

## The Influence of Career Development, Compensation and Job Satisfaction on The Performance of Temporary Employees in Flood Prevention Institution in East Java

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### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh parsial dan simultan dari variable independent (pengembangan karier, kompensasi dan kepuasan kerja) terhadap variable dependen (kinerja tenaga kontrak) di Institusi Penanggulangan Banjir di Jawa Timur. Dan juga untuk mengetahui variable independent yang berpengaruh dominan terhadap variable dependennya. Teknik sampel yang digunakan adalah teknik probability sampling. Sampel yang digunakan dalam penelitian ini adalah 67 dari populasi pegawai tenaga kontrak Institusi Penanggulangan Banjir di Jawa Timur, yang berjumlah 197 pegawai. Sedangkan analisis datanya menggunakan regresi linier berganda dan uji hipotesis dengan menggunakan alat uji SPSS. Hasil penelitian membuktikan bahwa secara parsial dan simultan pengembangan karier, kompensasi dan kepuasan kerja berpengaruh terhadap kinerja tenaga kontrak. Selain itu juga dibuktikan bahwa variabel kompensasi mempunyai pengaruh dominan terhadap kinerja tenaga kontrak di Institusi Penanggulangan Banjir di Jawa Timur dengan pengaruh parsial sebesar 46,6%.*

**Kata Kunci:** Karier, Kompensasi, Kepuasan Kerja, Kinerja

### ABSTRACT

*This study aims to determine the partial and simultaneous influence of independent variables (career development, compensation, and job satisfaction) on the dependent variable (temporary employees' performance) in Flood Prevention Institution in East Java and to determine the independent variable that has a dominant influence on the dependent variable. The sampling technique used is probability sampling. The sample used in this study was 67 of the 197 temporary employees in Flood Prevention Institution in East Java. The data analysis uses multiple linear regression and hypothesis testing using the SPSS test tool. The results prove that career development, compensation, and job satisfaction partially and simultaneously influence the performance of temporary employees. In addition, the compensation variable has a dominant influence on the performance of temporary employees in Flood Prevention Institution in East Java, with a partial influence of 46.6%.*

**Keyword:** Career, Compensation, Job Satisfaction, Performance

## **INTRODUCTION**

All parts of institution in East Java need to support each other for the success of development and community services. The success of each field needs support from employee performance and career development, compensation, and higher job satisfaction due to increased welfare, all of which support employee performance. In addition to civil servants, career development, compensation, and job satisfaction also have a crucial role in influencing the performance of temporary employees in Flood Prevention Institution in East Java.

There are several problems related to the compensation of temporary employees in Flood Prevention Institution in East Java. The compensation of temporary employees in Flood Prevention Institution in East Java is not proportional to their workload. The compensation of temporary employees as cleaning staff in Flood Prevention Institution in East Java is still lower than the Surabaya City Minimum Wages (UMK). This low level of compensation can be a severe problem. Dissatisfaction with compensation can result in a lack of motivation, reluctance to work well, and even a desire to find another job that offers better compensation. Job satisfaction is also very influential on a person's performance. Temporary employees who feel unappreciated, or are dissatisfied with their work environment tend to have less than optimal performance. Low job satisfaction can also have a negative influence on employee loyalty and performance.

Previous research has identified several factors that influence employee performance, including job satisfaction (Alfiansyah (2021); Wardani and Ardiansyah (2023), Career Development (Yusup and Saragih (2020); Rialmi and Patoni (2020); Compensation (Prabandari et al. (2023); Sari and Fauzi (2024). However, there are still gaps in the literature about the influence of job satisfaction, compensation, and career development on worker performance. Research by Rialmi and Patoni (2020) and Nuriah et al. (2022) indicates that career development negatively influence employee performance. According to Marlius and Pebrina (2022) and Arifin et al. (2023), compensation does not influence performance. Next, a study by Fauziek and Yanuar (2021) demonstrates that job satisfaction does not influence employee performance.

This study aims to determine the partial and simultaneous influence of independent variables (career development, compensation, and job satisfaction) on the dependent variable (temporary employees' performance) in Flood Prevention Institution in East Java and to determine the independent variable that has a dominant influence on the dependent variable.

## **Literature Review**

### **1. Theoretical Basis**

#### **A) Career Development**

Widodo (2015) states that career development is a series of activities throughout life that contribute to the exploration, stabilization, success, and fulfillment of one's career. Rivai and Sagala (2016) state that career development is increasing individual work abilities to achieve the desired career. Based on the experts above, career development is a staffing activity that helps employees plan their future careers in the company so that the employee's company can develop itself to the maximum. According to Rivai (2016), there are several indicators of career development as follows:

- 1) Career needs.
- 2) Training.
- 3) Fair treatment in career.
- 4) Career information.
- 5) Promotion.
- 6) Mutation.
- 7) Workforce development.

#### **B) Compensation**

According to Yusuf (2015), compensation is the overall reward received by employees as a result of carrying out work in the organization in the form of money or others, which can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, meal allowances, leave money and others. Lestari and Erik (2018) say, "Compensation is a monetary reward received by employees as a consequence of their status as an employee who contributes to achieving organizational goals. Or, it can also be said to be a fixed payment that a person receives because of his position in the organization." Afandi (2018) lists several indications of compensation, including the following:

- 1) Wages and salaries.
- 2) Incentives.
- 3) Allowances.
- 4) Facilities

**C) Job Satisfaction**

Sutrisno (2014) argues that job satisfaction is a pleasant or unpleasant emotional state for workers looking at their work. Job satisfaction reflects how a person feels about the job. Meanwhile, according to Priansa (2014), job satisfaction is a worker's feeling towards his job, whether someone is happy, likes it or is unhappy, or dislikes it as a result of the worker's interaction with his work environment or as a perception of mental attitude, also as a result of the worker's assessment of the job. The worker's feelings about someone's job reflect his attitude and behavior at work. The indicators contained in job satisfaction, according to Colquitt et al. (2011), are as follows:

- 1) Pay satisfaction
- 2) Promotion Satisfaction
- 3) Supervision Satisfaction
- 4) Co-worker Satisfaction
- 5) Satisfaction with the Work itself

**D) Job Performance**

Nurjaya (2021) states that performance is the level of achievement of results in implementing certain tasks. Adhari (2020) says that employee performance is the result produced by certain job functions or activities in certain jobs during a certain period, which shows the quality and quantity of the work. According to Soedjono (2015), 6 (six) indications may be utilized for assessing each employee's performance:

- 1) Quality.
- 2) Quantity.
- 3) Timeliness.
- 4) Effectiveness.
- 5) Independence.
- 6) Work commitment.

**2. Conceptual Framework**

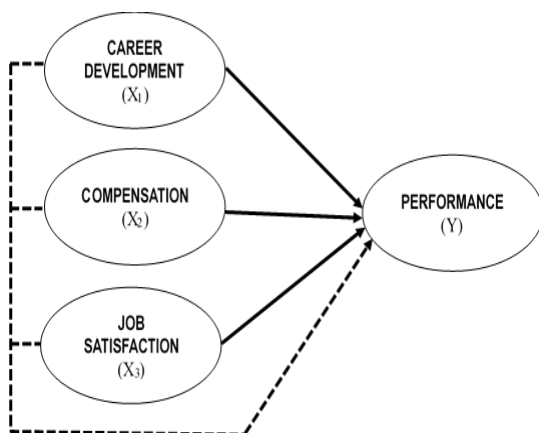


Figure 1. Conceptual Framework

**3. Hypothesis**

**A) Career Development Influencing Employee Performance**

Research on the influence of career development on performance has been carried out by several previous researchers, including Yusup and Saragih (2020), Anjani (2022), Hamzah and Resdiana (2023), Imelda and Budiarti (2023) with research results that prove that career development influences employee performance. Thus, a hypothesis can be made as follows:

H1: Career development influences employee performance.

**B) Compensation Influencing Employee Performance**

Research on the influence of compensation on performance has been carried out by several previous researchers, including Prabandari et al (2023), Sari and Fauzi (2024), Apriyadi et al (2023), Wandu et al (2022), Novita et al (2022), Fithriana et al (2020), Alfiansyah (2021), with research results that prove that compensation influences employee performance. Thus, a hypothesis can be made as follows:

H2: Compensation influences employee performance.

**C) Job Satisfaction Influencing Employee Performance**

Research on the influence of job satisfaction on performance has been carried out by several previous researchers, including Wardani and Ardiansyah (2023), Totos et al (2023), Dewi et al (2023), Wijaya et al (2023), Hendrayana et al (2021), with research results that prove that job satisfaction influences employee performance. Thus, a hypothesis can be made as follows:

H3: Job satisfaction influences employee performance.

**D) Career Development, Compensation, and Job Satisfaction simultaneously Influencing Employee Performance**

Research on the influence of career development on performance has been carried out by several previous researchers, including Yusup and Saragih (2020), Anjani (2022), Hamzah and Resdiana (2023), Imelda and Budiarti (2023) with research results that prove that career development influences employee performance.

Research on the influence of compensation on performance has been carried out by several

previous researchers, including Prabandari et al (2023), Sari and Fauzi (2024), Apriyadi et al (2023), Wandu et al (2022), Novita et al (2022), Fithriana et al (2020), Alfiansyah (2021), with research results that prove that compensation influences employee performance.

Research on the influence of job satisfaction on performance has been carried out by several previous researchers, including Wardani and Ardiansyah (2023), Totos et al (2023), Dewi et al (2023), Wijaya et al (2023), Hendrayana et al (2021), with research results that prove that job satisfaction influences employee performance.

Thus, a hypothesis can be made as follows:

H4: Career development, compensation, and job satisfaction simultaneously influence performance.

**E) Career development, Compensation and Job Satisfaction Variables which Have a Dominant Influence on Performance**

Research on the influence of career development, compensation, job satisfaction on performance has been carried out by several previous researchers, including Nasrul et al (2022), Parizal (2022) with research results that compensation has a dominant influence on employee performance. Thus, a hypothesis can be made as follows:

H5: Compensation has a dominant influence on performance.

**METHOD**

This type of research is quantitative research using samples. The population in this study were 197 temporary employees of Flood Prevention Institution in East Java. In this study, the sample random sampling method was used, and according to the Slovin formula the number of samples used was 67 temporary employees at the Flood Prevention Institution in East Java. The analysis uses a validity test, reliability test, classical assumption test, multiple linear regression analysis, coefficient of determination, F-test, and T-test with a significant level of 5% and using the SPSS test tool.

**RESULTS**

**A. Classical Assumption Test**

**1) Normality Test**

The normality test can be seen in the following figure:

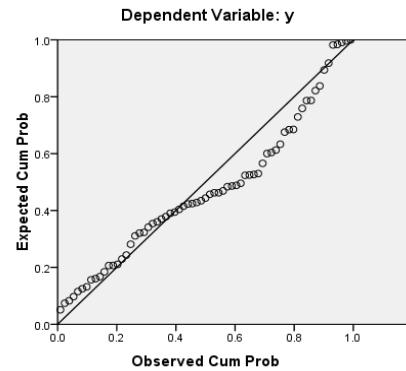


Figure 2. Normal Probability Plot

A good regression model is to have a normal or near-normal data distribution (Ghozali, 2016). One of the easiest ways to see normality is to look at the normal probability plot, which compares the cumulative distribution of the normal distribution. If the data distribution is normal, the line describing the actual data will follow the diagonal line. The attached normal probability plot graph shows that the data spreads around the diagonal line and follows the direction of the diagonal line, showing a normal distribution pattern. Therefore, the regression model fulfils the normality assumption.

**2) Multicollinearity Test**

The Variance Inflation Factor (VIF) value for the independent variable of human resource quality is used to assess multicollinearity, as shown in the table below:

Table 1. Variance Inflation Factor (VIF) Value

Variable	VIF
Career development ( $X_1$ )	1,561
Compensation ( $X_2$ )	2,981
Job satisfaction ( $X_3$ )	2,734

Because the VIF value of all variables is less than 10, there are no symptoms of multicollinearity in all independent variables.

**3) Heteroscedasticity Test**

The results of the heteroscedasticity test can be seen in the following scatterplot figure:

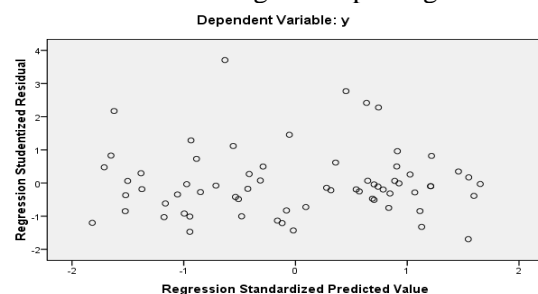


Figure 3. Scatterplot

Heteroscedasticity is related to disturbance factors where the probability distribution of disturbance remains the same for all observations of X; that is, the variance of each  $U_i$  is the same for all independent variable values (Sumodiningrat, 2018).

The performance of temporary employees in Flood Prevention Institution in East Java, the dependent variable in the scatterplot image above, indicates that no discernible pattern exists among any of the points. This suggests that heteroscedasticity is not present.

**4) Autocorrelation Test**

The autocorrelation test is used to test whether, in a linear regression model, there is a correlation between confounding errors in period t and confounding errors in period t-1 (previous). The test for autocorrelation can be seen in the following figure:

Table 2. Autocorrelation Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 <sup>a</sup>	.789	.779	.36854	2.020

Based on the Autocorrelation Test in Table 2, the DW value is 2.020. The dl value is 1.5122, while the du value is 1.6988. The DW value obtained is greater than du and smaller than the value  $(4-du) = 4 - 1.6988 = 2.3012$ , specifically  $1.6988 < 2.020 < 2.3012$ . Which means that it is in a region with no autocorrelation.

**B. F Test – Simultaneous**

Proof of the proposed hypothesis can use statistical tests supported by econometric tests to test simultaneously and partially and look for variables with a dominant influence. The results of the analysis with the help of the SPSS for Windows version 17.0 computer program show the F test results in this study. The results of the F test analysis - simultaneously shown in the Anova table below:

Table 3. Table Anova

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	32.068	3	10.689	78.701	.000 <sup>a</sup>
Residual	8.557	63	.136		
Total	40.625	66			

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Source: Output SPSS

The F test results show the Fcount value of 78.701. Meanwhile, the Ftable value with a degree of freedom =  $n-k-1 = 67-3-1 = 63$  is 2.74. Because the  $F_h$  value of 78.701 >  $F_t$  of 2.74, then  $H_a$  is accepted, and  $H_0$  is rejected. This means that the regression model succeeds in explaining the variation of the independent variables as a whole and the extent to which it influences the independent variables.

**C. T Test - Partial**

The results of the T-test analysis can be seen from the SPSS computer output coefficient table. The T-test was conducted to test the significance of the regression coefficient of each independent variable. The results of the partial T-test can be seen in the SPSS output in the following coefficient table:

Table 4. Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	-.409	.318		-1.286	.203		
	x1	.449	.100	.325	4.502	.000	.641	1.561
	x2	.507	.109	.466	4.664	.000	.335	2.981
	x3	.173	.409	.221	2.310	.024	.366	2.734

Coefficients<sup>a</sup>

a. Dependent Variable: y

The T-test results show that the calculated value for the career development variable ( $X_1$ ) is 4.502, compensation ( $X_2$ ) is 4.664, and job satisfaction ( $X_3$ ) is 2.310. The table value with a degree of freedom =  $67-3-1 = 63$  and a significance level ( $\alpha$ ) = 5% is 1.671.

The career development variable ( $X_1$ ) has a computed value of 4.502, more than the table value of 1.671. As a result,  $H_a$  is approved, and  $H_0$  is denied. So, the dependent variable (performance of temporary employees in Flood Prevention Institution in East Java), is significantly influenced by independent variable (career development) ( $X_1$ ).

After calculating the Ttable value of 1.671 and the Tcalculated value of 4.664 for Compensation ( $X_2$ ),  $H_a$  is approved, and  $H_0$  is denied. Thus, the independent variable

(Compensation) ( $X_2$ ) significant influence on the dependent variable (performance of temporary employees in Flood Prevention Institution in East Java).

After calculating a work satisfaction ( $X_3$ ), the  $T_{calculated}$  value is 2.310 more than the  $T_{table}$  value (1.671),  $H_a$  is approved, and  $H_0$  is denied. This indicates that the independent variable (job satisfaction) ( $X_3$ ), significant influence on the dependent variable (performance of temporary employees in Flood Prevention Institution in East Java (Y)).

**D. Dominance Test**

The dominance test can be seen through the standardized coefficient beta results on the SPSS output. The dominance test results can be seen in the following table:

Table 5. Beta Coefficient Table

No	Variable	Standardized Coefficients Beta
1	Career development ( $X_1$ )	0,325
2	Compensation ( $X_2$ )	0,466
3	Job satisfaction ( $X_3$ )	0,221

Source: Output SPSS

From the results of the SPSS output, it can be seen that the beta coefficient value of the career development variable ( $X_1$ ) is 0.325, meaning that career development ( $X_1$ ) has contributed to changes in the performance of temporary employees in Flood Prevention Institution in East Java (Y) by 32.5%. The beta coefficient value of Compensation ( $X_2$ ) is 0.466, which means that Compensation ( $X_2$ ) has contributed to changes in the performance of temporary employees in Flood Prevention Institution in East Java (Y) by 46.6%. The beta coefficient value of job satisfaction ( $X_3$ ) is 0.221, which means that job satisfaction ( $X_3$ ) has contributed to changes in the performance of temporary employees in Flood Prevention Institution in East Java (Y) by 22.1%.

Because the partial influence of the compensation variable is 46.6%, higher than other variables, the compensation variable has a dominant influence on the performance of temporary employees in Flood Prevention Institution in East Java.

**E. Coefficient of Determination**

The determination coefficient value in this research model can be seen in the summary model as follows.

Table 6. Model Summary<sup>b</sup>

Model	R	R Squar e	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 <sup>a</sup>	.789	.779	.36854	2.020

a. Predictors: (Constant),  $x_3$ ,  $x_1$ ,  $x_2$

b. Dependent Variable: y

In the summary model above, the R Square value is 0.789. This shows that the contribution of the independent variable to the dependent variable is 78.9%, while the remaining 21.1% is influenced by other variables outside the model in this study.

**DISCUSSION**

**1) Career Development Influences the Performance of Temporary Employees**

The study's findings show that, the  $T_{calculated}$  value for the Career Development variable ( $X_1$ ) on the performance of temporary employees in Flood Prevention Institution in East Java is 4.502 more significant than the  $T_{table}$  value of 1.6694 and that when the significant value of Career Development on Employee Performance of Temporary Employees is 0.000 less than 0.05,  $H_0$  is rejected and  $H_a$  is accepted. So, the performance of temporary employees in Flood Prevention Institution in East Java significantly influenced by career development. The  $X_1$  regression coefficient value is 0.449 based on the test findings. This shows a positive influence of career development ( $X_1$ ) on the performance of temporary employees in Flood Prevention Institution in East Java (Y). This means that the better the career development ( $X_1$ ), the better the performance of temporary employees in Flood Prevention Institution in East Java (Y). The results prove that career development positively and significantly influences the performance of temporary employees in Flood Prevention Institution in East Java.

**2) Compensation Influences the Performance of Temporary Employees**

The study's findings show that, the  $T_{calculated}$  value for Compensation ( $X_2$ ) on temporary employees' performance in Flood Prevention Institution in East Java is 4.664 higher than the  $T_{table}$  value of 1.6694, with a significant value of 0.000 less than 0.05.  $H_0$  is refused, but  $H_a$  is accepted. This indicates that the performance of

temporary employees at Flood Prevention Institution in East Java (Y) is influenced by the independent variable Compensation ( $X_2$ ). According to the test results, a positive correlation exists between compensation ( $X_2$ ) and temporary employees' performance at Flood Prevention Institution in East Java (Y), as indicated by the  $X_2$  regression coefficient value of 0.507. This means that the better the Compensation ( $X_2$ ), the better the performance of temporary employees in Flood Prevention Institution in East Java (Y). The results prove that compensation positively and significantly influences the performance of temporary employees in Flood Prevention Institution in East Java.

### **3) Job Satisfaction Influences the Performance of Temporary Employees**

The study's findings show that, the significant value of 0.024 less than 0.05, the Tcalculated value for Job Satisfaction ( $X_3$ ) on the performance of temporary employees in Flood Prevention Institution in East Java (Y) is 2.310 more significant than the Ttable value of 1.6694.  $H_0$  is refused, but  $H_a$  is accepted. This indicates that the performance of temporary employees at Flood Prevention Institution in East Java (Y) is influenced by the independent variable, job satisfaction ( $X_3$ ). From the test results, the  $X_3$  regression coefficient value of 0.173 indicates a positive influence of job satisfaction ( $X_3$ ) on the performance of temporary employees in Flood Prevention Institution in East Java (Y). This means that the better job satisfaction ( $X_3$ ), the better the performance of temporary employees in Flood Prevention Institution in East Java (Y). The results prove that Job Satisfaction positively and significantly influences the performance of temporary employees in Flood Prevention Institution in East Java.

### **4) Simultaneous Influence of Career Development, Compensation and Job Satisfaction on Temporary Employee Performance**

This study's results obtained the F test, which shows the Fcalculated value of 78.701 with a significant value of 0.000. Meanwhile, the Ftable value with a degree of freedom =  $n - k - 1 = 67 - 3 - 1 = 63$  is 2.75. Because the Fh value of  $78.701 > Ft$  value of 2.75 and the significant value of  $0.000 < 0.05$ , then  $H_a$  is accepted, and  $H_0$  is rejected. This indicates that the regression model is successful in explaining the independent variables, such as Career Development,

Compensation, and Job Satisfaction as a whole influence on the performance of temporary employees in Flood Prevention Institution in East Java. Based on the Adjusted R Square value in the simultaneous coefficient of determination ( $R^2$ ) test results, the R Square value is 0.789. This shows that the contribution of the independent variable (Career Development, Compensation and Job Satisfaction) to the dependent variable (Performance of temporary employees) is 78.9%. At the same time, the remaining 21.1% is influenced by other variables outside the model in this study. So, if the variables of Career Development, Compensation and Job Satisfaction can be improved together, employee performance results will be maximized.

### **5) Independent Variables that Dominantly Influence the Performance of Temporary Employees**

From the test results and analysis of the partial determination coefficient among the independent variables, including career development, compensation and job satisfaction, it turns out that compensation has the most significant beta coefficient value of 0.466 or 46.6% compared to other variables. The career development variable has a beta value of 0.325 or 32.5%, while job satisfaction has a small beta value of 0.221 or 22.1%. It can be concluded that compensation has a dominant influence on the performance of temporary employees in Flood Prevention Institution in East Java. This result is by the initial hypothesis, which states that the Compensation variable has a dominant influence on the performance of temporary employees in Flood Prevention Institution in East Java.

## **CONCLUSION**

Based on the results of the study, several things can be concluded:

- 1) Career development influences the performance of temporary employees in Flood Prevention Institution in East Java.
- 2) Compensation influences the performance of temporary employees in Flood Prevention Institution in East Java.
- 3) Job satisfaction influences the performance of temporary employees in Flood Prevention Institution in East Java.
- 4) Career development, compensation and job satisfaction simultaneously influence the performance of temporary employees in Flood Prevention Institution in East Java.
- 5) Among the variables that include career development, compensation, and job

satisfaction, compensation has a dominant influence on the performance of temporary employees in Flood Prevention Institution in East Java, with a partial influences of 46.6%.

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