



## The Influence of Organizational Culture and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable

Muhammad Nepo Fauzan<sup>1\*</sup>, Suprpto Suprpto<sup>2</sup>

<sup>1)</sup> Master of Management, Mercu Buana University, Jakarta, Indonesia, email: [nepo.fauzan@gmail.com](mailto:nepo.fauzan@gmail.com)

<sup>2)</sup> Faculty of Economics and Business, Mercu Buana University, Jakarta, Indonesia, email: [suprpto@mercubuana.ac.id](mailto:suprpto@mercubuana.ac.id)

\*Corresponding Author: Muhammad Nepo Fauzan<sup>1</sup>

**Abstract:** This study aims to determine the influence of organizational culture and career development on employee performance with job satisfaction as an intervening variable (at Aerodrome Control Tower Unit of Perum LPPNPI Jakarta), with a sample of 140 respondents from 200 workers total population on Aerodrome Control Tower Unit Perum LPPNPI Jakarta. The data analysis method used SEM-PLS (Structural Equation Model-Partial Least Square) and was processed by Smart PLS 3.2.9. This study proves that 1.) Organizational culture positively and significantly affect employee performance; 2.) Career development positively and significantly affects employee performance; 3.) Organizational culture positively and significantly affect job satisfaction; 4.) Career development positively and significantly affects job satisfaction; 5.) Job satisfaction positively and significantly affect employee performance; 6.) Organizational culture positively and significantly affect employee performance through job satisfaction as an intervening variable; 7.) Career development positively and significantly affects employee performance through job satisfaction as an intervening variable.

**Keywords:** Organizational Culture, Career Development, Job Satisfaction, Employee Performance

### INTRODUCTION

In this modern era, transportation has become an essential need for people in Indonesia. As a country consisting of several islands, air transportation is one of the modes of transportation that is in great demand by the Indonesian people for traveling between cities and islands. Badan Pusat Statistik (BPS) recorded that the number of domestic airplane passengers in October 2021 reached 2.92 million, up 48.45% from the previous month, which was only 1.97 million people. To achieve the effectiveness of air transportation services, the government gave authority Perum LPPNPI (Indonesian Air Navigation Service Provider) to

manage flight navigation services in Indonesian territory. One of Indonesia's highest-density or busyness areas is the Soekarno Hatta International Airport area, where the Perum LPPNPI Jakarta is responsible for providing flight navigation services. That situation makes Perum LPPNPI Jakarta provide maximum performance through human resources or ATC (Air Traffic Controller) employees, especially in the Aerodrome Control Tower (TWR) division as one of the units that can affect timeliness (on-time) and delays (delay) on a flight. The following is flight data on the delay and on-time phenomenon of Soekarno Hatta International Airport managed by Perum LPPNPI Jakarta:

**Table 1. Perum LPPNPI Jakarta Delay and On-time Flight Data**

No	Period	Guided Departure Aircraft	On-time Aircraft	Delay Aircraft	Delay Percentage
1	End of 2021	1852	846	1006	54.32%
2	Beginning of 2022	2470	1009	1461	59.15%
3	Middle of 2022	5708	1922	3786	66.33%

The increase in the delay percentage in each period means that the performance of ATC employees of Perum LPPNPI Jakarta has yet to reach the target or fulfill the concept of flight efficiency. Therefore, to find suspected factors causing the performance problem, the researcher conducted interviews with the person in charge, namely the Junior Manager of the unit. Then the researchers found organizational culture, career development, and job satisfaction factors as suspected performance problems. Furthermore, these factors will be used by researchers in this study.

## **LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is the values that guide human resources in carrying out their obligations and also their behavior in the organization. According to Wallach in Huru (2020), organizational culture can be defined as a value shared by all individuals in the organization regarding rules, norms, and values that shape attitudes and behavior. Then, according to Schein in Bagga et al. (2022), organizational culture is a set of norms, values, fundamental precepts, and beliefs created by group members to deal with integration and adaptation issues that dramatically impact how people behave within a company.

### **Career Development**

A career is a position or responsibility that an employee can occupy during his tenure in an organization or company. Busro (2018) defines Career Development as an effort by every employee or organization to spur himself to do optimally in serving and improving abilities and skills in carrying out basic tasks and functions of profit and non-profit organizations and all jobs. Companies invest in career development programs for various objectives, including improving employee performance, improving managerial performance, teaching salespeople corporate culture, strengthening core values, aiding salespeople in advancing their careers, and providing additional advantages to employees, Ko in Lopez et al. (2022).

### **Job Satisfaction**

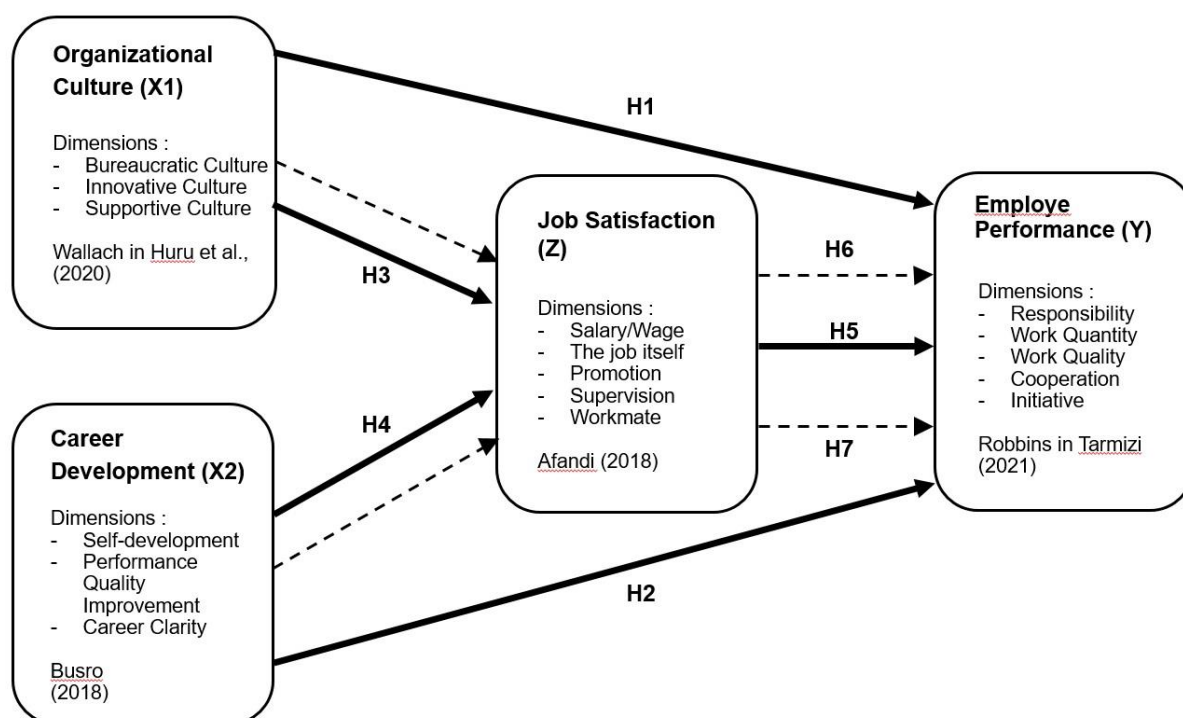
Everyone who works in a company hopes to obtain job satisfaction. The concept of job satisfaction from Hoppock in Ren et al. (2022) believed it was an employee's subjective reaction to the work situation and their main feelings toward the working environment in terms of physical and psychological elements. According to Afandi (2018), job satisfaction is

a form of positive attitude from the workforce, including feelings and behavior towards work through one job as a sense of respect in achieving one of the essential values of work.

### Employee Performance

Robbins in Tarmidzi (2021) defines performance as a result that employees can achieve in their work according to specific criteria that apply to a job. This can be used as a tool to determine the level of achievement of an organization's results concerning the vision carried out by an organization. Achieving peak employee performance will boost an organization's profitability and promotes corporate success, Bevan in Cabarcos et al. (2012).

Through the results of literature observations conducted by researchers regarding the Influence of Organizational Culture and Career Development on Employee Performance with Job Satisfaction as an intervening variable, the researchers developed a research thinking framework as follows:



Picture 1. Research Thinking Framework

## METHODS

In this study, the research method used by researchers is quantitative. According to Sugiyono (2019), a population is an area of subjects and objects with specific characteristics and numbers that researchers have determined to study and then draw conclusions. The population in this study are all permanent employees or TWR unit ATC employees, totaling 200 people at Perum LPPNPI Jakarta. Due to research limitations, researchers used a simple random sampling strategy and the Slovin formula to find a sample of 140 ATC employees. Primary data collection is measured using a Likert scale, measuring individual opinions or perceptions about a phenomenon. The phenomenon studied is a research variable that the researcher has precisely determined.

## RESULT AND DISCUSSION

The researcher presents descriptive information on respondents in the form of gender, age, last education, and years of service from 140 sample respondents as follows:

**Table 2. Respondent Descriptive Information**

	Item	Frequency	Percent
Gender	Male	104	74.3
	Female	36	25.7
Age	17 - 25 years	5	3.6
	> 25 - 35 years	89	63.6
	> 35 - 45 years	37	26.4
	> 45 years	9	6.4
Education	Diploma (D1/D2)	4	2.9
	Diploma (D3)	69	49.3
	Diploma/Strata (D4/S1)	61	43.6
	Strata (S2)	6	4.3
Years of service	1 - 5 years	27	19.3
	> 5 - 10 years	104	74.3
	> 10 years	9	6.4

In this study, 140 permanent employees of the TWR unit Perum LPPNPI Jakarta filled in the data. The data was processed using the Structural Equation Model-Partial Least Square (SEM-PLS), which is processed by the Smart PLS 3.2.9 application through the Outer Model and Inner Model stages.

### Outer Model

The researcher underwent the Outer Model stages using convergent validity tests and discriminant validity tests, then continued with reliability tests using the composite reliability value test and cronbach's alpa.

**Table 3. Loading Factor & AVE Values**

Variable	Indicator	Loading Factor	AVE
Organizational Culture (X1)	BO1	0.631	0.644
	BO2	0.823	
	BO3	0.745	
	BO4	0.769	
	BO5	0.802	
	BO6	0.867	
	BO7	0.850	
	BO8	0.883	
	BO9	0.823	
Variable	Indicator	Loading Factor	AVE
Career Development (X2)	PK1	0.886	0.798
	PK2	0.869	
	PK3	0.903	
	PK4	0.898	
	PK5	0.869	
	PK6	0.938	
	PK7	0.919	
	PK8	0.936	
	PK9	0.843	
	PK10	0.867	

Variable	Indicator	Loading Factor	AVE
Job Satisfaction (Z)	KK1	0.790	0.585
	KK2	0.803	
	KK3	0.800	
	KK4	0.750	
	KK5	0.786	
	KK6	0.767	
	KK7	0.750	
	KK8	0.772	
	KK9	0.706	
	KK10	0.721	
Variable	Indicator	Loading Factor	AVE
Employee Performance (Y)	KKY1	0.867	0.636
	KKY2	0.852	
	KKY3	0.787	
	KKY4	0.814	
	KKY5	0.808	
	KKY6	0.796	
	KKY7	0.714	
	KKY8	0.871	
	KKY9	0.768	
	KKY10	0.751	
	KKY11	0.729	

According to Ghazali and Latan (2020), an indicator is considered reliable if it has a loading factor value that exceeds 0.70. However, if the loading factor interval is 0.50 to 0.60, it is still considered sufficient. Based on this, researchers used the standard Loading Factor value  $> 0.50$ . Then, convergent validity can be measured by the average variance extracted (AVE) value. The standard AVE value is  $> 0.5$ . Through Table 3, all loading factors and AVE values in this study have met the standards. With this, all indicators on the variables have been declared valid and are still used by researchers in the research model.

Furthermore, there is a discriminant validity test. This test is reviewed through the value of cross-loading. An indicator is declared valid when it has a loading factor value  $>$  the loading factor value of other indicators.

Table 4. Discriminant Validity Test Results

Indicator	Organizational Culture	Career Development	Job Satisfaction	Employee Performance
BO1	0.631	0.192	0.287	0.400
BO2	0.823	0.173	0.349	0.481
BO3	0.745	0.261	0.348	0.493
BO4	0.769	0.177	0.370	0.438
BO5	0.802	0.278	0.373	0.533
BO6	0.867	0.354	0.416	0.602
BO7	0.850	0.409	0.503	0.601
BO8	0.883	0.448	0.604	0.699
BO9	0.823	0.291	0.540	0.575
PK1	0.208	0.886	0.469	0.526
PK2	0.265	0.869	0.496	0.504
PK3	0.322	0.903	0.418	0.556
PK4	0.442	0.898	0.506	0.605
PK5	0.340	0.869	0.466	0.530
PK6	0.431	0.938	0.555	0.644
PK7	0.330	0.919	0.435	0.575
PK8	0.322	0.936	0.440	0.591
PK9	0.285	0.843	0.339	0.535
PK10	0.361	0.867	0.458	0.541

Indicator	Organizational Culture	Career Development	Job Satisfaction	Employee Performance
KK1	0.322	0.377	<b>0.790</b>	0.626
KK2	0.493	0.425	<b>0.803</b>	0.660
KK3	0.426	0.410	<b>0.800</b>	0.641
KK4	0.370	0.355	<b>0.750</b>	0.554
KK5	0.418	0.437	<b>0.786</b>	0.694
KK6	0.456	0.461	<b>0.767</b>	0.671
KK7	0.319	0.421	<b>0.750</b>	0.568
KK8	0.482	0.409	<b>0.772</b>	0.598
KK9	0.469	0.346	<b>0.706</b>	0.563
KK10	0.360	0.278	<b>0.721</b>	0.563
KKY1	0.606	0.474	0.663	<b>0.867</b>
KKY2	0.560	0.461	0.659	<b>0.852</b>
KKY3	0.565	0.473	0.594	<b>0.787</b>
KKY4	0.566	0.499	0.662	<b>0.814</b>
KKY5	0.539	0.553	0.664	<b>0.808</b>
KKY6	0.593	0.559	0.655	<b>0.796</b>
KKY7	0.490	0.573	0.535	<b>0.714</b>
KKY8	0.666	0.552	0.697	<b>0.871</b>
KKY9	0.520	0.460	0.663	<b>0.768</b>
KKY10	0.439	0.428	0.667	<b>0.751</b>
KKY11	0.390	0.486	0.600	<b>0.729</b>

Based on table 4 above, all indicators in this study are declared valid. Then next, there is a reliability test. According to Ghazali and Latan (2020), the construct is expressed as reliable if the Composite Reliability and Cronbach's Alpha values  $\geq 0.70$ .

Table 5. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Requirement	Description
Organizational Culture	0.942	0.930	$\geq 0,70$	Reliable
Career Development	0.975	0.972	$\geq 0,70$	Reliable
Job Satisfaction	0.934	0.921	$\geq 0,70$	Reliable
Employee Performance	0.950	0.942	$\geq 0,70$	Reliable

Through the results of the Reliability test in table 5, the Composite Reliability and Cronbach's Alpha values of each variable  $\geq 0.70$  so that all research variables are declared reliable.

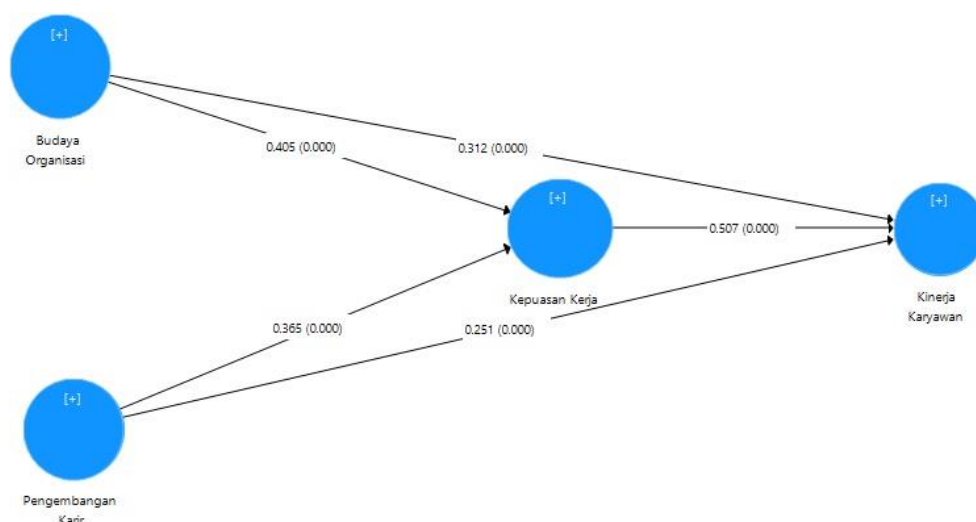
### Inner Model Stages

Inner Model stages are carried out by looking at the value of the R Square and the value of the path coefficient research.

Table 6. R Square Values (R2)

Construct	R Square
Job Satisfaction	0.408
Employee Performance	0.779

Based on the R Square value in Table 6 above, it can be concluded that the job satisfaction variable has an R Square value of 0.408 which means that 40.8% of the job satisfaction variable is influenced by organizational culture and career development variables, the remaining 59.2% is other variables outside of those studied can affect job satisfaction variable. Furthermore, there is an employee performance variable that has an R Square value of 0.779 which means that 77.9% of employee performance variables are influenced by job satisfaction, organizational culture, and career development variables, and other variables outside of research can affect the remaining 22.1% of employee performance variables.



Picture 2. Inner Model Results

Table 7. Path Coefficients Values

Path	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
<b>Direct Effect</b>				
Organizational Culture -> Employee Performance	0.312	5.182	0.000	Has a direct positive and significant impact
Career Development -> Employee Performance	0.251	3.892	0.000	Has a direct positive and significant impact
Organizational Culture -> Job Satisfaction	0.405	5.007	0.000	Has a direct positive and significant impact
Career Development -> Job Satisfaction	0.365	4.040	0.000	Has a direct positive and significant impact
Job Satisfaction -> Employee Performance	0.507	5.543	0.000	Has a direct positive and significant impact
Path	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
<b>Indirect Effect</b>				
Organizational Culture -> Job Satisfaction -> Employee Performance	0.206	4.083	0.000	Has an indirect positive and significant impact
Career Development -> Job Satisfaction -> Employee Performance	0.185	3.237	0.001	Has an indirect positive and significant impact

### Hypothesis 1: Organizational culture positively and significantly affect employee performance

Based on the study results, it can be concluded that Hypothesis 1 (H1), namely "Organizational Culture has a direct positive and significant effect on employee performance" is accepted. This means that if the company wants to improve employee performance, it needs to improve its organizational culture's quality. This research is in line with a study



previously conducted by Suprpto & Anik Herminingsih (2020) which stated that Organizational Culture has a positive and significant influence on performance.

### **Hypothesis 2: Career development positively and significantly affects employee performance**

Based on the study results, it can be concluded that Hypothesis 2 (H2), namely "Career Development has a positive and significant direct effect on employee performance" is accepted. This means that the more the company's career development system is improved, the more employee performance will be produced. This finding is in line with research conducted by Aditya et al. (2021), which stated that Career Development has a positive and significant influence on employee performance.

### **Hypothesis 3: Organizational culture positively and significantly affect job satisfaction**

Based on the study results, it can be concluded that Hypothesis 3 (H3), namely "Organizational Culture has a direct positive and significant effect on Job Satisfaction" is accepted. This means that employee job satisfaction in a company can increase if the company improves the quality of its organizational culture. Tajuddin et al. (2020) and several other researchers who observed the effect of corporate culture on job satisfaction also found that organizational culture had a positive and significant impact on job satisfaction.

### **Hypothesis 4: Career development positively and significantly affects job satisfaction**

Based on the study results, it can be concluded that Hypothesis 4 (H4), namely "Career Development has a direct positive and significant effect on Job Satisfaction" is accepted. This means that employee job satisfaction in the company can increase if the company improves the career development of its employees. This research is supported by Nita Tri et al. (2020), which state that career development has a positive and significant influence on job satisfaction.

### **Hypothesis 5: Job satisfaction positively and significantly affect employee performance**

Based on the study results, it can be concluded that Hypothesis 5 (H5), namely "Job Satisfaction has a direct positive and significant effect on Employee Performance" is accepted. This means that the higher the job satisfaction of employees, the higher the performance that employees will produce. This finding is reinforced by previous research conducted by Setyo Rianto et al. (2021), which found that Job Satisfaction has a positive and significant effect on Employee Performance.

### **Hypothesis 6: Organizational culture positively and significantly affect employee performance through job satisfaction as an intervening variable**

Based on the study results, it can be concluded that Hypothesis 6 (H6), namely "Organizational Culture has a positive and significant indirect effect on employee performance through Job Satisfaction" is accepted. This finding is in line with previous research, which examined the influence of Organizational Culture on Employee Performance through Job Satisfaction as an intervening variable conducted by Satria Feri et al. (2020), which showed the results that Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction.

### **Hypothesis 7: Career development positively and significantly affects employee performance through job satisfaction as an intervening variable**

Based on the study results, it can be concluded that Hypothesis 7 (H7), namely "Career Development has a positive and significant indirect effect on employee performance through



Job Satisfaction" is accepted. This research is in line with previous research, which examined the influence of Organizational Culture on Employee Performance through Job Satisfaction as an intervening variable conducted by Cosmas et al. (2020), showing that Career Development has a positive and significant effect on Employee Performance through Job Satisfaction.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

The following are conclusions that can be drawn by researchers based on the results of data analysis and hypotheses of the phenomena discussed:

1. Organizational culture has a positive and significant direct effect on ATC performance at Perum LPPNPI Jakarta. This shows that organizational culture plays an essential role in employee performance, meaning that if the quality of corporate culture is improved, employee performance will also increase.
2. Career development has a positive and significant direct effect on ATC performance at Perum LPPNPI Jakarta. This shows that career development plays an essential role in employee performance, meaning that if the career development system is improved, employee performance can also increase.
3. Organizational culture has a positive and significant direct effect on ATC job satisfaction at Perum LPPNPI Jakarta. This shows that organizational culture has a vital role in job satisfaction, meaning that if the quality of corporate culture is improved, employee job satisfaction can also increase.
4. Career development has a positive and significant direct effect on ATC job satisfaction at Perum LPPNPI Jakarta. This shows that career development has a vital role in job satisfaction, meaning that if the career development system is improved, employee job satisfaction can also increase.
5. Job satisfaction has a positive and significant direct effect on ATC performance at Perum LPPNPI Jakarta. This shows that job satisfaction plays an essential role in job satisfaction, meaning that if employee job satisfaction increases, employee performance will also increase.
6. Organizational culture positively and significantly indirectly affects ATC performance at Perum LPPNPI Jakarta through Job Satisfaction.
7. Career development has a positive and significant indirect effect on the ATC performance of Perum LPPNPI Jakarta through Job Satisfaction.

### **Recommendation**

1. For organizational culture variables, the highest loading factor value is found in the BO8 indicator "There is good cooperation between one group and another group". Based on this, the researcher advises the company's HR management to play a role in improving teamwork by motivating each employee about the importance of a culture of working together to improve performance. These things do so that each employee can eliminate their individualism and want to work in a team so that the work carried out can be more efficient.
2. For the career development variable, the highest loading factor value is found in the PK6 indicator "Companies create activities that can increase employee loyalty". Based on this, researchers advise the company's HR management to improve the quality and quantity of programs that can increase employee loyalty. Management can implement programs such as creating virtual (online) training programs regularly to update employee knowledge to improve employee performance.

3. For the job satisfaction variable, the highest loading factor value is found in the KK2 indicator "I get my salary on time". Based on this, the researcher advises the company's financial management to maintain the accuracy of the employee salary distribution system. These things do so that employees have a sense of trust and satisfaction with the company, which already appreciates the work done by employees. With increased job satisfaction, employees will provide more optimal performance to the company.
4. For employee performance variables, the highest loading factor value is found in the KKY8 indicator "I have good cooperation with my co-workers". It is in line with the previous highest outer loading indicator value in BO8 "There is good cooperation between one group and another". Based on this, the researcher advises the company's HR management to motivate each employee on the importance of a collaborative culture in improving performance. A sound collaboration system begins with collaboration between employees which will then be continued with collaboration between teams. Increasing the quality of cooperation in the company can improve employee performance.

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