

**THE INFLUENCE OF CAREER DEVELOPMENT AND
COMPENSATION ON EMPLOYEE JOB SATISFACTION
(STUDY AT PT BPR KERTA RAHARJA (PERSERODA))**

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ABSTRACT

This study aims to determine its impact on employee career development, compensation decisions, and job satisfaction. The data collection technique was carried out by distributing questionnaires with a sample of 132 respondents. The study showed that employees of PT BPR Kerta Raharja (Perseroda) have a high level of career development, compensation and job satisfaction. The results of the study indicate that the amount of remuneration of PT BPR Kelta Lalarja (Perseroda) can explain the difference in job satisfaction based on the results of hypothesis testing. Employee job satisfaction was assessed high in a descriptive statistical study using the SPSS 25 program and several linear regression tests. Career development and compensation have an effect on employee job satisfaction. Based on the test results, it is known that variations in career development and reward variables can explain differences in employee work, meaning that variations in career development and compensation variables are sufficient, then the work determines the conditions for career development that will also increase satisfaction. Compensation and job satisfaction of employees of PT. BPR Kerta Raharja (Perseroda) know the impact of career development and compensation on employee job satisfaction. Because the variables studied are interrelated, the method used is quantitative with a descriptive and confirmatory approach.

Keywords : Career Development; Compensation; Job Satisfaction

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dampaknya terhadap pengembangan karir karyawan, keputusan kompensasi, dan kepuasan kerja. Teknik pengumpulan data dilakukan dengan menyebarkan kuesioner dengan jumlah sampel sebanyak 132 responden. Penelitian menunjukkan bahwa pegawai PT BPR Kerta Raharja (Perseroda) memiliki tingkat pengembangan karir, kompensasi dan kepuasan kerja yang tinggi. Hasil penelitian menunjukkan bahwa besaran remunerasi PT BPR Kelta Lalarja (Perseroda) dapat menjelaskan perbedaan kepuasan kerja berdasarkan hasil pengujian hipotesis. Kepuasan kerja karyawan dinilai tinggi dalam studi statistik deskriptif dengan menggunakan program SPSS 25 dan beberapa uji regresi linier. Pengembangan karir dan kompensasi berpengaruh terhadap kepuasan kerja karyawan. Berdasarkan hasil pengujian diketahui bahwa variasi variabel pengembangan karir dan imbalan dapat menjelaskan perbedaan pekerjaan pegawai, artinya variasi variabel pengembangan karir dan kompensasi cukup maka pekerjaan menentukan kondisi pengembangan karir itu juga akan meningkatkan kepuasan. Kompensasi dan kepuasan kerja karyawan PT. BPR Kerta Raharja (Perseroda) mengetahui dampak pengembangan karir dan kompensasi terhadap kepuasan kerja pegawai. Karena

variabel-variabel yang diteliti saling berkaitan, maka metode yang digunakan adalah kuantitatif dengan pendekatan deskriptif dan konfirmatori.

Kata kunci : Pengembangan Karir; Kompensasi; Kepuasan Kerja

INTRODUCTION

Banks are one of the drivers of the economy which have an important role in the economy of the nation/society, PT BPR Kerta Raharja (Perseroda) abbreviated as PT BPRKR bank is a company operating in the financial services sector as a financial intermediation institution for the public in order to improve the standard of living of the community in order to encourage economic growth. and development in the Bandung Regency area, as a source of Original Regional Income for Bandung Regency.

Company goals will be created if employees obtain job satisfaction as expected. Employees who get job satisfaction will maintain high work performance, and conversely, employees who do not get satisfaction, sooner or later will not be reliable and able to achieve. How to create employee job satisfaction so that employees can work optimally and feel satisfied with the work they do so that they do their work happily and strive to continuously improve their abilities and skills. Meanwhile, employees who are not satisfied tend to see work as boring and tedious, so they do their work haphazardly and can even resign.

The correlation between employee job satisfaction and labor turnover has been observed within the company. It has been noted that high levels of job satisfaction are consistently linked to lower rates of employee turnover, while conversely, a high turnover is often indicative of widespread employee dissatisfaction. Researchers present data regarding the number of employees who leave the company. The large number of employees leaving their jobs is very detrimental to the company because it can hamper the company's performance. From the perspective of the company, employee turnover can offer a comprehensive insight into the considerable expenses associated with recruitment, training, and addressing the challenges posed by employee turnover. This also encompasses various indirect costs, including the loss of employees who possess a comprehensive understanding of different roles within the organization. Especially if the employee has not had the opportunity or is reluctant to pass on his abilities to other employees. The following is employee turnover data at PT BPR Kerta Raharja (Perseroda):

Based on the picture above regarding the number of employees who quit from 2021-2023, there has been a decrease in the number of employees over the last 3 years, in 2021 the number of employees who quit was 7 people, in 2022 there were 11 employees who quit and in 2023 there were 15 people. which means that PT BPRKR employee job satisfaction is low because the majority of employees choose to leave work to look for other work due to various factors. There are several factors that influence employee job satisfaction, namely career development and employee compensation that must be taken seriously by the company.

Employers must also consider and manage appropriate career development for all employees. This is what employees deliberately do. Higher-than-original abilities help them understand their functions, roles and responsibilities in the work environment. Achievement is also expected by establishing a career, increasing job satisfaction and clarifying the level of their career profession. The company strives to foster healthy job satisfaction that balances worker rights and responsibilities and employee roles and responsibilities.

As per Mangkunegara's (2012:77) perspective, career development entails the personal enhancement efforts made by an individual to fulfill their personal career goals. An employee requires self-improvement in order to advance their career and cultivate their inherent potential to meet and surpass set targets, thereby attaining their desired professional trajectory. Achieving the goals of an institution or organization relies not only on modern equipment, complete facilities, and infrastructure, but also more significantly on the individuals who execute the tasks.

Apart from being influenced by career development, job satisfaction is also influenced by compensation. In the book (Firdaus & Oetarjo, 2022) Compensation comprises all forms of monetary income and tangible goods, whether direct or indirect, that employees receive as remuneration for the services they render to the organization. Thus compensation is also one of the factors that influences an employee's job satisfaction. Every organization should endeavor to enhance employee job satisfaction by offering equitable and suitable compensation.

Based on the aforementioned background, the problem identification in this research is as follows:

1) What are the conditions for career development, compensation, and job satisfaction of

employees at PT BPR Kerta Raharja (Perseroda)?

2) How significant is the impact of career development on the job satisfaction of employees at PT BPR Kerta Raharja (Perseroda)?

3) How significant is the impact of compensation on employee job satisfaction at PT BPR Kerta Raharja (Perseroda)?

The primary objective of this research is to examine and analyze:

1) The conditions of career development and compensation **regarding** employee job satisfaction at PT BPR Kerta Raharja (Perseroda).

2) To what extent do career development and compensation affect employee job satisfaction at PT BPR Kerta Raharja (Perseroda)?

3) How significant is the influence of career development and compensation on employee job satisfaction at PT BPR Kerta Raharja (Perseroda)?

The theoretical benefits of the research pertain to the agencies, providing feedback on the significance of career development, as well as employee job satisfaction at PT BPR Kerta Raharja (Perseroda).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job Satisfaction

So that productivity is good and in line with what is expected, with job satisfaction HRM can manage employees as well as possible.

According to Lee et al. (2022), it was stated that.

"Job satisfaction as the extent to which an individual feels positive or negative about various aspects such as job duties, working conditions, and relationships with coworkers."

According to Thevanes & Jathurika (2021):

"Job satisfaction is determined by several factors, namely mentally challenging work, supportive working conditions, supportive coworkers, and suitability of personality to the job."

According to Locke and Luthan in Yusuf and Maliki (2021):

"Job satisfaction as a pleasant or positive emotional state resulting from an appraisal of one's work or experiences. Job satisfaction is the result of an employee's perception of how well his job provides the things that are considered important. Job satisfaction cannot be seen, but it can be inferred. It is an emotional response to a work situation."

Based on the foregoing description, it can be inferred that job satisfaction is a favorable emotional disposition or conduct arising from an employee's fulfillment of their work. Job satisfaction is influenced by work environment factors, interactions between employees, wages or salaries for hard work, work facilities and infrastructure, attitudes and leadership models, promotions or promotions, and work load. Job satisfaction with a large scope will produce a good work environment.

Job satisfaction is a significant factor that impacts employee performance in organizations (Celluci and de Vries in Spektor, 1997). Celluci and de Vries (1978) pioneered the articulation of the facets of job satisfaction across five dimensions, as detailed in Satria (2023):

1. Satisfaction with salary, which means that someone will be satisfied with their salary when their perception of their salary and what they get is as expected.
2. Satisfaction with promotion, this satisfaction is related to the work performance that has been demonstrated by the employee concerned through work promotion. Factors related to the opportunity to gain career advancement while working.
3. Satisfaction with coworkers. This illustrates the reality that individuals are personally engaged with their occupational responsibilities. As the participation of colleagues significantly impacts job satisfaction, it is imperative to promote the engagement of superiors/managers in order to enhance a gratifying work atmosphere which fosters heightened employee engagement.
4. Satisfaction with supervisor. A competent supervisor demonstrates a readiness to appreciate the efforts of their subordinates. For subordinates, providers are frequently perceived as paternal/maternal figures simultaneously holding authority over them.
5. Satisfaction with the work itself. Every occupation necessitates specific skills. The level of job difficulty and an individual's perception of the essentiality of their skills in executing the job are factors influencing the level of satisfaction derived from the job.

Career Development

Career development is an effort that must be made so that the career plans made bring optimal results. This effort must primarily be made by the individual concerned, because after all he is the one who is most interested and who will enjoy the results, this is a very fundamental principle of career development.

According to Noe et al., (2019) stated that:

It is also the task of the organization to form relationships with everyone who manages their career because careers are made up of changes between individuals and organizations.

According to Utama (2020) states that:

Career development is the process through which an individual gains awareness of personal attributes related to their career, including skills, interests, knowledge, motivation, and other characteristics. This process involves a series of stages that aid in the individual's career advancement. These stages include acquiring information about career opportunities and formulating strategies to accomplish their objectives.

According to Ratnasari (2019) states that:

Career development is a series of positions or roles that an individual undertakes over a specific period in their lifetime. It involves a shift in values, attitudes, and motivation as one matures with age. Career development is a formal and continuous endeavor aimed at enhancing and expanding one's skills.

Based on these explanations, It can be observed that the purpose of a career development program is a formal and structured activity carried out by an organization for its employees with the aim of improving knowledge, attitudes, information and leadership skills which are provisions for improving their careers, so that workers and companies can improve themselves to the maximum.

Specifically, self-efficacy, outcome expectations, sense of calling, spiritual significance, and materialism. Dik, Sargent, and Steger, as mentioned in Gusta et al. , please. 2021. explains these dimensions, namely:

1. Self-efficacy pertains to an individual's perception regarding their capacity to organize and execute actions to demonstrate specific skills.
2. Outcome expectation refers to an individual's anticipation that specific behaviors or actions will result in particular consequences. It comprises beliefs concerning the likelihood of specific behaviors resulting in particular outcomes.
3. Sense of calling, as a feeling of calling oneself to work on impulse.
4. Spiritual significance is more closely related to spiritual or psychological aspects rather than physical or material ones.
5. Materialism values the importance of owning items for displaying status and evoking

happiness. Derived from the aforementioned theory, career development serves as a strategic catalyst for inspiring employees and syncing skill enhancement with the objectives of the organization. It also leads to advancements in an individual's standing within the organization, following the predetermined career trajectory.

Compensation

Compensation is what employees receive in return for their services to the company. Providing compensation is an essential function of HRM that involves all forms of individual rewards in exchange for performing organizational tasks.

According to (Sadikin, et al., 2020) states that: "ompensation is defined as the sum of all rewards that employees receive in return for the services they provide. The reason for offering this compensation is to incentivize and motivate employees, ensuring their loyalty and optimal contribution towards the company's goals."

In addition, it is also understood that compensation is what an employee receives in return for the work he or she is given, either hourly wages or periodic salaries designed and managed by the personnel department. Compensation is also the provision of direct and indirect rewards in the form of goods or goods to employees as a reward for services given to the company (Zulkarnaen & Herlina, 2018).

As per (Akbar, et al. , 2021:125): "Compensation encompasses all financial rewards and benefits acquired by employees within an employment arrangement. Moreover, as mentioned by Sutrisno (2017:181), "compensation plays a crucial role in human resource management (HRM). " Please provide the text that needs to be rewritten in a smooth manner, so I can assist you."

According to (Elmi 2018:83) states that: "Compensation is remuneration provided by an organization/company to employees, which can be financial or non-financial, over a fixed period. A good compensation system will be able to provide satisfaction for employees and enable companies to acquire, employ and retain employees."

By considering the definitions mentioned earlier, it is evident that compensation holds significance as a vital management function. Organizations must ensure to reciprocate the services rendered by employees in alignment with their contributions and performance within the organization.

The remuneration given by companies to their employees can be categorized into

various forms. Zunaidah and Susetyo (2020: 5) claim that compensation can typically be categorized into two types, namely:

a. Direct Compensation

Direct compensation represents the remuneration that an employee receives in exchange for their services to the organization. For instance, salary, incentives, bonuses, position allowances. Sure, here is the rephrased text in a smoother tone: "Please add two line breaks where they are needed.

b. Indirect Compensation (Indirect compensation).

Indirect compensation is when a company provides additional rewards to its employees to enhance their well-being. Certainly, the compensation is not directly linked to the tasks performed by the employee. For instance, the benefits, facilities, and services offered by the company.

Based on the main problem and objectives of this research, the hypothesis of this research is as follows:

H1: Career Development Influences Job Satisfaction.

H2: Compensation holds sway over job satisfaction.

H3: Career Development and Compensation Influence Satisfaction Work

RESEARCH METHODS

This study is aimed at explaining research. Data collection techniques rely on the use of primary data and secondary data. Primary data revolves around interviews and questionnaires. On the other hand, secondary data involves reading and studying literature or sources relevant to the problem under investigation. The study involved the employees of PT BPR Kerta Raharja (Perseroda), amounting to 196 individuals.

In this study, the number of participants was determined by applying the Slovin Formula. The researcher will choose a sample with a 5% (0.05) margin of error.

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{196}{1 + (196)(0,05)^2} = 131,54 = 132$$

Based on the calculations done with the Slovin formula, it produces a sample of 132 employees at the company PT BPRKR. Based on the chosen thesis title, namely: "The Influence of Career Development and Compensation on Employee Job Satisfaction", there are three research variables, namely:

1. Independent Variable (X)

According to Sugiyono (2022:39), independent variables, also known as a stimulus, predictor, or antecedent variable, are those variables that are free to vary. In this study, the independent variables are career development and compensation..

2. Dependent Variable (Y)

The dependent variable (bound) as defined by Sugiyono (2022:39) refers to the variable (Y) that is influenced or affected due to the presence of the independent variable. In this study, the employee job satisfaction is considered as the dependent variable. The operational variables in this research are displayed in the following table:

The method utilized in this research is known as multiple linear regression analysis. Plus, for more convenience in calculations, the SPSS version 25 application was utilized. To assess the significance level of the influence of the independent variable on the dependent variable, both partially and simultaneously, the t test and F test were utilized.

RESEARCH RESULTS AND DISCUSSION

Traits of Participants PT BPR Kerta Raharja (Perseroda)

The details below will outline the information about respondents who work for PT BPRKR. The respondent data is organized according to gender, age, highest education level, and years of experience at the company.

From the table above, it can be observed that 68 people (51.5%) were men while 64 people (48.5%) were women. This shows that the majority of employees who work at PT BPRKR are male. (Look Table 3)

From the table above, it is evident that the majority of employees who work at PT BPRKR are aged between 30-40 years as many as 58 people (43.9%) while there are 14 people over 45 years old (10.6%) This shows that employees who work at Most of PT BPRKR are aged between 30-40 years because this is the age that is productive at work. (Look Table 4)

Based on the table above, it can be seen that the majority of PT BPRKR employees' education is D3/SI graduates as many as 74 people (56.1%) while 5 people are from junior high school (3.7%). This shows that employees who work at PT BPRKR mostly have a Bachelor's degree (S1), because the requirement for employees

who apply to the company must be a Bachelor's degree (S1) or at least a Diploma (D3). (Look Table 5)

Based on the table above, it's clear that the majority of employees have worked at the company for less than 3 years, namely 84 people (63.4%), while the fewest have worked at the company for 5-10 years, namely 9 people (7%). This shows that employees who work at PT. Most of the BPRKR have worked at the company for less than 3 years

Analysis of Career Development Variable Description (X1)

The research includes five indicators under the career development variable: self-efficacy, outcome expectation, sense of calling, spiritual significance, and materialism. The statement items on the competency variable consist of 10 statement items. If depicted as a continuum line it is as follows: (Look Figure 2)

Based on the continuum line above, it reveals that overall career development yields an average of 3.70 and falls into the "High" category. This can be inferred that the career development opportunities for PT BPR Kerta Raharja employees are generally excellent.

Compensation Variable Description Analysis (X2)

The compensation variable in this study consists of 6 indicators, namely salary, incentives, bonuses, allowances, insurance and leave. The statement items on the compensation variable consist of 12 statement items. If depicted in a continuum line it is as follows: (Look Figure 3)

Based on the continuum line above, it shows that overall compensation produces an average of 3.71 and is in the "High" category. This means that it can be concluded that overall compensation for PT BPR Kerta Raharja employees is high.

Job Satisfaction Variable Description Analysis (Y)

The job satisfaction variable in this study comprises 5 indicators: satisfaction with salary, promotions, colleagues, supervisors, and the job itself. The job satisfaction variable includes five statement items. If represented as a continuous line, it is as follows (Look Figure 4)

Based on the continuum line above, it shows that overall job satisfaction produces an average of 3.85 and is in the "High" category. This indicates that, overall, job satisfaction among employees at PT BPR Kerta Raharja is high.

The form of the equation formed is as follows

$$Y = 7,537 + 0,149(X_1) + 0,139(X_2)$$

The interpretation of the equation above is:

1. A constant value of 7. 537 indicates that when the independent variable is 0, job satisfaction is 7. 537.
2. The regression coefficient value for variable X_1 , which represents career development, is 0. 149. So, for each 1 unit rise in career development, job satisfaction is expected to increase by 0. 149, assuming the rest of the independent variables remain constant or at a value of 0 (zero).
3. The regression coefficient value of variable X_2 as the compensation variable is 0. 139. This implies that for each 1 unit rise in compensation, job satisfaction is anticipated to rise by 0. 139, under the condition that the other independent variables remain constant or hold a value of 0 (zero).

Partial Hypothesis Testing Results (t-test)

- a) The impact of career growth on satisfaction at work.

Based on the results of the t test, it produces a calculated t-value of 3.543 with a significance value of 0.001 which is smaller than 0.05. The t-calculated value of 3.543 is greater than the t-table value (1.978). So it can be concluded that career development has a significant effect on job satisfaction for PT BPR Kerta Raharja employees. Career development is the process of increasing individual work abilities achieved in order to achieve the desired career. Career development is a formal activity approach to increase or improve, growth, job satisfaction, knowledge and abilities of employees in order to ensure that qualified people and the right experience are available when needed, thus planning and development A clear and stable career will help employees and organizations achieve success. In relation to employee performance, Mieka Kurnia (2001: 61) states that career development for employees is very important because employees will feel helped in working and achieving their careers, which will always increase their morale and commitment to the organization, thus encouraging their job satisfaction. The results of this research are supported by research from Fadli (2022) which states that career development has a positive and significant effect on job satisfaction for employees of PT.Y. Widyaningtyas' research (2023) shows that career development has a positive and significant effect on job satisfaction at PT Putmasari

Perkasa Semarang.

b) the impact of compensation on job satisfaction

Based on the t-test results, a calculated t-value of 3.078 was obtained with a significance value of 0.003, indicating a value lower than 0.05. The calculated t-value of 3.078 exceeds the t-table value (1.978). So it can be concluded that compensation has a significant effect on job satisfaction for PT BPR Kerta Raharja employees. The effect of providing compensation itself has a positive impact on employees if the compensation received by employees is felt to be satisfactory or appropriate for what they have done, of course this can increase work motivation and job satisfaction of the employees themselves. This is also confirmed by research conducted by Putri (2014) entitled *The Influence of Leadership Style, Organizational Culture, and Financial Compensation on Employee Job Satisfaction at PT. Dunia Garmen Internasional in Denpasar*, concluded that the results of the discussion produced data that compensation had a significant influence simultaneously on employee job satisfaction at PT. Denpasar International Garment World with a contribution of 19.8 percent. The results of this research are supported by research from Fransiska (2023) which states that compensation has a negative effect on job satisfaction of PT employees. Kumala Brilliant. Widyaningtyas' research (2023) shows that career development has a positive and significant effect on job satisfaction at PT Putmasari Perkasa Semarang.

Simultaneous Hypothesis Testing Results (F-Test)

From Table 7, we observe that the calculated F-value of 32.571 surpasses the tabulated F-value of 3.07 (df1: 3-1=2; df2: 132-3=129). Additionally, the resulting significance value of 0.000 is lower than the significance level of 0.05. This means that career development and compensation both have a notable impact on the job satisfaction of employees at PT BPR Kerta Raharja.

Determination Coefficient Analysis Test Results

To investigate the connection between career development factors and compensation, a correlation analysis was conducted. The result revealed a correlation value of 0.579, indicating a moderate relationship within the range of 0.499 to 0.600. The value of the coefficient of determination is 33.6%. This indicates that 33.6% of the influence stems from career development and compensation variables, with the remaining 66.4% being influenced by other factors. Meanwhile, in order to assess the

impact of each independent variable on the dependent variable, we conduct the following calculation:

Based on the output above, the following calculations are carried out:

Influence of X1 on Y = $0.340 \times 0.535 = 0.1819$ or 18.19%

Influence of X2 on Y = $0.295 \times 0.520 = 0.1534$ or 15.34%

CONCLUSION

The description of the condition of the career development variables, compensation and overall job satisfaction is in the "High" category. This shows that both existing career development and overall compensation are sufficient to provide job satisfaction for PT BPR Kerta Raharja (Perseroda) employees. Career development has a significant effect on job satisfaction for PT BPR Kerta Raharja (Perseroda) employees. The magnitude of the influence of career development on job satisfaction is shown by the coefficient of determination value of 18.19%. Compensation has a significant effect on job satisfaction for PT BPR Kerta Raharja (Perseroda) employees. The magnitude of the influence of compensation on job satisfaction is shown by the coefficient of determination value of 15.34%

Implication

1. For career development at PT BPR Kerta Raharja (Perseroda), employees should be given the opportunity to develop their careers in the company through fair promotions and providing ample opportunities for each employee to participate in position promotions in the company. Apart from that, it is necessary to assess the abilities of employees so that they become a benchmark for the company in providing opportunities for promotion in the company.
2. For providing compensation at PT BPR Kerta Raharja (Perseroda), the company should consider giving regular bonuses to employees, especially for employees who achieve work targets and excel as a form of appreciation for their achievements at work. Apart from that, companies also need to consider providing salaries that are adjusted to their employees' workload.
3. To increase job satisfaction for PT BPR Kerta Raharja (Perseroda) employees, it is best to provide extensive opportunities through job promotions which can increase job satisfaction and the company needs to provide supervision over the performance of its employees

Research Limitations

In the process of conducting this research, there were limitations that might influence the research results, namely:

1. There is only a limited amount of time, energy, and abilities available for research.
2. There is a deficiency in the respondents' ability to grasp the statements in the questionnaire, alongside a lack of honesty in completing it. This increases the likelihood of the results being less precise.
3. This research focuses solely on exploring the impact of career development and compensation on job satisfaction. Therefore, additional research is necessary to investigate the effects of other unexplored factors on job satisfaction.
4. The research sample is still lacking

Suggestion

For further research, it would be better to further develop existing research by using variables outside of career development and compensation that can increase job satisfaction such as motivation, work environment, training, etc. Apart from that, it is recommended that further research take more samples to ensure better data accuracy in the research.

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FIGURE AND TABLE

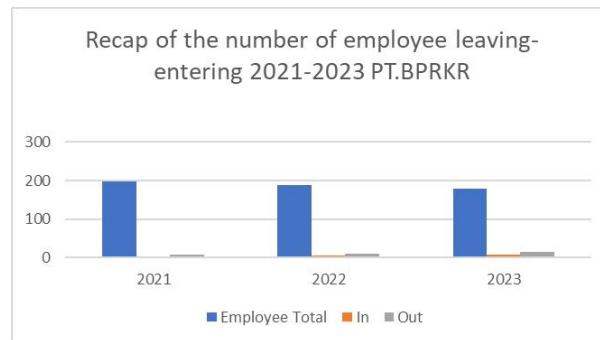


Figure 1 Employee Turn Over

Table 1. Operationalization of Research Variables

Variable	Dimension	Indicator	Question	Size Scale	Item No
Career development (X1) Source: Dik, Sargent, and Steger in Gusta et al. (2021)	1. Self-efficacy	Individual ability to organize and implement	I strive to conduct tests and evaluations in order to gain a deeper understanding of myself	Ordinal	4 & 5
			I sought assistance from a career counselor.		
	2. Outcome expectation	Beliefs about the extent to which certain behaviors will result in certain consequences	I make an effort to connect with individuals in my desired industry	Ordinal	1 & 2
			I make a conscious effort to steer clear of information that may cause me to question my decisions		
	3. Sense of calling	Awareness of the calling of work due to impulse	I am careful to avoid individuals who try to influence me into pursuing a specific career path	Ordinal	6 & 10
			The company provides motivation regarding career development		
	4. spiritual significance	Try to pray or reflect on what to do with your career	I try to pray or reflect on what I should do with my career at the company	Ordinal	7 & 8
			I will try to find a job in another company		
	5. Materialism	Consider work something important	I consider income/salary at the company in my career development	Ordinal	3 & 9
			My job is usually to promote qualified insiders before hiring from outside the company		
Compensation (X2) Source: Dessler	Direct Compensation	Wages	The salary I receive is in accordance with the workload	Ordinal	1 & 2

(2010) in Zunaidah and Susetyo (2020)			The salary given by the company follows the applicable UMR regulations		
		Incentive	The incentives provided by the company are distributed fairly and evenly	Ordinal	3 & 4
			The incentives received meet daily needs		
		Bonuses	The bonus promised by the company is in accordance with the achievement of work targets	Ordinal	5 & 6
			Companies routinely distribute bonuses to their employees		
		Allowance	Companies routinely distribute bonuses to their employees	Ordinal	7 & 8
	Benefits are distributed in a timely manner				
	Indirect Compensation	Facility	The insurance provided by the company is appropriate	Ordinal	9 & 10
			The insurance provided by the company is suitable		
		Services provided by the company	The company provides regular leave	Ordinal	11 & 12
Leave is given according to the employee's needs					
Satisfaction Work Employee (Y) Celluci and de Vries, 1978 (in Satria, 2023)	1. Satisfaction with wages	Salary matches expectations	I feel satisfied with the amount of salary I receive	Ordinal	1
	2. Satisfaction with promotion	Opportunity to improve career	I am satisfied with the promotion in the company		2
	3. Satisfaction with colleague Work	Harmonious relationships with colleagues	I am satisfied with working together with my colleagues	Ordinal	3
	4. Satisfaction with supervisor	Suitability of supervision provided by supervisor	I am satisfied with the supervision carried out by the company		4
	5. Satisfaction with work itself	Suitability of the work carried out with the abilities possessed	I feel satisfied with the work I do	Ordinal	5

Source: data processed by researchers (2024)

Table 2. Characteristics of Respondents Based on Gender

No	Gender	Frequency	Percentage %
1	Male	68	51,5
2	Female	64	48,5
	Amount	132	100%

Source: processed primary data, 2024

Table 3. Characteristics of Respondents Based on Age

No	Age	Frequency	Percentage %
1	<30 years	27	20,5

2	30 - 40 years	58	43,9
3	41 – 45 years	33	25
4	> 45 years	14	10,6
	Amount	132	100%

Source: processed primary data, 2024

Table 4. Characteristics of Respondents' Last Education

No	Last education	Frequency	Percentage %
1	SMP	5	3,7
2	SMA	53	40,2
3	D3/S1	74	56,1
4	S2	0	0
	Amount	132	100%

Source: processed primary data, 2024

Table 5. Characteristics of Respondents Based on Length of Work in the Company

No	Length of work	Frequency	Percentage %
1	< 3 years	84	63,4
2	3-5 years	39	29,6
3	5-10 years	9	7,0
4	> 10 years	0	0
	Amount	132	100%

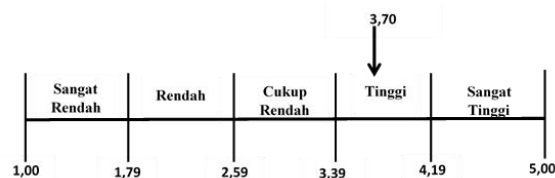


Figure 2. Description of Career Development Variables

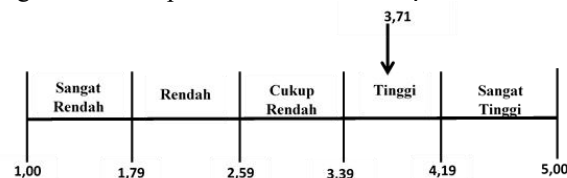


Figure 3. Description of Compensation Variables

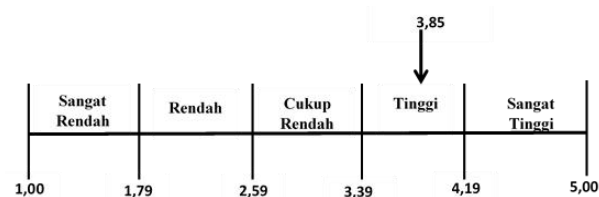


Figure 4. Description of Job Satisfaction Variables The Influence of Career Development and Compensation on Job Satisfaction

Table 6. Multiple Linear Regression Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.537	1.531		4.923	.000
	Career Development	.149	.042	.340	3.543	.001

	Compensation	.139	.045	.295	3.078	.003
a. Dependent Variable: Work Satisfaction						

Table 7. Simultaneous Test Results (F-Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	200.060	2	100.030	32.571	.000 ^b
	Residual	396.182	129	3.071		
	Total	596.242	131			
a. Dependent Variable: Work Satisfaction						
b. Predictors: (Constant), Compensation, Career Development						

Table 8. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.336	.325	1.75248
a. Predictors: (Constant), Compensation, Career Development				

Table 9. Results of Partial Determination Coefficient

Coefficients ^a					
Model		Standardized Coefficients	Correlations		
		Beta	Zero-order	Partial	Part
1	(Constant)				
	Career Development	.340	.535	.298	.254
	Compensation	.295	.520	.262	.221
a. Dependent Variable: Work Satisfaction					