

## **MODEL OF JOB MOTIVATION, COMPENSATION AND CAREER DEVELOPMENT ON JOB SATISFACTION OF EMPLOYEES AT SAHID SUDIRMAN RESIDENCE APARTMENT**

**Lia Amalia<sup>1\*</sup>, Ryan Mardiansyah<sup>2</sup>**

<sup>1,2</sup> Jurusan Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Esaunggul, Jakarta, Indonesia

<sup>1</sup> lia.amalia@esaunggul.ac.id, <sup>2</sup> ryanmardiansyah32@gmail.com

\* Corresponding Author

### **Abstract**

This study aims to examine the Effect Of Work Motivation, Compensation and Career Development on Job Satisfaction of Employees at Sahid Sudirman Residence Apartment. The data used in this study is primary data using questionnaire data from 175 respondents of employees of the Sahid Sudirman Residence apartment. The data is then processed by multiple linear regression method. The results of this study prove that work motivation has a significant positive effect on employee job satisfaction, compensation has a significant positive effect on employee satisfaction, career development has a significant positive effect on employee satisfaction, and Work Motivation, Compensation and Career Development together have a significant effect on job satisfaction.

**Keywords:** Work Motivation; Compensation; Career Development; Job Satisfaction

### **INTRODUCTION**

Human resources (HR) is one of the factors that are directly involved in achieving the goals that are applied. A good organization and has a positive image in the eyes of the public will not ignore the aspect of developing the quality of its human resources. Therefore, the role of human resources in the organization/company is very large. Basically an organization or company aims to get optimal profits and maintain the life of the business that is run in the long term. And it is necessary to have skills or skills from human resources (HR) because it is very important to improve the quality of services provided in a company in Indonesia. The skills and skills of human resources (HR) rank fourth among countries in Indonesia. Southeast Asia. This is based on one of the assessment pillars in the Global Competitiveness Index (GCI) released by the World Economy Forum (WEF) in 2018.

In first place is Singapore, followed by Malaysia and Brunei Darussalam. Globally, Indonesia's ranking is quite far from neighboring countries. Reflecting on this, the government held various programs such as vocational training, competency-based apprenticeships in companies to conducting competency certification. And one of the functions of Human Resources (HR) management is to carry out career development, provide compensation and work motivation to achieve maximum employee job satisfaction. Quality human resources are not only smart but also must meet all the qualitative requirements required of the work so that the work assigned to them can be completed properly according to the existing plan. In the era of globalization, one way for companies to survive is to have quality human resources and high enthusiasm for work in carrying out all their duties and obligations to the company so that the company's goals can be achieved properly. Effective employees are needed in the face of increasingly fierce global market competition. Employees can work effectively if it is based on job satisfaction and work spirit.

Employee job satisfaction is currently one of the topics that is always interesting and considered important, both by scientists and practitioners, precisely because job satisfaction is seen as affecting the way the organization as a whole. Employees will give their best if their wishes match their expectations, so that employee satisfaction will be fulfilled and their

performance will also increase. Work motivation is a driving force that is owned or contained within each individual in carrying out an activity so that individuals want to do, work and engage in activities to use all their abilities and potential in order to achieve the desired goals, as previously determined. To realize high work motivation requires a special level of attention to employees for the company's goals in generating profits so that it can be sustainable.

Career development is stated to be good based on work experience, work productivity, job performance, job training, job skills and career paths. Thus it is concluded that it is a continuous process where individuals can go through personal activities that realize a plan with career goals that are adapted to the conditions of the organization itself.

Compensation can also be said as the number of packages that a company can offer its workers in exchange for what they use their labor force. That way compensation can improve employee performance and will be more satisfied and able to do their best. Meanwhile, previous research stated that motivation has a significant influence on employee job satisfaction where the results of the research state that the intended motivation is physiological needs, security needs, and esteem needs and social and self-actualization needs.

This can be seen from previous research where companies that have not implemented a career system (career path and mindset) are clear and directed. Where the career program is not programmed systematically, this is detected from the employee's long service period in certain positions. Previous research stated that compensation has a significant effect on employee job satisfaction, where the compensation itself consists of salary, incentive wages.

Base on the researcher is interested in conducting research on "The Effect of Work Motivation, Compensation and Career Development on Employee Job Satisfaction". The purpose of this study is to examine and find empirical evidence to determine the effect of work motivation, compensation and career development on job satisfaction.

## **LITERATURE REVIEW**

### **Work Motivation**

Motivation is a willingness to do business at a high level to achieve the goals of a company conditioned by business ability by satisfying the needs of a number of individuals (Sarittama, N. & Noerman, 2017). Motivation is the main thing that drives someone to work. (Adha, Qomariah, & Hafidzi, 2019). Basically work motivation is a process that determines how much effort to carry out work, motivation is very important to achieve a company goal, then human resources must be able to grow work motivation for themselves, especially for employees in the company (Nugroho & Kunartinah, 2020).

Motivation is a stimulus for desire with the driving force of a person's willingness to work which means that it can provide encouragement or move (Hasibuan, 2019). Companies that provide motivation to employees this is the best policy to improve work management both effectively and appropriately, including for the purposes of a company and employees. Motivation can be said to be a motive that is equated with an urge. This can be called an impulse that is a driving force for the soul and body which is carried out to act and making the motive is said to be a driving force that can move people to behave in accordance with certain goals.

Motivation is something that is able to influence human behavior so that it can become a driver, desire and need by making a person excited and motivated in order to reduce and fulfill one's own impulses (Lestari, Putri, & Rachmasari, 2021). Motivation is formed because humans have basic needs categories, such as physiological, security, social, ego and self-realization needs. These needs form a hierarchy and each will be active if the lower needs have been met. Physiological needs are basic needs such as the need for food, drink, shelter and the like. Security needs are needs that arise after basic needs are met, for example the need for

security guarantees. Social needs include giving and receiving love and friendship. Ego needs include needs related to one's self-respect and reputation. (Adha et al., 2019).

In order to be motivated at work, there must be a motivational factor that can encourage individual employees to perform their duties. In general, motivation theory shows that human needs encourage them to take action to fulfill their needs. Emphasizes the proper identification of employee needs and their fulfillment provides more motivation at work. According to Kenneth Kovach in (Norbu & Wetprasisit, 2020) is one of the researchers who studies employee motivation by developing 10 factors known as the kovach motivation factor. By having employees rank factors in order of self importance and to research and find out what actually motivates employees at work. The 10 Kovach factors, intrinsic factors of the 6 aspects of the Kovach factors by include, 1. full appreciation for achievement is done to be identified as a reward for a job well done, 2. Being in things like feeling involved in various things in the work situation, 3. Sympathetic help, sympathetic to help for a problem at work, 4. Interesting work, 5. Promotion and growth, 6. Loyalty and personal, by giving loyalty to employees. There are also 4 factors that are included in the most important extrinsic, namely, Job Security, Good Wages, Good working conditions, Wise discipline.

Motivation is a process of trying to influence someone to do work seriously, actively and responsibly (Gulo, W, & Volume, 2021). From the overall opinion above, it can be concluded that motivation is an act of encouraging someone to achieve a desired goal. And work motivation is an encouragement to employees to achieve maximum performance and achieve a company goal.

### **Career Development**

Career development is a process of increasing individual work abilities that are achieved in order to achieve the desired career. Career development is highly expected by every employee because they will get the rights to what was previously obtained, both material and non-material. According to (Elbadiansyah, 2019) Career development itself has benefits, with a positive impact for a company as well as for employees, Ensuring the availability of the necessary talent, Improving the organization's ability to get and retain quality employees, Ensuring minority groups and women have equal opportunities to be able to improve careers, reduce employee frustration, encourage cultural diversity in an organization, improve the good name of the organization.

As for employees, career development can bring success because of the benefits of being able to use one's potential to the fullest, increasing challenges at work, increasing autonomy, increasing responsibility.

Career development is employee development where by developing the abilities, knowledge, skills and behavior of employees will help develop managerial talent and will enable employees themselves to take responsibility for their careers. The purpose of career development as an activity that aims to improve or increase the effectiveness of the implementation of the work of employees so that they will be able to give their best contribution both in realizing the business goals of a company. Career planning is an important part, because to determine organizational dynamics in improving human resource management, within the scope of career planning includes several things in it, namely, planning for individual positions or ranks and planning for organizational goals.

The two things above cannot be separated, because someone who is promoted will support the interests and goals of the company that have been set. This will show that the better the planning and implementation of careers for each employee, the more dynamic the organization or company concerned will be. From some of the opinions above it can be concluded that career development is a staffing process or activity that helps employees plan future careers, career needs also help employees to adjust career needs internally, training also

improves employee abilities and skills in operational, good treatment fair in a career by providing equal opportunities in a career to employees to develop themselves, career information provides information on career needs needed by knowing possible positions that employees can trust to develop their careers, promotions provide recognition such as positions and higher service rewards to employees with high achievement, mutation by transferring or placing employees in positions based on work performance, workforce development by providing an education and training program for employees by increasing their potential.

### **Compensation**

Compensation is something that is given by the implementation of the HRM function related to all types of individual rewards as a consequence of carrying out organizational tasks. Compensation can be said to be an important function in human resource management (Badriyah, 2017). Compensation is all types of awards, namely in the form of money or not money that is given to employees fairly and fairly for services in achieving a company goal (Edy Sutrisno, 2021). Compensation can be said as something received by employees or called remuneration (Sutrisno, 2017).

If the compensation provided by the company to its employees can provide satisfaction and can meet the needs, it will create a strong bond from employees to the company because employees will feel valued and considered by the company. However, remuneration is not only a fulfillment of rights but must contain the principles of worthy and fair. Assessment can be done on one job, the assessment is done as a sense of appreciation in achieving one of the important values in the work. Satisfied employees prefer their work situation to it (Faradila, Heksarini, & Darma, 2020).

### **Job Satisfaction**

Is a state of pleasant feeling at work where the employee works (Handoko 2012). Job satisfaction can be said as a positive attitude towards the work he does. Basically job satisfaction is an individual thing. Individuals who have different levels of job satisfaction according to the system that applies to themselves. A person will feel satisfied if the work they are currently or has been carrying out is considered to have met expectations and is in accordance with its goals. Work requires interaction between colleagues and superiors as well as from following the rules and policies of the company to meet performance standards. Causes of job satisfaction.

There are 5 dimensions of job satisfaction according to Luthans (in Rondonuwu et al., 2018) Work it self / work itself, namely the work requires a skill in accordance with their respective fields. A job and a person's feeling that his skills are needed in carrying out his work goals by increasing or decreasing job satisfaction. Supervisors / superiors are good leaders who can appreciate the work of their subordinates. Leaders assess a job with a sense of fairness then they will feel valued and fair in terms of job satisfaction. Workers / coworkers, namely colleagues, the relationship factor between employees and other employees, both of the same type of work or different. Promotion / promotion, is a factor related to the opportunity to obtain or improve a career during his work. Pay / Salary / Wage is the need for the life of employees who are considered worthy or not.

Job satisfaction is very important because employees in a company are the most dominant factor in determining a success or not in the goals of a company (Rondonuwu et al., 2018). Job satisfaction can be said as a feeling of pleasure or a positive emotional statement from the results of fulfilling a job or work experience, with job satisfaction an employee can feel his job whether it is fun or unpleasant to do Wake up, (Wilson, 2020) Job satisfaction has 3 components, namely Value , where someone intentionally or unintentionally wants to get value or benefit from the work itself. The Importance of Values, humans are distinguished not only

by the values they believe in, but also from the burden or effort made to fulfill these values. This difference affects a person's level of satisfaction. Perception,

Satisfaction reflects our perception of the current situation and the values we believe in. Remuneration is a reward given to employees for what they have given to the company. This remuneration is in the form of financial and non-financial, satisfaction occurs, the employee will show a positive attitude towards everything that has become his responsibility and duty while working in the company environment.

Employees who do not get job satisfaction will never achieve psychological satisfaction and then in the end there will be negative attitudes or behavior that will lead to frustration. From the definition of experts, it can be concluded that employee job satisfaction is the employee's positive attitude towards the tasks he does, as well as the employee's positive sense of what he has obtained from the company for the results of the work he is doing.

## **Relationship Between Variables And Development Of Hypotheses**

### **The Effect of Work Motivation on Employee Job Satisfaction**

The motivation given by the company to employees will lead to an increase in job satisfaction at work, the better the motivation given to employees, the job satisfaction will increase (Alif, 2020). This was also expressed by (Juniari, Riana, & Subudi, 2021) explaining that the better the motivation given to employees, the higher the employee's job satisfaction. Based on the brief explanation above with previous research, the following hypotheses can be derived:

H1: Work motivation has a positive effect on employee job satisfaction.

Compensation is one of the goals to make employees get job satisfaction. Employee job satisfaction with the level of compensation is based on a comparison of how the level of compensation is with what they receive. In line with research conducted by (Widjajani, 2020) which explains that compensation has a significant positive effect on job satisfaction. Based on the brief explanation above with previous research, the following hypotheses can be derived:

H2: Compensation has a positive effect on employee job satisfaction.

### **The Effect of Career Development on Employee Job Satisfaction**

The relationship of career development to employee job satisfaction is positive because career development is a condition that shows an increase in a person's status in the organization there is a defined career path, career development also helps employees to realize their potential abilities. With career development, it will increase the status of employees in a company. It is hoped that with this employees can achieve a higher level of satisfaction by getting clarity on the career path applied by the company. Previous research on career development has a significant effect on job satisfaction (Kriswanti, 2017). It can be said that career development is a process in which employees gain skills and experience to succeed in the work they are engaged in now and in future assignments. Based on the brief explanation above with previous research, the following hypotheses can be derived:

H3: Career development has a positive effect on employee job satisfaction.

Career development is important for job satisfaction because it can improve and motivate employees in employee welfare through career development. High motivation and the existence of compensation and career development will be able to increase job satisfaction, because job satisfaction is considered an important factor because it can affect the running of a company. Previous research revealed that compensation, career development and motivation have an influence on job satisfaction (Kurniawati & Warsono, 2020). It can be concluded that

there is a positive relationship between motivation, compensation and self-development on employee job satisfaction. The existence of motivation applied by the company can provide encouragement for employees to improve their performance, as well as the provision of compensation can provide welfare to employees who can increase a sense of satisfaction with the work done, also career development can encourage employees to produce good performance. in the future.

H4: Motivation, Compensation and Career Development together have a significant effect on Employee Job Satisfaction.

### Compensation is the Most Dominant Influential Variable on Employee Job Satisfaction

Based on research (Mulyah, Hermawati, & Saranani, 2020) which states that the compensation variable is the most dominant variable on employee job satisfaction because compensation includes salaries, incentives and benefits that affect employee job satisfaction, as well as research from (Haris, Rahmi, & Hamid, 2021) which states that compensation has a very dominant effect on employee job satisfaction because compensation is something that employees receive as a substitute for their service contribution to the company, every employee in a company has a desire to get compensation according to their expectations. If their expectations are met, it will improve their performance and feel their own satisfaction with the work they do. From the quote above, it can be concluded the following hypothesis:

H5: Compensation has a dominant effect on employee job satisfaction.

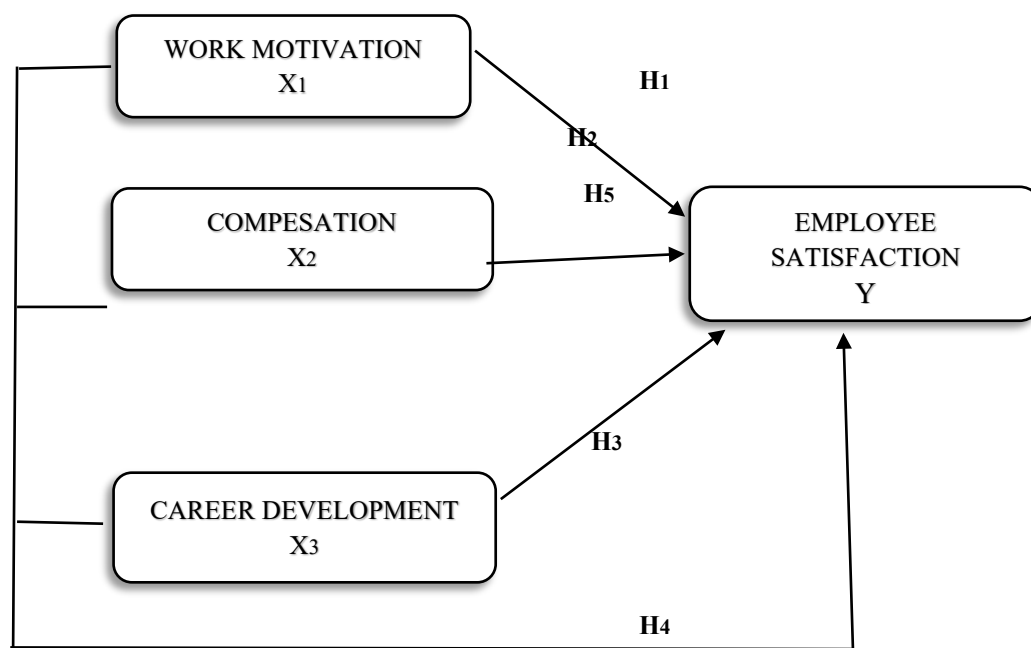


Figure 1. Research Model

## RESEARCH METHODS

### Research Design

This study uses quantitative methods of data, quantitative methods are research that emphasizes the depth of data, the most important thing is that this method can record as much data as possible from a large population. By using primary data. For data collection, it is necessary to use a questionnaire that is distributed online and offline with a structured statement.

## **Measurement**

From the mechanism of information collection in the research carried out, the survey technique was carried out at the research location. The survey method is a data collection carried out on a unit of analysis that obtains clear information on a problem construct. This survey research was collected by submitting a statement compiled on a questionnaire, with a closed statement type with a series of alternatives provided by the researcher, then the statement on a Likert scale of 1-5 with the category of statements with answers strongly disagree or strongly agree. This study uses 3 independent variables, motivation, compensation and career development variables, while the dependent variable is job satisfaction.

## **Research Objects and Subjects**

Objects/subjects which have the qualities and characteristics determined by the researcher to be studied and then draw conclusions. The object of this research is the Sahid Sudirman Residence Apartment. The subjects or respondents in this study were employees with the criteria of having worked for (3 years) as an employee, with the determination of the number of samples in this study was at least 5 times the number of statements and the number of samples for factor analysis was better than 100 respondents (Hair, J.F., Page, M., & Brundsveld, 2019)

## **Data Analysis Method**

### **Validity test**

Validity test is the extent to which the measuring instrument shows and is used to measure what it wants to measure and not measure others. This study uses a validity test, namely construct validity by showing how well the results obtained from the use of measures that match the theory underpin the test design (Ghozali, 2016). It can be said that it is valid if it is significant ( $\alpha$ ) < 5% or < 0.05% (Ghozali, 2016).

### **Reliability Test**

Reliability test with a test that shows the stability and consistency of the measuring instrument used by giving relatively consistent results with the measurement if repeated. Testing on the quality of this data is carried out with a reliability test used for the internal consistency of the concept by emphasizing the consistency with the statement details with an instrument with indicators. The statement is said to be reliable if the Cronbach alpha value is > 0.6 (Ghozali, 2016).

### **Classic assumption test**

The regression model processed with SPSS by measuring the strength of the relationship and the interdependence between the dependent variable and one or more independent variables (independent) with an equation, and its validity by using it as a forecast on the value of the independent variable. The regression model used in the study must be free from the classical assumption test.

### **Normality test**

Is a test with the aim of seeing whether there is residual data or confounding variables with normal distribution. The normality test is carried out using the Kolmogorov-Smirnov statistical test, so if the sig value > alpha 0.05, the regression model can be said to be normally distributed (Nazaruddin, I., & Basuki, 2019).

### **Multicollinearity Test**

Aiming to test the regression model, it was found that there was a correlation between independent variables, analysis to detect the presence or absence of multicollinearity in the regression model (Ghozali, 2017), namely the  $R^2$  value generated by an estimation of the empirical regression model is high but individually many independent variables do not significantly affect on the dependent variable. Multicollinearity is seen from (a) the tolerance value and its opposite (b) the variance inflation factor (VIF), these two indicate which independent variable is explained by the other independent variables. Each independent variable becomes the dependent variable with regress to other independent variables. Then Tolerance by measuring the variability of the selected independent variables with those not explained by other independent variables. If the low tolerance value is the same as the high VIF value (because  $VIF = 1/\text{Tolerance}$ ). The cutoff value is used to indicate the absence of multicollinearity, namely the Tolerance value  $> 0.10$  or equal to  $VIF < 10$ .

### **Heteroscedasticity Test**

Aims to test whether there is an inequality in the regression model from one residual in another observation. Heteroscedasticity which means that the variance of the variables in the regression model is not the same (constant). but on the contrary if the variance of the variables in the regression model if it has the same value (constant) it is called heteroscedasticity. in testing the classical assumption of heteroscedasticity seen from the Scatterplot, with decision making (Sugiyono, 2019). If there is a certain pattern seen from the points by forming a regular pattern (the waves widen and then narrow) then heteroscedasticity has occurred. But if there is no clear pattern and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

### **Hypothesis Testing**

#### **Simultaneous Test (F Test)**

It is a simultaneous test of independent variables by knowing whether the independent variables together have an effect on the dependent variable. On the condition that it is accepted, it is if the significance value is  $< 0.05$  (Sugiyono, 2019)

#### **Partial Test (t Test)**

Is measuring the influence of the independent variable individually on the dependent variable. can be compared with the results of t count on the results of SPSS table t. with the criteria for acceptance of the significance value  $< 0.05$  (Sugiyono, 2019)

#### **Coefficient of Determination Test (R<sup>2</sup>)**

Used to determine the percentage of independent variables together by explaining the dependent variable. if the value of the coefficient of determination is zero and one. If the coefficient of determination  $(R^2) = 1$ , which means the independent variable provides the information that is needed to predict the dependent variable. But if the coefficient of determination  $(R^2) = 0$ , which means that the independent variable cannot be explained its influence on the dependent variable.  $(R^2)$  shows the close relationship of the independent variables simultaneously.



## **RESULTS**

### **Respondent Demographics**

Based on the results of the distribution of questionnaires conducted online using the google form media, which collected 175 respondents, it is explained as follows. The criteria in this study are employees who work in the Sahid Sudirman Residence apartment and have worked for 3 years. Characteristics of respondents in this study include gender, age, and last education. These results indicate that more men work in Sahid Sudirman Residence apartments. These results indicate that in the Sahid Sudirman Residence apartment there are more employees with a high school education level. Based on the results of data analysis and hypothesis testing in this study by showing that work motivation has a significant positive effect on employee job satisfaction. This can be interpreted that the higher the employee's work motivation, the higher the employee's job satisfaction. From the test results, a boss needs to maintain a way to motivate employees which will have an impact on employees getting a sense of pleasure and satisfaction at work. Providing work motivation is an important role in increasing job satisfaction, where if someone has high motivation at work then he will be satisfied with the work he does because it is based on what is in the employee. Motivation is part of the driving force that can create a person's excitement in job satisfaction so that they can work effectively and be integrated with all efforts for job satisfaction. This statement is in line with previous research (Haryadi, Sunarsi, & Erlangga, 2022) which shows that the stronger the work motivation, the higher the job satisfaction of employees which shows that work motivation has a significant positive effect on job satisfaction. As Utami said in the journal (Kirani & Bagia, 2020) where employees who have high motivation, employees do not quickly give up in every job they do. This is in line with research conducted (Kirani & Bagia, 2020) showing that work motivation has a positive and significant effect on job satisfaction. This can indicate that work motivation plays an important role in increasing job satisfaction. These two variables are closely tied to one another, so companies need to evaluate and make efforts to be able to compete in the quality of human resources in improving company performance.

Further findings show that compensation has a significant positive effect on employee job satisfaction. This means that the higher the employee compensation, the higher the employee job satisfaction. Wages are the most dominant in measuring employee job satisfaction. This study is in line with research (Hasyim, 2020) that compensation affects job satisfaction in a positive direction. Compensation is one of the important elements in human resources, where the compensation given to employees is very influential on increasing job satisfaction. If an employee gets commensurate wages and on time, then in his work the employee will feel job satisfaction, therefore compensation is an important function. This is in line with the research conducted (Sarittama, N. & Noerman, 2017a) There is a significant effect of compensation on job satisfaction.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

This study aims to examine and analyze whether there is an influence between work motivation, compensation and career development on employee job satisfaction. This research was conducted at the Sahid Sudirman Apartment. Based on the results of the research that has been tested and analyzed, it can be concluded that work motivation has a significant positive effect on job satisfaction. This is proven by the higher the employee's work motivation, the higher the employee's job satisfaction. Compensation has a significant positive effect on employee job satisfaction. This means that the higher the compensation given, the higher the

job satisfaction of employees. Because compensation is one of the important elements in human resources. Career development has a significant positive effect on job satisfaction, better the career development in the company, the higher the job satisfaction of employees. Work motivation, compensation and career development have a significant effect on employee job satisfaction.

### **Research Limitations**

In this study, the researcher realized that it had several limitations, limitations in this study due to the covid19 pandemic made researchers use online questionnaires because employees have a Work From Home system that is difficult to find offline, which makes researchers take a little longer to collect data, because the respondents did not participate. This study has limitations. The short research time resulted in less than optimal research results. There are limitations of research using questionnaire data, sometimes the answers given by the sample do not show the real situation.

### **Suggestion**

Further research would be better if adding other variables that can affect job satisfaction such as leadership style variables, and organizational environment, the results will be more accurate regarding employee job satisfaction. Suggestions for Sahid Sudirman Apartments are to improve the work system which includes the three variables studied, namely work motivation, compensation and career development, because increasing the work system will increase employee job satisfaction so as to produce optimal employee job satisfaction.

### **REFERENCES**

- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). The Influence of Work Motivation, Work Environment, Work Culture on Employee Performance at the Social Service Office of Jember Regency. *Science and Technology Research Journal*, 4(1), 47. <https://doi.org/10.32528/ipteks.v4i1.2109>
- Alif the Hero and Onsard. (2020). Effect Of Work Motivation, Organizational Climate And Leadership On Jobb Satisfaction Of Marketing Employees At PT. Agung Toyota Bengkulu. *Journal of Public Administration UNSRAT*, 4(35), 1473.
- As'ad, M. (2019). *Industrial Psychology (Science Series)*. Jakarta: Liberty. Autoridad Nacional del Servicio Civil. (2021). No Title No Title No Title. *Angewandte Chemie International Edition*, 6(11), 951–952., (2011), 2013–2015.
- Badriyah, M. (2017). *Human Resource Management*. Bandung: CV Setia Pustaka.
- Happy, R., & Sinaga, F. W. (2021). The Effect of Motivation and Career Development on Employee Job Satisfaction at PT. Pegadaian (Persero) Regional Office I Medan. *Maneggio: Scientific Journal of Masters in Management*, 4(2), 197–204.
- Dipietro, R. B., Kline, S. F., & Nierop, T. (2020). *Journal of Human Resources in Hospitality & Tourism Motivation and Satisfaction of Lodging Employees: An Exploratory Study of Aruba*. (October), 37–41. <https://doi.org/10.1080/15332845.2014.866466>
- Djan, I., & Adawiyah, S. R. (2021). The effect of motivation and compensation on employee's work satisfaction. Case study of PT Infomedia Nusantara Telkomsel E-Care Division. *Technium Social Sciences Journal*, 17, 235–243.

- Dubrin. (2020). Career development. Jakarta. Elbadiansyah. (2019). Human Resource Management (Print To). Malang: IRDH.
- Fahmi, I. (2019). Qualitative and Quantitative Decision Making Theories and Techniques. Jakarta: Rajarafindo Persada.
- Faradila, N., Heksarini, A., & Darma, D. C. (2020). Antecedents That Affect Job Satisfaction and Employee Performance. *Saudi Journal of Business and Management Studies*, 5(6), 293–302. <https://doi.org/10.36348/sjbms.2020.v05i06.001>
- Firmanzah, A., Hamid, D., & Djudi, M. (2017). Employees (Study on Employees of PT. PLN (Persero) East Java Distribution Malang Area). *Journal of Business Administration (JAB)*, 42(2), 1–9.
- Ghozali. (2016). Diponegoro University IBM SPSS Multivariate Analysis.
- Ghozali, I. (2017). *Multivariate Analysis Application With IBM Spss 21 Program*, 7th Cet. Semarang: Diponegoro University Publishing Agency.
- Gulo, R., W, K. Y., & Volume, J. M. (2021). Giving Motivation to Increase Work Productivity of Employees of PT . Sinar Sentosa Primatama LPPM STIE-GK Muara Bulian Page 129 LPPM STIE- GK Muara Bulian Page 130. *Student Journal*, 1, 129–142.
- Hair, J.F., Page, M., & Brundsveld, N. (2019). *Essentials of business research methods*. Routledge.
- Handoko, H. (2017). *Personnel Management and Human Resources*. Yogyakarta: BPFE Yogyakarta.
- Handoko, H. (2020). *Personnel Management and Human Resources*. Yogyakarta: BPFE.
- Handoko, H. (2021). *Management*. BPFE-Yogyakarta.
- Haris, Rahmi, N., & Hamid, S. (2021). Effect of Career Development and Compensation on Employee Job Satisfaction. *Management and Accounting Research Statistics Journal*, 1–12.
- Haryadi, N., Sunarsi, D., & Erlangga, H. (2022). *Scientific Journal, Human Resource Management*. 5(3), 702–709.
- Hasibuan, J. S., & Handayani, R. (2017). The Influence of Discipline and Motivation on Employee Performance at PT. Kemasindo Fast Nusantara Medan. *Collection of Journals of Lecturers at the University of Muhammadiyah North Sumatra*, 418–428.
- Hasibuan, M. S. (2019). *Human Resource Management*. Jakarta: Earth Literacy.
- Hasibuan, M. S. (2021). *Human Resource Management*. Jakarta: PT Bumi Aksara.
- Hasyim, W. (2020). The Effect of Workload and Compensation on Employee Job Satisfaction at PT. Yaskawa Electric Indonesia. *EKOMABIS: Journal of Business Management Economics*, 1(02), 185–192. <https://doi.org/10.37366/ekomabis.v1i02.41>
- Iswanto, Y. and A. Y. (2019). *Human Resource Management*. Banten: The Open University.
- Jufrizen, j., & sitorus, t. s. (2021). the effect of work motivation and job satisfaction on performance with work discipline as an intervening variable. *Proceedings of the National Seminar on Social Education Technology and Humanities*, (1), 841–856.

- Juniari, N. K. E., Riana, I. G., & Subudi, M. (2021). The effect of motivation on work satisfaction and employee performance of government employees at STP Nusa Dua Bali. *E-Journal of Economics and Business Udayana University*, 4(11), 823–840.
- Kadarisman. (2020a). *Human Resource Development Management* (1st edition). Jakarta: Rajawali Press.
- Kadarisman, M. (2020b). *Compensation Management*. Jakarta: PT. RajaGrafindo Persada.
- Kahpi, H. S., Affandi, A., Sunarsi, D., Mujahidin, M., & Asdiani, D. (2019). The Effect of Career Development and Job Training on Employee Performance at the Department of Transportation of Serang City. *Journal of Effective Economics*, 1(4), 332. <https://doi.org/10.32493/jee.v1i4.10718>
- Cashmere. (2019). *Human Resource Management*. Jakarta.
- Kirani, K. D. B., & Bagia, I. W. (2020). Work Motivation and Job Satisfaction of Hotel Bali Niksoma Boutique Beach Resort Employees. *Journal of Management and Business*, 2Section, I.(2), 231–240.
- Kiwan, M. dan, & Heryanto. (2020). The Effect of Job Satisfaction in Mediating the Relationship between Compensation, Tasks Competence and Commitment of Teachers of SMA Don Bosco Padang. *Technium Social Sciences Journal*, 7, 312–320.
- Kriswanti. (2017). The Effect Of Career Development and Financial Compensation on Employee Performance with Job Satisfaction as A Mediation Variable (Empirical Study at The BBWS Pemali Juana Office). (20).
- Kurniawati, N. D., & Warsono, H. (2020). The Effect of Compensation, Career Development and Motivation on Employee Job Satisfaction in the Investment Service and One Stop Integrated Services.... *Journal of Public Policy and .... Retrieved from* <tps://ejournal3.undip.ac.id/index.php/jppmr/article/view/28961>
- Lestari, S., Putri, & Rachmasari. (2021). Effect of Compensation and Motivation on Employee Job Satisfaction (Case Study on Paperclip Kota Kasablanka Branch). *Journal of Economics and Business*, 3(2), 213–229.
- Maghfiroh and S. Pantja Djati. (2019). The Effect of Career Development, Compensation and Work Motivation on Employee Satisfaction at PT. Indonesian Alun Alun. Jakarta.
- Manoppo, R. (2018). The Influence of Work Discipline, Work Motivation and Career Development on Job Satisfaction at TVRI North Sulawesi. *EMBA Journal: Journal of Economic Research, Management, Business And Accounting*, 3(3), 1220–1231. <https://doi.org/10.35794/emba.v3i3.10127>
- Marwansyah. (2021). *Human Resource Management*. Bandung: Alfabeta.
- Mulyah, S., Hermawati, A., & Saranani, F. (2020). Effect of Compensation and Work Environment on Job Satisfaction at PT Kendari Ekspres. *Journal of Management Science*, 6(01), 61–72.
- Nazaruddin, I., & Basuki, A. T. (2019). *Statistical Analysis with SPSS (First)*. Yogyakarta: Danisa Media.
- Norbu, J., & Wetprasit, P. (2020). The Study of Job Motivational Factors and Its Influence on Job Satisfaction for Hotel Employees of Thimphu , Bhutan The Study of Job Motivational

- Factors and Its Influence on Job Satisfaction for Hotel Employees of Thimphu , Bhutan. *Journal of Quality Assurance in Hospitality & Tourism*, 00(00), 1–22M. <https://doi.org/10.1080/1528008X.2020.1769524>
- Nugroho, A. D., & Kunartinah. (2020). Analysis of the Effect of Compensation and Career Development on Job Satisfaction with Job motivation Mediation (Study on Civil Servants at the Regional Secretariat of Pekalongan Regency). *Journal of Business and Economics (JBE)*, 19(2), 153–169.
- Nurhayati, S. &. (2018). *Human Resource Management*. Bandung: Yrama Widya.
- Parimita, W., Khoiriyah, S., & Handaru, A. W. (2018). The Effect of Work Motivation and Compensation on Job Satisfaction on Employees of Pt Tridaya Eramina Bahari. *JRMSI - Indonesian Journal of Science Management Research*, 9(1), 125–144. <https://doi.org/10.21009/jrmsi.009.1.09>
- Puspita, Fathimining ayu, Nursyamsi, I., & Rasjid, W. (2018). the Effect of Compentation, Transformational Leadership , and Organizational Commitment on. *Journal of Applied Business and Entrepreneurship*, 1, 51–67.
- Rivai, V. (2021). *Human Resource Management For Companies*. Jakarta: PT Raja Grafindo Persada.
- Rondonuwu, F., Rumawas, W., & Asloei, S. (2018). The Effect of Work-life Balance on Employee Job Satisfaction at the Sintesa Peninsula Hotel Manado. *Journal of Business Administration*, 7(2), 30–39. <https://doi.org/10.35797/jab.7.2.2018.22044.30-39>
- Sarittama, N. & Noerman, T. (2017a). The strategy of leadership, work motivation and compensation on job satisfaction and its impact on the performance of generation y employees of PT. Bank BRI Region I Jakarta. *Journal of Banking Management and Accounting Research Perbanas*, 1((1)), 45-54.
- Sarittama, N. & No. Satisfaction and Its Impact on Generation Y Employee Performance PT. Bank BRI Region I Jakarta. *Journal of Banking Management and Accounting Research*, 1(1), 01–10.
- Sinambela, L. P. (2020). *Human Resource Management*. Jakarta: Earth Literacy.
- Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta.
- Suryawan\*, I. N., & Andrew\*\*, R. (2019). The Effect of Motivation on Job Satisfaction. *Business Research s& Management Media*, 13(1), 54–61. <https://doi.org/10.31227/osf.io/8gz42>
- Sutrisno, E. (2017). *Human Resource Management (Kencana, ed.)*. Jakarta.
- Sutrisno, Edy. (2021). *Human Resource Management (1 Ce edition)*. Jakarta: Prenada Media Group.
- Veithzal Rivai Zainal, S. (2021). *Human Resource Management For Companies*. Depok: PT.Raja Grafindo.
- Wibowo. (2020). *Behavior in Organizations Behavior in Organizations*. Jakarta: PT Raja Grafindo Persada.
- Widjajani, S. (2020). Mediation of Job Satisfaction on the Relationship Between Compensation and Employee Productivity. 10 (No. 2. Universitas Proklamasi 45).