

The Influence of Career Development, Motivation, and Work Environment on Job Satisfaction (A Study on Health Workers at Islamic Hospital)

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Abstract

The primary objective of this research is to examine how career growth, employee motivation, and workplace environment impact job contentment amongst healthcare professionals at the Islamic Hospital of Banjarnegara. This study utilised a quantitative methodology, with a target group of 200 medical staff at the hospital. The selection method employed was purposive sampling based on specific standards, resulting in a sample size of 133 respondents determined using the Slovin formula with a 5% margin of error. Information was gathered through surveys, with each variable assessed using a five-point Likert scale and examined using the Structural Equation Modelling Partial Least Squares (SEM-PLS) technique. The outcomes indicate that career advancement and work conditions have a favourable and meaningful influence on job satisfaction, while motivation does not exhibit a significant impact. These results validate Herzberg's dual-factor theory, highlighting the importance of both motivational and hygiene elements in improving job satisfaction. Therefore, management is expected to pay attention to career development and workplace conditions to help improve employee job satisfaction. This study also recommends a thorough evaluation of motivation programmes to make them more effective.

Keywords: Career Development, Job Satisfaction, Motivation, Work Environment.

1. Introduction

The Islamic Hospital is a healthcare institution whose operations are based on the principles of maqasid syariah (Ruliyandari, 2020). As a social function in the health sector, the Islamic Hospital of Banjarnegara is a public service provider that continuously promotes its functions, roles, and hospital management. For this reason, RSI Banjarnegara is constantly striving to improve itself by enhancing the quality of its human resources and carrying out its functions and responsibilities in a professional manner.

The Islamic Hospital of Banjarnegara was established on 16 September 1981 under the name Yayasan Jama'ah Haji Banjarnegara, followed by the establishment of a maternity home and polyclinic, officially inaugurated on 1 June 1983. The name was later changed from Yayasan Jama'ah Haji Banjarnegara to Yayasan Rumah Sakit Islam Banjarnegara on 13 February 1987. The hospital is located at Jl. Raya Bawang Km.08, Banjarnegara Regency, Central Java Province.

Human resources possess immense potential in carrying out organisational activities and play a strategic role in determining the success of an organisation, including in the



healthcare sector such as Islamic hospitals (Tanjung & Siagian, 2022). Quality human resources are not only measured by technical skills, but also supported by motivation, job satisfaction, and a conducive work environment. In the context of hospitals, professional healthcare workers with high motivation will enhance job satisfaction, deliver optimal services to the public, improve operational efficiency, and contribute to achieving established health targets (Nirwana, 2025).

Job satisfaction is an important concern for everyone in the workforce (Fayruz et al., 2023). A high level of satisfaction can influence employee performance, allowing the organisation's goals and targets to be achieved more effectively. According to Anggraini and Ardiansyah (2023), job satisfaction is an emotional feeling experienced by workers when they encounter both positive and negative sentiments.

Based on a preliminary survey with the Head of the Education, Training, and Human Resource Development Division at RSI Banjarnegara, there appears to be a phenomenon of low employee job satisfaction, which is suspected to be caused by factors such as suboptimal career development, declining work motivation, and an unsupportive work environment. Career advancement is a crucial factor that impacts an individual's level of job contentment.

According to Fatmala et al. (2022), career development is a means of changing individual behaviour to achieve a career plan. This shows that career development is not only focused on improving skills and knowledge, but also on shaping attitudes and behaviours that support the achievement of career goals. Hulu et al. (2024) stated that career development is an effort to encourage employees to work better. The presence of an effective career development programme can motivate and drive employees to reach higher achievements or skills and contribute their best to the organisation, which in turn can lead to higher job satisfaction.

This is supported by research from Anggraini and Ardiansyah (2023), Fayruz et al., (2023), and Sihotang (2020), who revealed that the progress in one's career positively impacts their level of job satisfaction. However, a different finding by Muliati and Kusumayadi (2022) reported that career development does not have a significant effect on job satisfaction. Another aspect that influences job satisfaction is motivation.

Motivation is a form of support or encouragement that comes from the people around us, such as colleagues, superiors, and the work environment, as well as from within ourselves (Tanjung & Siagian, 2022). Strong motivation arises not only from external support but also from inner belief and personal drive to grow and achieve goals. According to Hulu et al. (2024), motivation can be described as a person's readiness to exert significant effort to reach the goals of the organisation. Previous research has also confirmed this idea (Ginting & Siagian, 2021; Rahayu & Aprianti, 2020; Tanjung & Siagian, 2022), which found that motivation has a positive and significant effect on job satisfaction. However, other studies (Hidayat et al., 2021; Shavira & Febrian, 2023) reported that motivation does not have a significant influence on job satisfaction.

Another influencing factor is the work environment. The work environment encompasses various aspects surrounding employees that may affect them while performing their duties (Rasyid & Tanjung, 2020). A conducive environment, both physically and socially, can increase comfort and work efficiency, which in turn makes employees feel more motivated and enthusiastic in fulfilling their responsibilities. According to Irma and Muhammad (2020), the work environment includes everything or every condition around employees that is provided with the primary aim of supporting and improving job satisfaction. Therefore, the work environment has a strong influence, as a good work environment can lead to increased employee satisfaction. This finding is supported by previous studies (Irma & Yusuf, 2020;

Narwathi et al., 2023; Yuliantini & Santosa, 2020), which show that the work environment has a positive and significant effect on job satisfaction. Nevertheless, studies by Pradana and Santoso (2022) and Fenianti and Nawawi (2023) found that the work environment does not have a significant effect on job satisfaction.

This research examines the impact of career development, employee motivation, and workplace environment on job satisfaction among healthcare professionals at Islamic Hospital of Banjarnegara. This investigation builds upon a previous study conducted by Firdaus et al. (2024) that focused on the correlation between career development, motivation, and job satisfaction. Furthermore, it also includes the aspect of the work environment, drawing upon the research of Irma and Yusuf (2020). This study contributes to healthcare management literature by developing an integrated framework for job satisfaction in Islamic healthcare settings and provides practical insights for hospital administrators to enhance employee satisfaction through targeted career development, motivational strategies, and workplace improvements.

2. Literature Review

2.1. The Two-Factor Theory

The two-factor theory explains that an individual's job satisfaction is influenced by two categories of factors: motivator (intrinsic) factors and hygiene (extrinsic) factors (Herzberg, 1959). According to Herzberg et al. (2017), this theory links satisfaction with motivator factors and dissatisfaction with hygiene factors. To achieve a high level of job satisfaction, organisations must focus on intrinsic factors that motivate employees, such as recognition of achievements and opportunities for growth.

In addition, it is essential for organisations to address extrinsic factors such as salary and working conditions to prevent dissatisfaction. The application of this theory suggests that organisations providing career development opportunities are more effective in increasing employees' motivation to grow and enhancing job satisfaction. Furthermore, creating a conducive work environment is crucial to fostering a positive workplace atmosphere. Therefore, maintaining a balance between motivator and hygiene factors is vital to achieving optimal job satisfaction.

2.2. Job Satisfaction

Based on Sutrisno (2016), job satisfaction is linked to an employee's perception of their job, encompassing aspects such as teamwork, the workplace environment, rewards, and various factors affecting both mental and physical well-being. Job satisfaction is a psychological condition experienced by each individual as a response to their work experiences (Simanjuntak & Sari, 2023). Sutrisno (2016) identifies several factors influencing job satisfaction, namely psychological, social, physical, and financial factors. According to Astuti et al. (2022), the indicators of job satisfaction include salary, promotion, supervision, the nature of the work itself, and co-workers.

2.3. Career Development

Career development refers to the planning undertaken for each employee to obtain positions within the organisation that lead to promotions and future responsibilities (Rohmah, 2020). According to Sutrisno (2016), the factors influencing career development include the attitudes of colleagues and superiors, performance, education, experience, and luck. Okolie et al. (2020). states that the indicators of career development are job performance, networking, exposure, opportunities for growth, and the presence of sponsors and mentors.

2.4. Motivation

According to Kurniawati and Warsono (2020), motivation is one of the driving factors that encourages individuals to improve their work enthusiasm and performance while carrying out their duties. Sutrisno (2016) identifies internal factors of motivation, which include the desire for autonomy, the will to survive, the desire for recognition, the need for power, and the aspiration to gain appreciation. On the other hand, external factors include the work environment, good supervision, adequate compensation, job security, responsibility and status, and flexible regulations. According to Max and Widjaja (2023), the indicators of motivation are self-improvement, recognition from superiors, rewards or achievements, co-workers, and positive working relationships.

2.5. Work Environment

The work environment consists of various elements surrounding employees that influence them while performing their assigned duties (Rahmawati, 2022). According to Apriyani and Iriyanto (2020), factors affecting the work environment include colour schemes, cleanliness, air circulation, lighting, noise levels, and safety. Astuti et al. (2022) state that the indicators of the work environment include lighting, noise levels, air circulation, odours, safety, service, working conditions, and working relationships.

2.6. Hypothesis Development

2.6.1. The Influence of Career Development on Job Satisfaction

Career advancement is seen as a crucial element in boosting overall job happiness. The concept of Herzberg's two-factor theory highlights how factors like career growth, accomplishment, and accountability can positively impact job satisfaction. When career development opportunities are available, employees are given the chance to improve their skills and attain higher career levels, which in turn can enhance their job satisfaction. This is in line with the findings of Fatmala et al. (2022), who stated that employees who have the opportunity to improve their skills and advance their careers tend to be more satisfied with their jobs.

This indicates that the effectiveness of career development on job satisfaction may depend on various factors, such as organisational policies and individual perceptions of career prospects. A well-structured career development programme can, overall, improve the job satisfaction of healthcare employees at the Islamic Hospital of Banjarnegara.

This study is supported by previous research conducted by Anggraini and Ardiansyah (2023), Fatmala et al. (2022), and Sihotang (2020), which showed that career development has a positive and significant effect on job satisfaction.

H1: Career development has a positive and significant effect on job satisfaction.

2.7. The Influence of Motivation on Job Satisfaction

Motivation is a driving factor that can enhance job satisfaction and is considered a motivator (intrinsic) factor in Herzberg's two-factor theory. This theory explains that motivator factors such as recognition, achievement, responsibility, and personal growth are elements that directly contribute to job satisfaction.

Strong internal motivation, combined with encouragement from supervisors and support from colleagues, can enable individuals to carry out their tasks optimally and with a sense of responsibility. This is in line with Shavira and Febrian (2023), who stated that motivation is a driving force within an individual that encourages them to work and behave appropriately in accordance with their given roles and responsibilities.

Motivation may arise internally, such as from the desire to achieve personal goals, or externally, such as through appreciation and support from superiors and colleagues. This shows that when an individual possesses a high level of motivation, it can lead to increased job satisfaction among healthcare employees at the Islamic Hospital of Banjarnegara.

This research is supported by previous studies (Fenianti & Nawawi, 2023; Ginting & Siagian, 2021; Tanjung & Siagian, 2022), which found that motivation has a positive and significant effect on job satisfaction.

H2: Motivation has a positive and significant effect on job satisfaction.

2.8. Work Environment on Job Satisfaction

The workplace setting plays a role in averting discontent and is seen as a hygiene aspect according to Herzberg's dual-factor theory. This theory categorizes hygiene factors as external elements like work conditions, company rules, interactions with coworkers, and job stability. These factors do not directly create job satisfaction, but their absence may lead to dissatisfaction.

A safe, supportive, and comfortable work environment can reduce dissatisfaction (Rasyid and Tanjung, 2020). A good work environment plays an important role in enhancing employee job satisfaction and helps create a more conducive atmosphere, enabling employees to work more productively and efficiently. According to Rasyid and Tanjung (2020), the environment in which employees perform their duties can have an impact on their performance. A pleasant work environment at the Islamic Hospital of Banjarnegara could lead to higher job satisfaction among healthcare workers.

Previous studies (Irma & Yusuf, 2020; Narwathi et al., 2023; Yuliantini & Santoso, 2020) have provided evidence that the job satisfaction of employees is impacted positively and significantly by the conditions in which they work.

H3: The work environment has a positive and significant effect on job satisfaction.

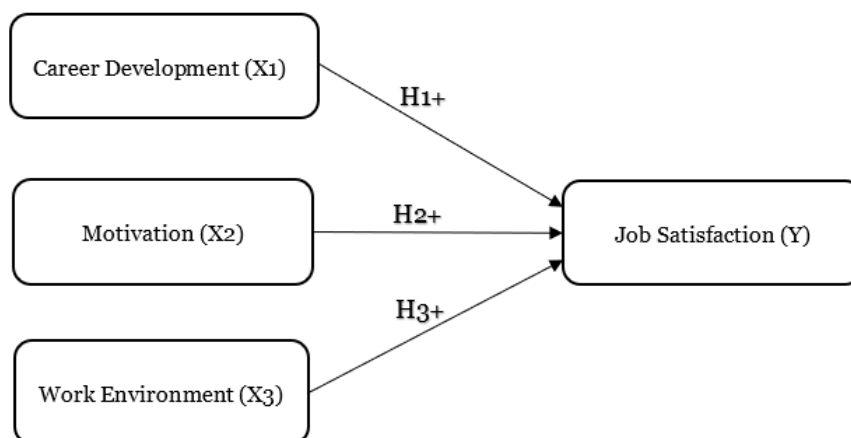


Figure 1. Conceptual Framework

3. Methods

This research adopts a quantitative strategy to examine how career advancement, drive, and workplace conditions impact job contentment. The study involves 200 healthcare workers from the Islamic Hospital of Banjarnegara. The sampling technique used is non-probability sampling, which does not offer an equal chance for every population member to be chosen as a sample. (Sugiyono, 2013). The sampling technique used in this study is purposive sampling with the following criteria:

1. The respondent has worked at RSI Banjarnegara for at least one year
2. The respondent is a permanent employee at RSI Banjarnegara
3. The respondent is a healthcare worker at RSI Banjarnegara

The sample size in this study was calculated using the Slovin formula with a 5 percent (0.05) margin of error.

$$n = \frac{N}{1 + (N \cdot e^2)}$$

$$n = \frac{200}{1 + (200 \times 0,05^2)}$$

$$n = \frac{200}{1 + (200 \times 0,0025)}$$

$$n = \frac{200}{1 + 0,5}$$

$$n = \frac{200}{1,5}$$

$$n = 133$$

Using the Slovin formula with a margin of error of 5 percent, a sample size of 133 employees was determined. The sample included 133 individuals working in the healthcare field. Data for the study was gathered through a survey that was designed specifically for each variable being studied. A Likert scale with five points was used to measure each variable. To analyse the data, the research utilised the Structural Equation Modelling Partial Least Squares (SEM-PLS) approach.

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	43	32
	Female	90	68
Age	17–20 Years old	1	1
	21–40 Years old	113	85
	> 40 Years old	19	14
Marital Status	Married	106	80
	Unmarried	27	20
Latest Education	Diploma	49	37
	Bachelor's Degree	72	54
	Others	12	9
Division	Central Surgery	24	18
	Maternal Perinatal	22	17
	Inpatient	30	23
	Outpatient	20	15
	Laboratory	17	13
	Pharmacy	10	8
	ICU	10	8

Characteristics	Category	Frequency	Percentage (%)
Income	2,000,000 – 3,000,000	23	17,3
	3,000,000 – 4,000,000	27	20,3
	> 4,000,000	83	62,4
Length of Employment	1 Year	3	2,3
	2 Years	11	8,3
	3–4 Years	43	32,3
	> 5 Years	76	57,1

Based on the respondent characteristics table, the majority of respondents were female, totalling 90 individuals (68 percent), reflecting that the healthcare sector, particularly in hospitals, tends to attract more female workers due to the nature of the work, which demands accuracy, patience and empathy. In terms of age, most respondents were in the 21–40 age range, with 113 respondents (85 percent), as individuals in this age group are generally in a physically and mentally productive phase, making them better suited to meet the demands of a dynamic healthcare environment.

Regarding marital status, the majority of respondents were married, with 106 individuals (80 percent), indicating that most employees are in a stable life phase and have family responsibilities, thus requiring sustainable employment that supports their well-being. In terms of educational background, most respondents held a Bachelor's degree, with 72 individuals (54 percent), suggesting that the hospital prioritises hiring healthcare workers with higher education qualifications to ensure professional and competent service delivery.

By division, the largest number of respondents came from the inpatient care division, with 30 individuals (23 percent), indicating that this division plays a dominant role in the hospital's organisational structure due to the intensive and continuous nature of its services. In terms of income, the majority of respondents earned above IDR 4,000,000, with 83 individuals (62.4 percent), suggesting that many employees hold functional positions with significant professional responsibilities, particularly those working in direct services such as doctors, nurses or medical support staff, who typically receive relatively higher wages.

Meanwhile, in terms of length of service, most respondents had worked for more than five years, with 76 individuals (57.1 percent). This relatively long tenure indicates a good level of loyalty and job stability, implying that most employees are experienced in carrying out their duties and responsibilities.

4.1.2. Validity Test

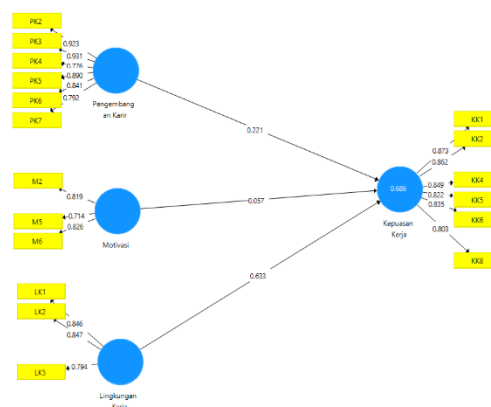


Figure 2. Validity Test Result

According to the findings depicted in Figure 2, it is clear that each indicator has a correlation value above 0.7. A correlation value exceeding 0.7 indicates a valid indicator.

Nonetheless, loading factor values ranging from 0.5 to 0.6 are also considered acceptable and satisfactory (Haryono, 2016). As in Figure 2, outer loading values below 0.6 have been dropped from the model, specifically indicators (PK1), (M1, 3, 4), (LK3, 4, 6, 7, 8), and (KK3, 7).

4.1.3. AVE value

Table 2. AVE value

	Average Variance Extracted (AVE)
Job Satisfaction	0.707
Work Environment	0.688
Motivation	0.621
Career Development	0.741

Based on the analysis in Table 2, the AVE value for the variables is as follows: Career Development (0.741), Motivation (0.621), Work Environment (0.688), and Job Satisfaction (0.707), indicating that all variables have values greater than 0.5. This shows that all variables meet the criteria for convergent validity.

4.1.4. Discriminant Validity Test

Table 3. Discriminant Validity Test Result

	Job Satisfaction	Work Environment	Motivation	Career Development
Job Satisfaction	0.841			
Work Environment	0.816	0.829		
Motivation	0.137	0.117	0.788	
Career Development	0.727	0.797	0.026	0.861

According to Haryono (2016), the discriminant validity test through the Fornell-Larcker criterion requires that each variable must have a square root of the AVE value higher than its correlation with other variables in order to show adequate discriminant validity. The results in Table 3 show that each variable has a higher value than the other variables in its category, indicating that the model satisfies the requirements for good discriminant validity.

4.1.5. Reliability Test

Table 4. Reliability Test Result

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.917	0.935
Work Environment	0.774	0.869
Motivation	0.723	0.830
Career Development	0.929	0.945

Reliability testing is considered valid if the values of Cronbach's Alpha and Composite Reliability are greater than 0.70. Based on Table 4, all constructs analysed have Cronbach's Alpha and Composite Reliability values that exceed the minimum threshold of 0.70.

4.1.6. R-Square Test

Table 5. R-Square Test Result

	R Square	R Square Adjusted
Job Satisfaction	0.686	0.678

According to the findings presented in Table 5, the variable of job satisfaction demonstrates an Adjusted R-Square value of 0.678, indicating that 67.8% can be accounted for by the factors of Career Development, Motivation, and Work Environment. The remaining 32.2% can be attributed to other variables that were not addressed in this research.

4.1.7. Q-Square Test

Table 6. Q-Square Test Result

	SSO	SSE	Q² (=1-SSE/SSO)
Job Satisfaction	798.000	418.722	0.475
Work Environment	399.000	399.000	
Motivation	399.000	399.000	
Career Development	798.000	798.000	

A Q-square (Q²) value of ≥ 0 for an endogenous construct indicates the predictive relevance of the path model for that construct (Hair Jr et al., 2021). In Table 7, it is evident that the variables Career Development, Motivation, and Work Environment have SSE values that match their SSO values, leading to a Q² value of 0. This implies that these factors do not play a significant role in predicting outcomes in the model. On the other hand, Job Satisfaction has a Q² value of 0.475, suggesting that the model effectively predicts levels of job satisfaction.

4.1.8. F-Square Test

Table 7. F-Square Test Result

	Job Satisfaction	Work Environment	Motivation	Career Development
Job Satisfaction				
Work Environment	0.454			
Motivation	0.010			
Career Development	0.056			

The F-square (F²) value is categorised as small if ≥ 0.02 , medium if ≥ 0.15 , and large if ≥ 0.35 . Based on Table 7, the F² value for Career Development is 0.056, indicating a small effect. The F² value for Motivation is 0.010, showing a very small effect. Meanwhile, the F² value for Work Environment is 0.454, indicating a large effect on Job Satisfaction.

4.1.9. Hypothesis Test

Table 8. Hypothesis Test Result

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Work Environment → Job Satisfaction	0.633	8.915	0.000
Motivation → Job Satisfaction	0.057	0.876	0.381
Career Development → Job Satisfaction	0.221	2.738	0.006

Based on Table 8, the rejected hypothesis is H2 (Motivation). The results show that Career Development had a significant positive effect, meeting the criteria for acceptance with a t-statistic value of 2.738 and a p-value of 0.006. However, Motivation did not meet the

required threshold, resulting in its rejection with a t-statistic value of 0.876 and a p-value of 0.381, indicating a positive but insignificant effect. On the other hand, Work Environment showed a significant positive effect, meeting the criteria for acceptance with a t-statistic value of 8.915 and a p-value of 0.000.

4.2. Discussion

4.2.1. The Effect of Career Development on Job Satisfaction

According to the results of the study, career advancement plays a crucial role in increasing job satisfaction. This discovery supports Herzberg's theory on job motivation, which suggests that career growth is a key factor in creating job satisfaction. With career development opportunities, employees feel valued and see a clear path to improve their skills and progress in their careers, thus enhancing job satisfaction among healthcare workers at the Islamic Hospital of Banjarnegara.

This result is consistent with the research of Anggraini and Ardiansyah (2023) and Fatmala et al. (2022), which stated that career development has a positive and significant effect on job satisfaction.

4.2.2. The Effect of Motivation on Job Satisfaction

The investigation reveals that motivation does not play a major role in influencing job satisfaction. According to Herzberg's theory, motivation is considered a factor that can contribute to enhancing job satisfaction. Nevertheless, the research shows that motivation does not have a significant impact on job satisfaction. This implies that having a high level of motivation does not necessarily result in increased job satisfaction. It is possible that the type of motivation offered does not meet the needs of the employees, such as a lack of acknowledgment or an uneven workload, which could hinder its ability to boost job satisfaction among healthcare workers at the Islamic Hospital of Banjarnegara. This result is consistent with the research of Shavira and Febrian (2023), Hidayat et al. (2021), and Nurcahyati (2022), who found that motivation does not significantly influence job satisfaction.

4.2.3. The Effect of Work Environment on Job Satisfaction

The discovery indicates that the job satisfaction of healthcare workers at the Islamic Hospital of Banjarnegara is positively affected by their work environment. This is in line with Herzberg's theory of motivation, suggesting that a good work environment can prevent dissatisfaction and promote a supportive atmosphere for employees to be more productive. A comfortable and inviting work environment plays a crucial role in creating a positive atmosphere for healthcare workers, ultimately leading to increased job satisfaction.

This finding is consistent with the studies of Irma and Yusuf (2020), Narwathi et al. (2023), and Yuliantini and Santoso (2020), who also concluded that the work environment has a positive and significant effect on job satisfaction.

5. Conclusion

In light of the results and examination presented, this research determines that the progression of one's career and the conditions at work have a favourable and noteworthy impact on the contentment of healthcare staff at the Islamic Hospital in Banjarnegara. On the contrary, motivation is not deemed to have a significant influence on job satisfaction. Therefore, it is expected that the management of the Islamic Hospital of Banjarnegara will give greater attention to career development efforts by providing regular training, seminars,

workshops, competency certifications, and clear career pathways in order to improve employee job satisfaction.

The leadership of the Islamic Hospital of Banjarnegara is also expected to create a more conducive, comfortable, safe, and productive work environment. This can be achieved by improving workplace facilities, ensuring the availability of adequate infrastructure, maintaining cleanliness in work areas, and fostering a harmonious work atmosphere to enhance employee satisfaction. Thus, it is hoped that the findings of this research will offer real benefits for human resource management at the Islamic Hospital of Banjarnegara, making it more professional and of higher quality.

This study has several limitations which could serve as input for future research. It was conducted in only one hospital, meaning the findings cannot yet be generalised to other hospitals with different conditions and management systems. Therefore, it is suggested that future studies be carried out in multiple hospitals, both public and private, so that the results are broader and more representative. In addition, the finding that motivation does not significantly influence job satisfaction provides a basis for deeper exploration of underlying issues within institutions. Future research could also incorporate other variables such as compensation, leadership style, organisational culture, or workload in order to gain a more comprehensive understanding of the factors influencing job satisfaction.

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