



The Influence of Career Development and Work Communication on Job Satisfaction with Work Discipline as A Moderating Variable

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Article Info

Keywords:

- o Career Development,
- o Work Communication,
- o Work Discipline,
- o Job Satisfaction

Article History

Received: 09 - 01 - 2025

Accepted: 06 - 10 - 2025

Published: 30 - 12 - 2025



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Abstract

Purpose – This study focuses on job satisfaction of companies in the automotive sector, while most of the previous studies examined job satisfaction in the government sector.

Design/methodology/approach– This research uses quantitative research. This research was conducted using a questionnaire distributed there were 30 respondents who gave answers. To get the results of this study, researchers used PLS SEM Version 3.0.

Findings – The results of this study found that career development has a positive and significant effect on job satisfaction, work communication has a positive and insignificant effect on job satisfaction, work discipline does not strengthen the relationship between career development and job satisfaction and work discipline does not strengthen the relationship between work communication and job satisfaction.

Research limitations/implications – This research has several limitations in its measurement method. All variables, such as The Influence of Career Development and Work Communication as independent variables, Job Satisfaction as the dependent variable, and Work Discipline as a moderating variable, are measured using a questionnaire. Thus, the data obtained only reflects the perceptions of respondents.

INTRODUCTION

Human Resources (HR) is one of the keys to a company's success. Efficient and effective human resource management can increase the productivity and performance of both employees and the organization. Therefore, it is important for companies to pay attention to factors that affect employee productivity and performance, and one of the important ones is job satisfaction.

Employees who have a high level of job satisfaction will tend to be more committed and contribute and have high dedication to the company and ultimately have the will to work harder and more productively. Conversely, employees with low levels of job satisfaction tend to turnover, as well as decreased discipline and work productivity. Therefore, it is important to identify the factors that affect job satisfaction, so that programs can be prepared and developed to grow or improve employee job satisfaction.



This case of job satisfaction is a unique case in the mass media and has become an issue that has been widely discussed. Someone with a high level of job satisfaction will have positive feelings about their work. Someone with a low level of job satisfaction has negative feelings about their work, job satisfaction is an emotional attitude felt by an employee. Employees will work well if they feel satisfied with what they expect. According to (Nasution, 2009) job satisfaction is a situation where needs are met such as the need for work, level of supervision, relationships between employees, career opportunities and appropriate promotions and wages.

One of the phenomena that occurs related to job satisfaction in the automotive sub-sector is that in the midst of the sluggish national automotive market, PT Isuzu Astra Motor Indonesia (IAMI) is able to maintain its market share. After-sales service is said to be the key to Isuzu's success. It is recorded that Isuzu's market share until the end of Quarter 3 2024 reached 30.7 percent or increased by 3.5 percent compared to the same period last year. Interestingly, the increase occurred in all segments.

It was stated that the ELF truck achieved a market share of 27.6 percent or increased by 1.9 percent, then the Giga truck controlled 20.5 percent or increased by 3.7 percent. The highest achievement was achieved by Isuzu Traga with 45.9 percent or increased by 6.3 percent compared to the same period last year. Division Head of Business Strategy Division IAMI Attias Asril said that market growth in the near future will not be much. However, if commodities improve, it is not impossible that the market could grow bigger.

Even so, his party is committed to continuing to provide the best. "We continue to make maximum efforts to provide services according to consumer needs, this is Isuzu's mission as a real partner, a real journey," he explained in Jakarta. One of the things that is done is to strengthen after-sales services by adding 24-hour Isuzu Mobile Workshop (BIB) and mechanic on-site services. For information, Isuzu currently has 150 BIBs, 140 partner workshops, 49 partner body shops, 1,800 part shops, and 4 part depots in Medan, Makassar, Palembang, and Pontianak.

Most recently, Isuzu distributed a new model of solar filer for free to business actors in several areas of Sumatra and Kalimantan who are experiencing a shortage of solar. Head of the Sumatra and Kalimantan Region of IAMI Danu Kusuma Putra explained that the problem of using retail diesel fuel is experienced by all brands of commercial vehicles operating in Sumatra and Kalimantan, especially Euro 4 trucks. Long queues at gas stations and the scarcity of diesel fuel force many drivers to buy retail diesel fuel on the side of the road. "This is clearly detrimental to business actors. Small entrepreneurs do not have access to fuel, so they end up buying retail diesel fuel. Well, we don't know the quality of this retail diesel fuel," said Danu. "Even though Isuzu trucks are capable of consuming B30 to B40 diesel fuel, it will still be problematic if they consume retail diesel fuel with an unknown mixture". (<https://bit.ly/KasusKepuasankerjadiIsuzu>). This shows that job satisfaction at the Isuzu company job satisfaction is influenced by several factors, one of which is career development, career development is a personal change made by a person to achieve a career plan (Siagian, 2007). In research (Bahri & Nisa, 2023) shows that career development has a positive effect on job satisfaction, which means that career development can increase employee job satisfaction. And then the results that have a positive effect on job satisfaction from the research results



(Maghfiro & Djati S. Pantja, 2017) that simultaneously explain career development has a positive and significant effect on employee job satisfaction. And research conducted by (Ningrum & Oktaviannur, 2024) career development has a positive and statistically significant impact on employee job satisfaction part of workers in the workplace.

Furthermore, work communication is also a factor in job satisfaction. Work communication is communication considered the most valuable process for transferring, exchanging ideas, feelings and information in an organization. Communication plays an important role in social interaction where communication is a basic human activity, therefore communication will be very influential in the world of work. The more effective the communication is, the more productive a person is in carrying out their duties (Darmawan, 2020). Based on the results of research conducted by (Saputra & Adnyani, 2019) it shows that communication has a positive and insignificant effect on employee job satisfaction. Furthermore, research conducted by (Putra & Sinambela, 2021) shows that work communication has a significant effect on job satisfaction. And research conducted by (Sembiring et al., 2019) shows that communication has a direct positive effect on job satisfaction.

LITERATUR REVIEW

Attribution theory

Attribution Theory was introduced by Fritz Heider in 1958 which describes a conceptual framework that people use to interpret, explain, and predict a person's behavior. Attribution Theory is a theory that generally emphasizes how individuals interpret events and how that relates to their thinking and behavior. According to (Wade et al., 2021) attribution theory is a theory that states that a person is motivated to explain their own and others' behavior based on any situational factors disposition.

Career Development

Good career development is a valuable asset for the company is very important because it can provide long-term benefits for the organization and its employees, to improve employee performance and employee productivity. And this is capital for companies in improving innovation and corporate reputation. (Fahmi, 2013, p. 3) career development is defined as the acquisition of knowledge, skills, and behavior that enhances employees' ability to meet changing job requirements and client and customer demands.

Work Communication

According to (De Vito Dalam Liliweri., 2015) communication is defined as sending messages from one person and received by another person with direct effects and feedback. In general, communication is divided into two types, namely verbal communication refers to the use of words or language to convey messages either verbally or in writing with individuals or groups. Verbal communication can occur in everyday conversations, presentations, discussions, or other forms of communication. The media for carrying out verbal communication are also diverse, ranging from direct interaction and indirectly. For example, face to face, through print media, electronic media, and social media. Meanwhile, non-verbal communication is the process of conveying messages without using words or language. This



includes facial expressions, body movements, eye contact, body posture, and other non-verbal elements to convey the intended information or expression. Non-verbal communication can add meaning or nuance to a verbal message, and often plays a key role in understanding the context and emotion of an interaction. For example, you raise your hand thumbs up to the employee to convey that the employee's performance is very satisfactory.

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Job Satisfaction

According to (Robinns & Judge, 2021, p. 3) argues that job satisfaction is about positive feelings about work as a result of an evaluation carried out by individuals (job holders) of the characteristics of the job itself. Good job satisfaction among employees has an important function for the company, because it has a direct impact on productivity, work culture, and the overall success of the organization.

Work Discipline

(Mangkunegara, 2011, p. 824) states that work discipline is a tool used by managers to communicate with their employees so that they are willing to change a behavior as an effort to increase awareness and willingness of a person to comply with all company regulations and applicable social norms. Evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Azmi, 2005).

Hypotheses development

Good career development is a valuable asset for the company is very important because it can provide long-term benefits for the organization and its employees, to improve employee performance and employee productivity. And this is capital for the company in increasing innovation and company reputation. Career development can improve an employee's performance in carrying out their duties which are equipped with education and training by the company to hone or develop the potential possessed by the employee, so that the employee will more easily achieve a higher job promotion. of the study (Maghfiro & Djati S. Pantja, 2017) shows that career development simultaneously has a significant effect on employee job satisfaction. Based on the theoretical review and also previous research, the researchers took the hypothesis, namely:



H₁: Career Development has a positive effect on Job Satisfaction.

Based on research conducted by researchers, researchers will explain that work communication will have a positive effect on job satisfaction. Communication as a means of conveying or dividing tasks in an organization is a solution to decreasing job satisfaction (increasing job satisfaction) because with communication we can learn a person's behavior and communication is also an exchange of information. Through communication, employees in a company or organization can also find out what is expected of them and what management and their colleagues think about them. Delivering and receiving knowledge plays a role in organizational life, and an effective communication process plays a role in enabling employees to develop positive attitudes. The results of previous research (Saputra & Adnyani, 2019) showed that communication has a positive and significant effect on employee job satisfaction. Based on the discussion and results of previous research, the researcher took the following hypothesis:

H₂: Work Communication has a positive effect on Job Satisfaction.

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Good work discipline reflects the extent of a person's responsibility for the tasks given to him. This encourages work passion, work enthusiasm and ultimately the realization of the organization or company and employees. For employees who apply or are consistent in work discipline, they will produce results that have been pursued and obtain a higher career level because the tasks and determination of the work spirit that are carried out can increase the efficiency and effectiveness of their company and of course the profits that the company gets will also increase. The results of research conducted (Muhammad Elfi azhar et al., 2020) partially show that work discipline has a positive and significant effect on employee job satisfaction. It can be concluded that work discipline strengthens the relationship between career development and job satisfaction. Based on this explanation, the researcher takes the following hypothesis:

H₃: Work Discipline moderates strengthening the relationship between Career Development and Job Satisfaction.

Companies need to improve work discipline, such as by conducting supervision, increasing employee job satisfaction and implementing good communication, it is better if every company can improve the work discipline of its employees will be able to generate more income because work is completed faster, low damage rates, reduced employee absenteeism and reduced employee turnover rates. Employees who have good discipline will have good performance compared to lazy employees, because their working time is used to carry out work according to targets.

Of course in this case there is a role of communication implemented by managers or high-ranking officials in the company who carry out good communication which will affect employees receiving the information so that employees apply it in the form of actions and employees can apply discipline to company rules to carry out their work. The results of research conducted by (Yuliantini & Santoso, 2020) Work discipline has a positive and significant effect on employee job satisfaction. It can be concluded that work discipline strengthens the relationship between work communication and job satisfaction. Based on this



explanation, the researcher takes the hypothesis, namely:

H₄: Work Discipline moderates strengthening Work Communication on Job Satisfaction

RESEARCH METHOD

The population in this study is focused on automotive sector companies, with samples consisting of individuals working in them. The automotive sector was chosen because it is one of the largest contributors to Indonesia's non-oil and gas Gross Domestic Product (GDP). The type of investigation used in this study is a correlational study to find important variables related to the problem or identify important factors related to the problem, correlational studies are always conducted in unplanned situations (Sekaran, 2006). To ensure the questionnaire was valid, evaluation by experts, factor analysis, and Cronbach's Alpha reliability test were conducted. Respondents' anonymity was maintained, clear instructions were given, and questionnaires were distributed evenly to various infrastructure companies. This research method uses quantitative methods that have a significant relationship between the variables studied to obtain conclusions that will explain the general picture under study in the form of values or scores for the answers given to respondents to statements on the questionnaire. The variables used in this study are as follows:

Table 1. Research Objects

Type	Variable	Dimension	Source
Independent Variables	Career Development	1. Career planning 2. Career management	(Maghfiro & Djati S. Pantja, 2017)
	Working Communication	1. Understanding 2. Ability to understand messages carefully	(Saputra & Adnyani, 2019)
Dependent Variable	Job Satisfaction	1. Work ethic 2. Turn Over 3. Absenteeism rate 4. Age 5. Employment level 6. Size of the organization	(Sembiring et al., 2019)
Moderation Variables	Work Discipline	1. Frequency of Attendance 2. Level of Alertness 3. Compliance with work standards	(Supriyadi et al., 2017)

Data analysis used in this study using the Partial Least Square (PLS) method. PLS is a method of solving Structural Equation Modeling (SEM) which in terms of this research is more appropriate than other SEM techniques. The linear equation model in this regression is as follows:

$$KPK = \beta_0 + \beta_1 PK + \beta_2 KK + \beta_3 KPK + \beta_4 PK*DK + \beta_5 KK*DK + \varepsilon$$



RESULTS

Respondent Demographics

Respondents who participated in this study were individuals working in automotive sector companies. Through the distribution of questionnaires, the researcher managed to obtain data from 30 respondents. With the number of male respondents as many as 19 people and female respondents as many as 11 people, the majority of respondents were aged >40 years. Most of the respondents who hold positions as final inspection, foreman, IT, staff employees, PPC, procurement and supervisor. Each respondent has answered all questions related to the influence of career development and work communication on job satisfaction with work discipline as a moderating variable.

Normality Testing, Convergent Validity and Reliability Testing

The core premise of multivariate analysis is the assumption of normality. Data is considered normally distributed if the skewness value falls within the range of ± 1.96 at a significance level of 0.05 (Hair, 2011). In this case, the normality test indicates that the skewness values for each variable are indeed below 1.96, confirming the normality of the data. Furthermore, the results of the data processing revealed that all indicators and dimensions effectively generated latent variables, as evidenced by loading factors exceeding 0.7 and an Average Variance Extracted (AVE) greater than 0.5, thereby satisfying the criteria for convergent validity (Hair, 2011). Additionally, reliability tests demonstrated that each variable had Cronbach's alpha and composite reliability values above 0.7, reinforcing the dependability of the data. Overall, the evaluation of the measurement model (outer model) confirms that all dimensions and indicators are indeed derived from the corresponding latent variables.

The Hypothesis Test

The hypothesis in this research can be known from the calculation of the model using the PLS bootstrapping technique. From the results of the bootstrapping calculation, the t-statistic value of each relationship or path will be obtained. This hypothesis testing is set with a significance level of 0.05. The hypothesis can be accepted if the original sample value is in line with the hypothesis. The calculation results for testing the hypothesis in this research, using the direct influence of the independent variable on the dependent variable and the moderating variable obtained as follows:

Table 2. T Test Results (Individual)

Struktur Patch	Hipotesis	Prediksi	Original Sample (O)	P Values
PK -> KPK	H1	+	0,461	0,001
KK -> KPK	H2	+	0,073	0,475
PK * DK -> KPK	H3	+	-0,234	0,131
KK * DK -> KPK	H4	+	0,202	0,226
R-Square			0,972	
R-Square Adjusted			0,977	

Source:SmartPLS data processing (2024).



Description: PK: Career Development; KK: Work Communication; DK: Work Discipline; KPK: Work Satisfaction KPK*DK: Moderation of Work Satisfaction on the Work Discipline, KK* DK: Moderation of Work Communication on Work Discipline.

Explanation

The results of the hypothesis test of the influence of career development on job satisfaction obtained the original sample results of 0.461 and a p-value of 0.001, meaning that the significance of $0.461 < 0.001$, then H1 is accepted, so it can be stated that career development has a positive effect and statistically has a significant effect on job satisfaction. The results of the hypothesis test of the influence of work communication on job satisfaction, obtained the original sample results of 0.073 and a p-value of 0.475, meaning that the significance of $0.073 < 0.475$, then H2 is rejected, so it can be stated that work communication has a positive effect and statistically does not have a significant effect on job satisfaction. The results of the hypothesis test of the influence of career development * work discipline on job satisfaction, obtained a p-value of -0.023, meaning that the significance of $-0.023 < 0.05$, then H3 is accepted, so it can be stated that Good Corporate Governance has a negative and significant effect on Financial Reporting Quality and is not in accordance with the hypothesis or in the opposite direction, meaning that work discipline does not strengthen the relationship between career development and job satisfaction. The results of testing the hypothesis of the influence of work communication * work discipline on job satisfaction, obtained a p-value of 0.202, meaning the significance of $0.202 < 0.05$, then H4 is rejected, so it can be stated that work communication has a positive and insignificant effect on job satisfaction and is not in accordance with the hypothesis or in the opposite direction, meaning that work discipline does not strengthen the influence of work communication on job satisfaction.

DISCUSSIONS

Career Development has a positive and significant effect on Job Satisfaction

This research shows that career development has an important role in job satisfaction. This is in line with research (Bahri & Nisa, 2023) which provides results that career development has a positive effect on job satisfaction. Thus, this research is a very interesting topic to discuss. The higher the career level of an employee in an agency, the higher the employee will be to get job satisfaction because an employee has soft skills and hard skills in completing the work they are assigned.

It can also be argued that employees or staff of PT SUZUKI INDOMOBIL have good career development, so that they can increase their interest in carrying out the tasks they are assigned. If someone has good hard skills and soft skills regarding career development and this understanding is implemented correctly in the workplace, it will have a positive impact on the work they are assigned.

Work Communication has a positive and insignificant effect on Job Satisfaction

The research of this study indicate that work communication has an important role in job satisfaction. This is in line with research (Saputra & Adnyani, 2019) with a research sample of employees at PT. PPILN Bali Region. In the research of previous studies, the results illustrate that each respondent felt that the communication carried out by the company was running effectively. In this research, it was argued by the employees of PT Suzuki Indomobil and Motor



that work communication with good information delivery will affect how someone receives information which can then be applied in the form of good actions from leaders or superiors and fellow employees. Good interpersonal relationships can increase work enthusiasm which can indirectly increase employee job satisfaction.

From this explanation, it can be proven by the large number of respondents who agree, in accordance with research (Sembiring et al., 2019) which states that work communication has a positive effect on job satisfaction.

Work Discipline does not strengthen the relationship between Career Development and Job Satisfaction

This research found that work discipline does not strengthen the relationship between career development and job satisfaction. The results of this study indicate that the implementation of good career development does not always have a positive impact on job satisfaction. In some cases, good development has a negative impact due to factors such as having no equal opportunities resulting in negative competition between employees, job promotions that do not match performance and unbalanced workloads.

Although work discipline has been implemented to strengthen career development in accordance with company regulations, it does not always improve the relationship between good career development and job satisfaction. Factors such as the lack of equal opportunities resulting in negative competition between employees, job promotions that do not match performance can hinder the effectiveness of implementing good career development, resulting in decreased job satisfaction.

Work Discipline does not strengthen the relationship between Work Communication and Job Satisfaction

This research found that work communication does not strengthen the relationship between work discipline and job satisfaction. The results of this study indicate that the implementation of good work communication does not always have a positive impact on job satisfaction. In some cases, good communication has a negative impact due to several factors such as communication that is too formal, communication that is not followed by action and a mismatch between communication and company culture.

Although work discipline is applied to strengthen work communication in accordance with company regulations, it does not always improve the relationship between good work communication and job satisfaction. Factors such as communication that is too formal or rigid, employees may feel uncomfortable and not followed by real action or change can make employees feel disappointed or frustrated can hinder the effectiveness of implementing good work communication, resulting in decreased job satisfaction.

CONCLUSIONS

Based on the results of research on " The influence of career development, work communication on job satisfaction with work discipline as a moderating variable", the following conclusions were obtained: (1) career development has a positive influence on job satisfaction, and this influence is statistically significant. This shows that the application of career development principles can increase job satisfaction. (2) work communication has an important role in job satisfaction. However, its influence is not statistically significant.



Although good work communication can make a positive contribution to job satisfaction, there are other factors such as company culture and excessive communication, formal so that it affects job satisfaction. (3) work discipline does not strengthen the relationship between career development and job satisfaction. Challenges such as lack of equal opportunities resulting in negative competition between employees, job promotions that do not match performance can hinder the effectiveness of implementing good career development, resulting in decreased job satisfaction. (4) work discipline does not strengthen the relationship between work communication and job satisfaction. This is because employees may feel uncomfortable and not being followed up with real actions or changes can make employees feel disappointed or frustrated, which can hinder the effectiveness of implementing good work communication, resulting in decreased job satisfaction.

Theoretical implications

This study aims to enrich the academic literature and support the development of a more comprehensive theoretical model in understanding the same problem. This study can be used as a reference to test career development and work communication variables as independent variables, job satisfaction as a dependent variable, and work discipline as a moderating variable in companies in the automotive sector.

Managerial implications

This research shows that career development, work communication, work discipline and job satisfaction are important for companies in the automotive sector. Although the effect of work communication on job satisfaction is not significant, both aspects still need to be evaluated and improved through a better training and development system. Factors such as company culture and overly rigid communication. To ensure that work communication has a positive impact on job satisfaction, companies need to pay attention to the context, communication style used, and how the communication is followed by real actions and relevance to employee needs.

Policy implications

The results of this study can help regulators and the government to improve job satisfaction through improving education, training by developing education programs that strengthen career development. The Ministry of Manpower as a regulator needs to review the delivery of information to company employees, to ensure that communication is well established and effective both from leaders or superiors and fellow employees. The Ministry of Manpower or regulators can tighten standards that require company employees to have work discipline in various sectors, especially in the automotive sector. These standards include compliance with working hours and attendance, work procedures and processes (SOP), occupational safety and health, and teamwork. That way, it is expected to increase motivation and foster a high sense of job satisfaction. Collaboration is needed between companies and related parties to create a more transparent and accountable business environment.



Limitations of the Study

This study has several limitations in its measurement methods. All variables, such as career development and work communication as independent variables, job satisfaction as dependent variable, and job satisfaction as moderating variable, were measured using questionnaires. The results of this questionnaire are entirely dependent on the views of the respondents. The questionnaire was distributed via WhatsApp without detailed guidance on how to fill it out. As a result, there is a possibility that the respondents' answers are subjective and it is difficult to get confirmation from them in a timely manner.

Suggestions for Future Researchers

This study has several limitations in its measurement method. All variables such as career development and work communication as independent variables, job satisfaction as dependent variable, and work discipline as moderating variable, are measured using questionnaires. The results of this questionnaire are entirely dependent on the views of the respondents. The questionnaire was distributed via WhatsApp without detailed instructions on how to fill it out.

For future researchers, further research is needed, most studies may focus on more traditional career paths, such as promotions or job advancement. However, with the development of non-linear career models (e.g. project-based work, international careers, or job flexibility). Further research that can examine how more flexible or unconventional career paths affect job satisfaction can expand this research by exploring different types of industries, such as the technology sector, manufacturing, banking, or the public sector. This is important because each industry has different characteristics in terms of work communication and career development such as exploring different industries, larger sample sizes, or longitudinal studies to observe changes over time, which can affect employee job satisfaction differently.

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