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How to Increase Job Satisfaction Through Employee Career Development at PT GMF Aero Asia Tbk.

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Abstract: This study aims to examine the influence of transformational leadership, organizational justice, and competence on job satisfaction through employee career development at PT GMF Aero Asia Tbk. This study uses a descriptive quantitative approach. The data was taken through a questionnaire and analyzed by the SEM method of the LISREL 8.80 application. The sample was taken using simple random sampling, the sample size using the Slovin formula was generated by 318 staff level employee respondents. This study provides that transformational leadership and competency have a positive and significant effect on career development, organizational justice has a positive but not significant effect on career development, transformational leadership, organizational justice and competence have a significant positive effect on job satisfaction. Simultaneously, the results show transformational leadership, organizational justice and competence at the same time have a positive and significant effect on career development. R2 on career development 61%. R2 on job satisfaction 81%, Career development is classified as a partial mediation variable.

Keyword: Transformational Leadership, Organizational Justice, Competence, Career Development, Job Satisfaction.

INTRODUCTION

National aircraft maintenance companies are a very important asset in ensuring service quality and flight safety. This is necessary to support the development of the aviation world in Indonesia. Along with the high demand for aircraft used for the safest and fastest means of transportation in the world, aircraft maintenance companies are also growing and becoming more competitive to meet these needs. Aircraft maintenance companies will certainly adopt the right strategies to survive and if possible grow. The decisive key to winning the competition is how to manage its human resources. Qualified employees, especially managers in a company, can certainly implement key strategies to optimize employee satisfaction and performance.

Every company wants its employees to remain loyal to their employers until retirement. Companies should provide opportunities for their employees to grow and develop in their roles, thereby fostering a sense of loyalty and connection with the organization and ensuring that they provide the highest quality of work. According to (Sinambela, 2018), employee job satisfaction

is the perception of whether an employee is satisfied with his job or not. Employee job satisfaction can also be determined by several factors, including leadership, organizational management, compensation and benefits, career development, recognizing, training effectiveness, competence, work environment, and between workers.

Aircraft maintenance companies are commonly referred to as MRO (Maintenance Repair and Overhaul) which is one of the well-known in Indonesia is PT. Garuda Maintenance Facility Aero Asia Tbk (GMF) and is the subject of this research. GMF is the largest company that provides commercial aircraft services in Indonesia and goes global. Aircraft maintenance companies adhere to civil aviation regulations that require knowledgeable, skilled, and professionally certified human resources.

Figure 1. Showing the results of the Employee Effectiveness Survey through 2019 illustrates employee engagement and employee empowerment, providing insight into employee job satisfaction. The Employee Effectiveness Survey in 2019 showed a decrease from several surveys conducted in the previous year. Results between 2011-2019 show that the percentage of employees who are satisfied with their work and performance in 2019 is 67.5%, which is lower than the company's target of 85%.



*Employee Effectiveness Index 2015 and 2017 result is a combination of employee engagement and employee enablement index.

Source: PT GMF Aero Asia Tbk Integrated Report - 2020

Figure 1. Employee Effectiveness Survey 2011-2019

Based on the problems in this study, it was identified as the job satisfaction of some employees has not reached the ideal level due to operator development, training programs, and promotions, as well as the fact that salaries and benefits are not adequate to meet some employee expectations. Some managers' abilities on how to communicate, lead, and manage their teams may not meet employee expectations; lack of discipline of some employees because they believe their direct supervisors do not value the development of their caregivers. Some employees feel that their career development is not adequately considered by their managers, resulting in a decrease in work motivation. The low level of competence of some young employees who have just joined the company requires training and development programs. The low level of English proficiency of some employees struggles to communicate effectively with foreign customers. Referring to the above, it is necessary to identify the determining factors that affect employee job satisfaction.

The results of previous studies suggest that it should be expanded to examine other relevant aspects that affect employee job satisfaction, which in turn affects workplace spirituality, procedural effectiveness, and locus praesidium control (Mapuranga et al., 2021). (Sari, 2019) argues that further research can be carried out by conducting a literature search in certain journals that include variables that affect employee job satisfaction. As a result, this research has the potential to stimulate the development of new theories and improve understanding of

the phenomenon in question. Based on the problem identification and gap research above, we formulate a problem with the question of whether there is an influence of determinants of carrier development consisting of transformational leadership, organizational justice and competence that have implications on employee job satisfaction.

METHOD

This research method uses a quantitative method with a descriptive and verifiable approach. The variables used in this study are leadership, transformationa, organizational justice, and competence as independent variables, career development as mediation variables. As well as job satisfaction as a dependent variable. The total population in this study is 4,890 consisting of permanent employees (direct and indirect, non-structural). Meanwhile, the target population in this study is 1548 indirect employees (non-aircraft technicians) with staff position categories (engineering, planner, buyer, analyst, business support) who work at Base Maintenance and Line Maintenance of PT GMF Aero Asia Tbk; Jakarta Soekarno-Hatta International Airport (1437 employees), Medan branch office (17 employees), Surabaya (28 employees), and Denpasar (41 employees) as well as Makassar branch office (25 employees). The researcher used a simple random sampling technique, with the Slovin formula to determine the number of samples used as many as 318 respondents. The data was disseminated using a survey method with a questionnaire instrument that had previously been tested for validity and reliability assisted by SPSS software. The data analysis method used in this study is the Structural Equation Model (SEM). The analysis using SEM was carried out with the help of the Lisrel program.

RESULTS AND DISCUSSION

Based on the characteristics of the respondents, it can be seen that most of the respondents have a male gender of 227 (71%), according to the age of the respondents is dominated by the age of 31-40 years, namely 149 (47%) so that the average age of the respondents is dominated by the millennial generation. The employment period of most respondents ≤ 5 years was 143 (44.97%). The education level of the respondents was mostly 263 (83%).

Table 1. Demographic Characteristics

Measurements	Types	Numbers	Percentage
Gender	Male	227	71%
	Female	91	29%
Age	20-30 years old	119	37%
	31-40 years old	149	47%
	41-50 years old	42	13%
	51-56 years old	8	3%
Working Period	≤ 5 years	143	44,97%
	6-10 years	125	39,31%
	11-15 years	39	12,26%
	≥ 16 years	11	3,46%
Education Level	D3	38	12%
	S1	263	83%
	S2	17	5%

Source: Primary Data (2024)

The results of the validity and reliability of the measurement model analysis on each construction produce a Confirmatory Factor Analysis (CFA) with a conformity test (GoF), validity and reliability whose calculation results are in accordance with the parameters, then the next stage is to combine the construction model into a full model (hybrid model). Based on

the results of the LISREL 8.80 analysis, the overall size of the hybrid model is suitable as follows:

Table 2. Measurement Analysis Hybrid Model

Laten Variable	Dimension	SLF	t-Value	(CR) (≥ 0,7)	(VE) (≥ 0,5)
KT	Organizational Awareness (X1.1)	0,71	14,51	0,70	0,556
	Leadership (X1.2)	0,71	14,81		
	Developing Others (X1.3)	0,65	12,85		
	Change Leadership (X1.4)	0,89	33,67		
	Interpersonal Communication (X1.5)	0,75	18,07		
KO	Distributive Justice (X2.1)	0,84	35,98	0,916	0,740
	Procedural Justice (X2.2)	0,86	50,90		
	Informational Justice (X2.3)	0,94	80,35		
	Interpersonal Justice (X2.4)	0,86	45,84		
KM	Quality of Work (X3.1)	0,86	31,22	0,832	0,666
	Speed of Work (X3.2)	0,73	16,23		
	Achievement Orientation (X3.3)	0,81	33,57		
	Self Confidence (X3.4)	0,69	18,14		
	Teamwork and Collaboration (X3.5)	0,86	39,71		
	Communication Skill (X3.6)	0,92	45,83		
PK	Fair Treatment (Y1.1)	0,85	-	0,896	0,715
	Concern from Direct Supervisor Y1.2)	0,81	21,34		
	Promotion Opportunity Information (Y1.3)	0,86	25,01		
	Individual Abilities (Y1.4)	0,83	23,72		
	Opportunities to Grow (Y1.5)	0,87	25,39		
	Mentors and Sponsors (Y1.6)	0,85	24,58		
KK	Salary and Allowances (Y2.1)	0,82	-	0,812	0,627
	Trust in the Leader (Y2.2)	0,72	18,20		
	Intrinsic Factors of Employment (Y2.3)	0,73	17,19		
	Working Conditions (Y2.4)	0,82	22,95		
	Fairness (Y2.5)	0,82	20,9		
	Opportunity to Advance (Y2.6)	0,83	22,36		

Source: Lisrel 8.80 Resultss (2024)

Table 3. Model Fit Measurement Hybrid Model

Indikator Goodness of Fit	Standard Values	Calculation Results	Results
Absolute Fit			
GFI	GFI > 0,90	0.88	Marginal Fit
RMSEA	RMSEA < 0,08	0.020	Good Fit
Incremental Fit			
NFI	NFI > 0,90	0.99	Good Fit
NNFI	NNFI > 0,90	1.00	Good Fit
AGFI	AGFI > 0,90	0.85	Marginal Fit
RFI	RFI > 0,90	0.99	Good Fit
IFI	IFI > 0,90	1.00	Good Fit
CFI	CFI > 0,90	1.00	Good Fit

Source:Lisrel 8.80 Results, 2023

Based on the table above, the index fit measurement model was obtained, namely GFI, RMSEA, NFI, NNFI AGFI, RFI, IFI and CFI. Thus, it can be continued with the measurement analysis of the hybrid model (Full SEM) with Lisrel 8.80

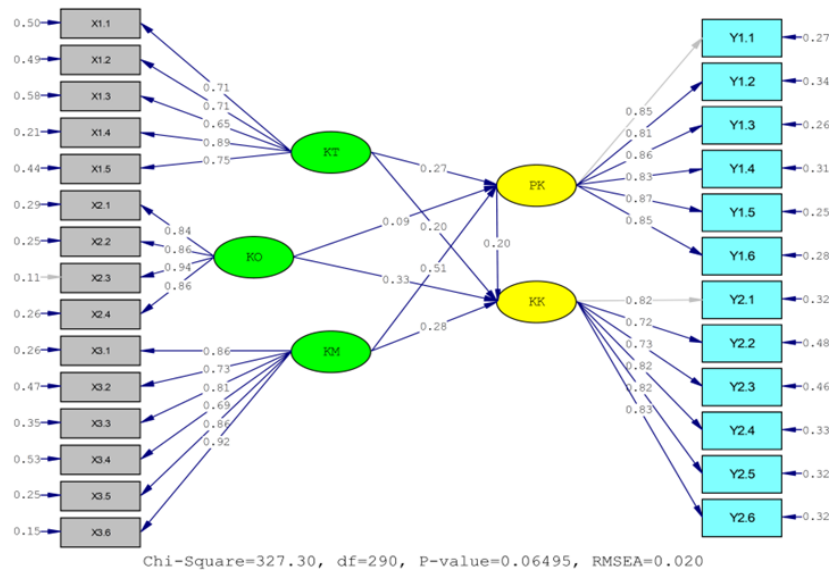


Figure 2. Hybrid Model (Full SEM) Standardized

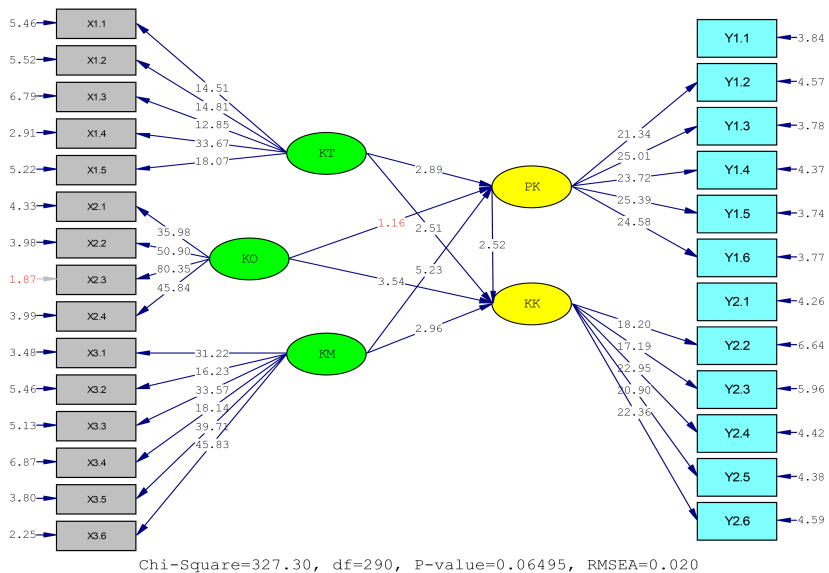


Figure 3. Hybrid Model (Full SEM) t-Value

The results of the analysis of tests carried out both partially and simultaneously on the variables of transformational leadership, organizational justice, competence and career development on overall job satisfaction can be seen in the following table 3.

Table 3. Hypothesis Test Results

Hypothesis	Path Coeff.	Tcal/Fcal	Test Results
H1 KT → PK	0,27	2,89	Accepted
H2 KO → PK	0,092	1,16	Rejected
H3 KM → PK	0,51	5,23	Accepted
H4 KT, KO, KM → PK	0,66	7,02	Accepted
H5 KT → KK	0,20	2,51	Accepted
H6 KO → KK	0,33	3,54	Accepted
H7 KM → KK	0,28	2,96	Accepted
H8 PK → KK	0,20	2,52	Accepted
H9 KT, KO, KM, PK → KK	0,81	4,86	Accepted

Source: Lisrel 8.80 Data Processing Results, 2023

Note: KT=Transformational leadership; KO=Organizational Justice; KM=Competence; PK=Career Development; KK=Job Satisfaction.

Based on the results of hypothesis tests, the direct and indirect influence of KT, KO, KM on KK through PK is explained in the following table.

Table 4. Direct and Indirect Influence

Influence	Job Satisfaction DCE - R ²	Career Development ICE	Conclusion
KT → KK	0,20 ² = 0,04	0,27 x 0,20 = 0,054	ICE > DCE <i>Mediating</i>
KO → KK	0,33 ² = 0,108	0,092 x 0,20 = 0,018	ICE < DCE <i>Partial Mediating</i>
KM → KK	0,28 ² = 0,078	0,51 x 0,20 = 0,102	ICE > DCE <i>Mediating</i>

Source:Lisrel 8.80 Data Processing Results, 2023

Note: DCE= Direct Causal Effect. ICE =Indirect Causal Effect

The results of data analysis based on statistical tests have proven that the value of the transformational leadership path coefficient on the career development of employees of PT GMF Aero Asia Tbk. is 0.27 and the value of t calculated is 2.89 > t table 1.98, **H1 is accepted**. This shows that transformational leadership has proven to have a positive and significant effect on the career development of PT GMF Aero Asia Tbk. This means that with the increase in the dimension of change leadership, with direct superiors making adjustments to work processes using new ways and methods that are more effective and efficient, as well as actively encouraging themselves and employees to come up with new and innovative ideas that have a positive impact on the achievement of company goals. The findings of this study are consistent with the findings of previous relevant studies such as those conducted by the (Wipulanusat et al., 2018) and (Dharma et al., 2021). Transformational leadership can encourage motivation and influence for employees to achieve greater work performance than planned.

The results of data analysis based on statistical tests prove that the value of the coefficient of organizational justice pathway to the career development of employees of PT GMF Aero Asia Tbk. is 0.092 with a t-value of 1.16 < t table 1.98, **H2 is rejected**. This shows that organizational justice has been proven to have a positive but not significant effect on the career development of PT GMF Aero Asia Tbk. This means that by increasing the dimension of information justice, employees will be given an open explanation of career development and opportunities, openness and access to information about jobs obtained from direct supervisors, the company provides access to employees to get information. Based on the results of the analysis of respondents' answers to organizational justice, it can be seen that the dimension of the information justice indicator has the highest perceived value of respondents in the category of strongly agreeing. The high perception of respondents in the dimension of information fairness indicators must receive attention from their direct superiors so that employees who are indicated to be dissatisfied with career development, especially for millennial employees, receive special attention by being given honest and open explanations about career development and opportunities, openness and access to information about jobs obtained from direct supervisors. The company also provides access to employees to get all the necessary information, can stimulate the motivation of millennial employees to achieve and will later support the career development of employees of PT GMF Aero Asia Tbk. The results of this study are inconsistent with the findings of previous research conducted by (Nadeem-Uz-Zaman et al., 2022) and (Saraih et al., 2019) which states that organizational justice has a positive and significant influence on career development. In the perspective of HR management, organizational justice is the rights received by employees based on their level of education, position position, structure, duties and functions, contributions to the organization and work experience, as well as opportunities to improve abilities and competencies that are fairly accepted that are useful in developing employees' careers based on the rules in a company (Busro, 2018).

The results of data analysis based on statistical tests prove that the value of the competency path coefficient for the career development of PT GMF Aero Asia Tbk. employees is 0.51, with a t-value of $5.23 > t$ table 1.98, **H3 was accepted**. The results of this study reinforce previous studies conducted by (Aini & Herlambang, 2020) (Ariska Aditya et al., 2021) and (Ahmad Faisol et al., 2022). This shows that competence has been proven to have a positive and significant effect on the career development of PT GMF Aero Asia Tbk's employees. which means that with the increase in the dimension of communication skills where employees must be able to communicate with the team, others and customers in conveying ideas and views clearly so that their abilities will be exposed and networking will be widespread which will increase opportunities to grow and support the career development of PT GMF Aero Asia Tbk employees. By having competence, an employee is confident in his ability to succeed in his work. Competence is synonymous with the concept of self-efficacy, which is a belief that employees can carry out certain behaviors necessary to complete work effectively and efficiently.

The results of data analysis based on statistical tests stated that transformational leadership, organizational justice, and competence simultaneously had a positive and significant effect on the career development of employees of PT GMF Aero Asia Tbk. with an F value of $7.02 > F$ table 2.60, **H4 was accepted** and the contribution (R²) was 0.66%, while 0.34% was the contribution of other variables excluded from this study. Based on the three variables that affect career development, the competency variable is the most dominant variable, namely the influence on career development with a path coefficient value of 0.51, reflected in the communication skills dimension showing that employees must be able to communicate with the team, others and customers in conveying ideas and views clearly so that their abilities will be exposed and the network will be widespread in supporting career development employees of PT GMF Aero Asia Tbk. The results of this study are complementary to the results of previous research conducted by (Puspito et al., 2020), (Shabeer et al., 2023), (Mujanah, 2020). For millennial employees who have good competence, leaving the company is an easy matter, this will certainly be detrimental to the company because it will lose employees who have good competence and qualifications and have been fostered in a certain time. For this reason, important steps are needed by the company in developing employees' careers, such as paying attention to leadership styles that are appropriate for organizational changes and developing employees' abilities and competencies fairly so that employees' career paths can be planned properly in accordance with company regulations.

The results of data analysis with statistical tests prove that the value of the transformational leadership path coefficient on the job satisfaction of employees of PT GMF Aero Asia Tbk. is 0.2, with a t-value of $2.51 > t$ table 1.98, **H5 was accepted**. This shows that transformational leadership has been proven to have a positive and significant effect on the job satisfaction of PT GMF Aero Asia Tbk. Increasing the dimension of change leadership, by directing superiors to adjust work processes by using new ways and methods that are more effective and efficient and actively encourage themselves and employees to come up with new and innovative ideas that have a positive impact on the achievement of company goals, will have an impact on increasing the job satisfaction of employees of PT GMF Aero Asia Tbk. The results of this study are in line with the results of research conducted by (Alafeshat & Tanova, 2019), (Simanungkalit & Setyaningsih, 2019) and (Pahrudin et al., 2018). Transformational leadership will motivate employees to carry out more challenging things than usual and also achieve these challenges in accordance with the company's vision and mission. Transformational leaders tend to have a commitment to make their team members more satisfied at work. Transformational leaders empower and pay attention to the needs of employees and also develop the ability of employees who have the potential to lead in the future

In a company, the role of fairness towards employees is quite important to maintain a level of job satisfaction. The results of data analysis based on statistical tests prove that the value of the coefficient of organizational justice to the job satisfaction of employees of PT GMF Aero

Asia Tbk. is 0.33, with a t-value of $3.54 > t$ table 1.98, **H6 was accepted**. This shows that organizational justice has been proven to have a positive and significant effect on the job satisfaction of PT GMF Aero Asia Tbk's employees. This means that with the increase in the dimension of information justice, employees will get honest and open explanations about career development and opportunities, openness and access to information about jobs obtained from direct supervisors, the company provides access to employees to get information, will have an impact on increasing job satisfaction of PT GMF Aero Asia Tbk employees. The results of this study reinforce previous research conducted by (Okan & Bayraktar, 2022) and (Mapuranga et al., 2021). Organizational fairness explains how much employees view them as being treated fairly and fairly in accordance with normal, reasonable, fair and equal standards with each other based on the level of moral and ethical standardization that applies to the company where they work and also how this perception will affect employee commitment and job satisfaction.

Competence is the ability of an employee to understand the purpose of his work by having a good attitude, knowledge, skills, and actions when doing tasks and understanding how important it is to be disciplined in the company by obeying the rules so that in the end it can provide success in work performance, job satisfaction and a good career path. From the results of data analysis with statistical tests, it was proved that the value of the competency path coefficient on employee job satisfaction of PT GMF Aero Asia Tbk. was 0.28, with a t-value of $2.96 > t$ table 1.98, **H7 was accepted**. This shows that competence has been proven to have a positive and significant effect on the job satisfaction of employees of PT GMF Aero Asia Tbk. Increasing the dimension of communication skills, where employees must be able to communicate with the team or others in conveying ideas and views clearly so that their abilities will be exposed and networking will be widespread, which then arises opportunities to grow in support of career development and will have an impact on increasing satisfaction work of employees of PT GMF Aero Asia Tbk. The results in this study are in line with previous research conducted by (Agusinta et al., 2021) and (Agusinta et al., 2021).

Career development is an ongoing process for an employee, involving a series of formal levels designed by the company's management. This process aims to develop human resources to meet the needs of the company. Employee job satisfaction can be obtained through effective career development programs, which are implemented by direct supervisors as well as management. From the test results, it was found that the value of the coefficient of the karit development path on the job satisfaction of employees of PT GMF Aero Asia Tbk was 0.20, with a calculated value of $2.52 > t$ table 1.98, **H8 was accepted**. This shows that the improvement of the indicators of concern of direct superiors by guiding employees in their careers and creating a well-structured career development program, will have an impact on increasing the job satisfaction of PT GMF Aero Asia Tbk. employees, especially as reflected in the dimension of opportunities to advance with indicators that employees get the opportunity to gain experience and improve their abilities and management also pays attention to employee development programs. The results of this study are in line with the results of relevant previous research conducted by (Febrianti et al., 2020) and (Rahman et al., 2021).

The results of data analysis with statistical tests stated that transformational leadership, organizational fairness, competence, and career development simultaneously had a positive and significant effect on the job satisfaction of employees of PT GMF Aero Asia Tbk. with an F value of $4.86 > F$ table 2.40, **H9 accepted** and a contribution (R²) of 0.81% while 0.19% was the contribution of other variables excluded in this study. Based on the four variables that affect job satisfaction, the most dominant is the organizational justice variable having an influence on job satisfaction of 0.33 with the most dominant dimension being information fairness in employee indicators that are given honest and open explanations about career development opportunities, and the company provides access to employees to get all the necessary information. The results of this study strengthen the results of the research from (Pabustan et al., 2021), (Nuryadi et al., 2020), (Haryadi & Nurhasanah, 2021), and (Singhry, 2018). In the aircraft maintenance industry,

the high employee satisfaction factor is something that needs to be considered by management in maintaining the existence of employees to support the achievement of the organization's vision and mission. Companies need to pay attention, strengthen and increase job satisfaction. Therefore, to achieve high employee job satisfaction, management must pay fair attention to employee career development and also improve competence so that work ability can continue to be improved. If the performance is not optimal, then there is a risk that the company's target cannot be achieved appropriately.

The results of the direct and indirect influence test on job satisfaction show that transformational leadership and competence can increase job satisfaction both directly and indirectly, but the indirect influence through career development will be more dominant. Therefore, the career development variable is a mediating variable for the influence of transformational leadership and competence on job satisfaction, but on organizational justice the direct influence on job satisfaction is more dominant. Based on this, the career development variable is a partial mediating variable on Job Satisfaction.

CONCLUSION

Based on the results and discussion, the researcher concluded that the variable of organizational justice is a variable that does not affect career development because respondents with an average millennial age of 30 years with a working period of less than 5 years tend to have a limited perception of career development information disclosure, so that the opportunity to grow in supporting career development is not optimal. On the other hand, it was found that organizational justice was the most dominant variable affecting job satisfaction because respondents who were young employees tended to be satisfied with management policy-making having implemented organizational justice well, with the opportunity to get an increase in competence with the right professional certification training program that could support future careers.

Based on the results of the research, the novelty of this study is that the competency variable is the most dominant variable that affects career development, reflected in the dimension of communication skills, where employees must be able to communicate with the team or others in conveying ideas and views clearly so that their abilities will be visible and networking will be widespread, opportunities to grow in support of career development. In addition, the novelty of this study also results that organizational justice is the most dominant variable affecting job satisfaction which is reflected in the dimension of Information Justice, where direct superiors provide an open explanation of career development opportunities and provide access to the necessary information to millennial employees (average age of 30 years with a working period of less than 5 years), it will increase Job Satisfaction through the dimension of opportunities to advance.

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