the percentage of influence of independent variables (X1, X2, and X3) on the dependent variable (Y) is 59.6% or in other words the independent variations used in the model (career development, self-efficacy, and non-physical work environment) are able to explain the relationship between career development, self-efficacy, and non-physical work environment on the dependent variable (job satisfaction) by 59.6%. While the remaining 40.4% is influenced by other variables not examined in this study.

Table 5. T-Test Results

Model	Unst. Coef. B	Unst. Coef. Std. Error	Std. Coef. Beta	t	Sig.
Constant	4.157	2.110		1.970	0.055
Career development	-0.027	0.130	-0.030	-0.211	0.834
Self-Efficacy	0.264	0.105	0.322	2.506	0.016
Non-Physical Work Environment	0.439	0.123	0.534	3.572	0.001

Table 5, it is known that the t count value is -0.027 and the t table is 2.01290, meaning that t count < t table (-0.027 < 2.01290) and the significant value is 0.834 > 0.05, so it can be concluded that there is no partial influence between career development and employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Based on the table above, the t count value is 0.264, and the t table is 0.01290, meaning that t count > t table (0.264 > 0.01290) and the significant value is 0.016 < 0.05, so it can be concluded that self-efficacy has a partial influence on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Based on the table above, the t count value is 0.439 and t table is 0.01290, meaning t count > t table (0.439 > 0.01290) and the significant value is 0.001 < 0.05, so it can be concluded that the non-physical work environment has a partial influence on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo.

Table 6. F Test Results

Model	Sum Of Squares	df	Mean Square	F	Sig.
Regression	255.653	3	85.218	22.616	0.000
Residual	173.327	46	3.768		
Total	428.980	49			

The calculated F value is 22.616, while the F table value for this study is 2.81. So, with the calculated F value > F table and a significance value of $0 < 0.05$, it can be concluded that all independent variables have a simultaneous influence on the dependent variable of job satisfaction. The Relationship of Career Development Influence on Employee Job Satisfaction, the results of data analysis show that career development variables have no influence on the level of employee job satisfaction. This is reflected in the t-value of the career development variable which is -0.211 which is smaller than the t-table value of 2.01290 with a significant value of 0.834 which is greater than 0.05. So, based on the results of the analysis above, it is concluded that career development does not affect employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Respondent characteristics show that 60% of employees have a work period of less than 5 years, the small number of employees who have worked for more than 5 years can affect the questionnaire answers related to the career development aspects of respondents who are still in the early stages.

The relationship of self-efficacy influence on employee job satisfaction, the results of data analysis show that the self-efficacy variable shows a t-value of 2.506 which is greater than the t-table value of 2.01290 with a significant value of 0.016 which is smaller than 0.05. Based on the results of the data analysis above, it can be concluded that self-efficacy has a positive and significant effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Employees who have high self-efficacy tend to feel satisfied with their work because employees will be able to complete the work given by the company well and optimally, so that the work results obtained can meet their expectations. The Relationship of the Influence of Non-Physical Work Environment on Employee Job Satisfaction, that the non-physical work environment variable shows a calculated t value of 3.572 which is greater than the t table value of 2.01290 with a significant value of 0.001 less than 0.05 so it can be concluded that the non-physical work environment has a positive and significant effect on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. Good relationships horizontally and vertically in the company can minimize conflict and create a pleasant and comfortable workplace atmosphere so that employee job satisfaction can be created.

Relationship of influence of career development, self-efficacy, and non-physical work environment on employee job satisfaction. Based on the results of the F test or simultaneous test for the variables of career development (X1), self-efficacy (X2), and non-physical work environment (X3) simultaneously have a positive and significant influence on employee job satisfaction (Y) at PT. BPRS Mitra Mentari Sejahtera Ponorogo with a calculated F value of 22.616 greater than the F table value of 2.81 with a significance level of 0 less than 0.05. Based on these results, it can be concluded that simultaneously there is a positive and significant influence of career development, self-efficacy, and non-physical work environment on employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo simultaneously.

CONCLUSION

The research conducted, there are several main findings related to the factors that influence employee job satisfaction at PT. BPRS Mitra Mentari Sejahtera Ponorogo. First, career development does not have a significant partial effect on employee job satisfaction. This means that even though career development is carried out, it does not directly increase their level of job satisfaction. Second, self-efficacy or employee confidence in their own abilities is proven to have a positive and significant effect on job satisfaction. Employees who have high self-efficacy tend to feel more satisfied with their

jobs because they feel able to complete tasks well and achieve goals. Third, the non-physical work environment, such as work atmosphere, relationships between employees, and support from superiors, also has a positive and significant effect on job satisfaction. A conducive and supportive work environment makes employees feel more comfortable and satisfied in carrying out their tasks. Fourth, overall or simultaneously, the three factors career development, self-efficacy, and the non-physical work environment together have a positive and significant effect on employee job satisfaction. This shows that the combination of these three factors is very important in increasing job satisfaction. For further research, it is recommended to add other variables that may not have been studied, such as work-life balance, leadership style, and job security. The addition of these variables can provide more comprehensive insight into the factors that influence employee job satisfaction.

REFERENCES

- [1] Angella. (2015). *Pengaruh Budaya Organisasi dan Komitmen Organisasi Terhadap Kepuasan Kerja dengan Motivasi Kerja sebagai Variabel Intervening Pada PT. Andhika Graha Tenindo*. Jakarta: Skripsi Binus University.
- [2] Ardanti, D. M., & Rahardja, E. (2017). Pengaruh pelatihan, efikasi diri dan keterikatan karyawan terhadap kinerja karyawan (studi pada patra Semarang Hotel & Convention). *Diponegoro Journal Of Management*, 6(3), 165-175.
- [3] Arikunto, S. (2010). *Prosedur penelitian suatu pendekatan praktek*. Available at: <https://cir.nii.ac.jp/crid/1130000795354347648>
- [4] Aritonang, K. L., Fadilah, N., Aritonang, T. A., & Saragih, O. V. (2019). Pengaruh Pengembangan Karir dan lingkungan kerja fisik terhadap kepuasan kerja karyawan pada PT. Sinar Sosro. *Jurnal manajemen*, 5(1), 53-60.
- [5] Bahri, S., & Nisa, Y. C. (2017). Pengaruh pengembangan karir dan motivasi kerja terhadap kepuasan kerja karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 18(1), 9-15.
- [6] Dessler, G. (2015). *Manajemen sumber daya manusia*. Jakarta: salemba empat.
- [7] Putri, P. E. V., & Wibawa, I. M. A. (2016). Pengaruh self-efficacy dan motivasi kerja terhadap kepuasan kerja pegawai bagian perlengkapan sekretariat Kabupaten Klungkung. *E-Jurnal Manajemen Universitas Udayana*, (Online), 5(11), 7339-7365.
- [8] Hartono, S. (2023). Pengaruh Kompensasi, Beban Kerja dan Pengembangan Karir Terhadap Loyalitas Karyawan di Rumah Sakit Paru Manguharjo Madiun. *Jurnal Cakrawala Ilmiah*, 3(1), 137-150.
- [9] Hasibuan, M. (2014). *Manajemen Sumber Daya Manusia, Cetakan Kedelapan belas*. Bandung: PT. Bumi Aksara.
- [10] Irma, A., & Yusuf, M. (2020). Pengaruh lingkungan kerja terhadap kepuasan kerja pegawai. *Jurnal Manajemen*, 12(2), 253-258.
- [11] Jufrizen, J. (2015). Pengaruh Kompensasi dan Pengembangan Karir Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Perkebunan Nusantara III (Persero) Medan. *Jurnal ilmiah manajemen dan bisnis*, 15(1).
- [12] Kristanti, E. (2017). Pengaruh Lingkungan Kerja Fisik Dan Lingkungan Kerja Non Fisik Terhadap Stres Kerja Dan Dampaknya Terhadap Kinerja (Studi Pada Kantor Bersama Samsat Mojokerto Kota). *Jurnal Ilmu Manajemen*, 5(1), 1-10.
- [13] Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia: Cetakan Kesebelas*. Bandung: PT Remaja Rosdakarya.
- [14] Priansa, D. J. (2014). *Perencanaan & pengembangan SDM*. Bandung: alfabeta.
- [15] Widyani, A. A. D., & Devy, N. P. R. (2021). Komitmen Organisasi sebagai Mediasi Pengaruh Pengembangan Karir terhadap Kinerja. *Widya Manajemen*, 3(1), 57-69.
- [16] Salangka, R., & Dotulong, L. (2015). Pengaruh self efficacy, self esteem dan lingkungan kerja terhadap kepuasan kerja karyawan pada Pt. Pln (Persero) Wilayah Suluttenggo. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(3).
- [17] Siagian, P. S. (2014). *In Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- [18] Sugiyono, P. D. (2014). *Metode Penelitian Bisnis*. Bandung: Penerbit Alfabeta.
- [19] Wahyu Irawan, R. I. Z. A. (2017). *Pengaruh Kompensasi, Motivasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PDAM (Tirta Taman Sari) Kota Madiun* (Ponorogo: Dissertation, Universitas Muhammadiyah Ponorogo).
- [20] Wau, J. (2021). The Effect of Career Development, Work Motivation, and Job Satisfaction on Employee Performance. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 7(2), 262-262.

- [21] Wibowo, M., Al Musadieg, M., & Nurtjahjono, G. E. (2014). *Pengaruh lingkungan kerja terhadap kepuasan kerja karyawan (Studi pada karyawan PT. Telekomunikasi Indonesia Tbk. Kandatel Malang)*. Brawijaya University.
- [22] Yusuf, B., & Al Arif, M. N. R. (2015). *Manajemen sumber daya manusia di lembaga keuangan syariah*. Available at: https://repository.uinjkt.ac.id/dspace/bitstream/123456789/38476/2/Buku_MSDM_editor.pdf
- [23] Maslichah, N. I., & Hidayat, K. (2017). *Pengaruh work-life balance dan lingkungan kerja terhadap kepuasan kerja karyawan (Studi pada perawat RS Lavalette Malang tahun 2016)*. (Malang: Disertation, Brawijaya University).
- [24] Fauzi, A., Wulandari, A. S., Cahyani, D. R., Nurfitri, N., Khairani, N., Deva, R., & Nursafitri, S. (2022). Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention Pada Karyawan (Literature Review Manajemen Kinerja). *Jurnal Ilmu Manajemen Terapan*, 4(2), 229-241.
- [25] Aoliso, A., & Lao, H. (2018). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. TASPEN (PERSERO) Kantor Cabang Kupang. *Bisman-Jurnal Bisnis & Manajemen*, 3(01), 9-16.
- [26] Akhmal, A., Laia, F., & Sari, R. A. (2018). Pengaruh pengembangan karir terhadap kepuasan kerja karyawan. *Jurnal Bisnis Administrasi*, 7(1), 20-24.
- [27] Rulianti, E., & Nurpribadi, G. (2023). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 849-858.

*Career Development
on Employee Job
Satisfaction*

1376
