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Employee Performance with Job Satisfaction as an Intervening Variable: A Case Study in PT. XYZ

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

This study aims to analyze the effect of career development, work discipline, work motivation on employee performance with job satisfaction as an intervening variable at PT. XYZ. The population in this study were all employees at PT. XYZ, totaling 74 people. Sampling with saturated sampling method. Data processing using SPSS version 28 software. The data used are primary data and the data analysis method used is multiple linear regression test with normality test, multicollinearity test, autocorrelation test, heteroscedasticity test, coefficient of determination test, F test and t test. The results showed that career development, work discipline, work motivation and job satisfaction together have a significant influence on employee performance. Likewise with career development, work discipline, work motivation together have a significant influence on job satisfaction. While partially shows that the career development variable has no significant effect on employee performance, the work discipline variable has a significant effect on employee performance, the work motivation variable has no significant effect on employee performance, the career development variable has a significant effect on job satisfaction, the work discipline variable has no significant effect on job satisfaction, work motivation variable has a significant effect on job satisfaction, job satisfaction variable has no significant effect on employee performance, job satisfaction variable intervenes career development has a significant effect on employee performance, job satisfaction variable intervenes work discipline has a significant effect on employee performance, job satisfaction variable intervenes work motivation has no significant effect on employee performance.

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Keywords: Career development; work discipline; work motivation; job satisfaction; employee performance.

1. INTRODUCTION

Human resource development is a cycle that must occur continuously. This happens because the organization or institution must develop to anticipate changes outside the organization and face the high level of competition by utilizing the available resources. Human Resources (HR) is one of the most important resources in any organization or institution. Having human resources who have high productivity and performance is the dream of every company [1-4]. In addition, improving the quality of human resources is the most valuable asset for a company or institution [5,6].

These resources play a role in the framework of the company's goals. If the human resources owned are qualified and in accordance with the company's expectations, then the company has real competitiveness. Quality human resources can be achieved through directed and planned HR development efforts [7-10]. This HR development effort is an activity that must be carried out by every company so that the capabilities and attitudes of HR are increasing in accordance with the work and needs of the institution. Human resource development programs can be carried out in various ways, including by offering awards for work performance, promotions and transfers, providing incentives, career development, and providing education and training [11-13]. One of the effective ways to improve the quality of human resources is to implement high regulations and discipline by each employee.

2. MATERIAL AND METHODS

2.1 Human Resource Management (HR)

According to Hasibuan [14:10] human resource management (HR) is a science and the art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society.

2.2 Understanding Employee Performance

According to Sinambela [15:480] employee performance is the ability of employees to do certain skills. Performance refers to the achievement of the employee's goals for the tasks assigned to him.

2.3 Definition of Job Satisfaction

According to Sutrisno [16:74] job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

2.4 Career Development

According to Busro [17: 276] career development is an effort carried out by every employee or company to spur themselves to do optimally in serving and improving abilities/skills in carrying out the main tasks and functions of profit and non-profit organizations and all jobs.

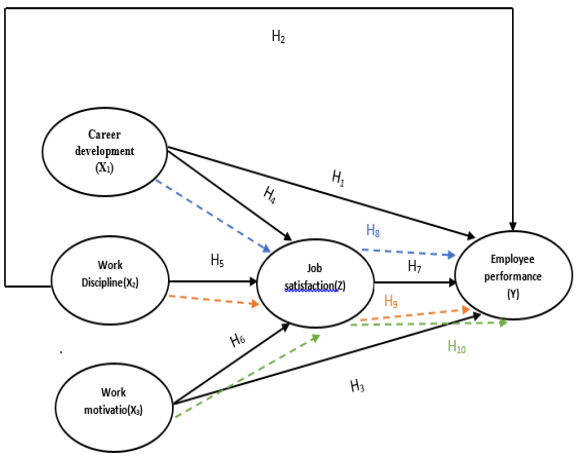
2.5 Work Discipline

According to Hasibuan [14: 193] discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

2.6 Work Motivation

According to Hasibuan [18:141] work motivation is something that causes, distributes, and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results.

2.7 Image 1: Framework



2.8 Research Design

This research uses a quantitative approach with a survey research design. The survey results with a causal approach will be analyzed using multiple linear analysis.

2.9 Population

The population in this study are employees at PT. XYZ, totaling 74 people.

2.10 Sample

The technique for taking the sample in this research is saturated sampling. Another term for saturated sampling is census, where the sample is all employees of PT. XYZ as many as 74 people.

2.11 Descriptive Analysis

Descriptive analysis is an analysis that functions to describe or provide an overview of the object under study through sample or population data as it is, without analyzing and making conclusions that apply to the public. This analysis consists of descriptions of respondents and descriptions of variables.

2.12 Respondent Description

To obtain research data, the researchers gave questionnaires to employees who work at PT. XYZ. In fact, all the questionnaires that were distributed were redistributed or filled out completely so that they could be analyzed. The characteristics of respondents in this study are:

1) Gender of Respondent
2) Respondent's Age
3) Last Education

3. RESULTS AND DISCUSSION

3.1 Research Descriptive Statistics

The results of data analysis are presented descriptively from each obtained.

3.2 Characteristics of Respondents

Characteristics of respondents will be explained based on gender, education, years of service, and age to find out the profile of employees in the analyzed company.

3.2.1 Characteristics of respondents based on gender

The presentation based on the gender of the respondent can be seen in the following Table 1.

Table 1.

No.	Gender	Total	Percentage
1	Male	61	73%
2	Female	14	27%
	Total	74	100%

Based on the results of the study, it can be seen that there are 22 female employees with a rate of 27% while the male gender is 61 people with a percentage rate of 73%.

3.2.2 Characteristics of respondents based on age

The presentation based on the gender of the respondent can be seen in the following Table 2.

Table 2.

No.	Age	Total	Percentage
1	< 25 years	12	17%
2	25-40 years	39	52%
3	> 40 years	23	31%
	Total	74	100%

Based on the results of the research above, it can be seen that employees aged <25 years are 12 people with a rate of 17%, employees aged 25-40 years are 39 people with a rate of 52%, employees with age> 40 years are 23 people with a rate of 31%. Based on the data above, most of the employees' age backgrounds are 25-40 years old, which is 52% of the total number of employees.

3.2.3 Characteristics of respondents based on education

Data on respondents based on education level can be seen in the following Table 3.

Table 3.

No.	Education	Total	Percentage
1.	SMP	1	1%
2.	SMA/SMK	49	66%
3.	D3	2	3%
4.	D4/S1	20	27%
5.	S2	2	3%
	Total	74	100%

Based on the results of the study, it can be seen that employees with the last education of SMP or

equivalent amounted to 1 person with a level of 1%, employees with the latest education of SMK/SMA amounted to 49 people with a level of 66%, employees with the latest education D3 amounted to 2 people with a level of 3%, employees with The latest education is D4/S1 totaling 20 people with a level of 27% and employees with the latest education S2 totaling 2 people with a level of 3%.

3.3 Validity Test

3.3.1 Test the validity of career development variables

Validity test can be said to be valid if it is significant <0.05 or 5%. Pearson Correlation results sig. 0.05 = invalid Pearson Correlation result < sig. 0.05 = valid. The following results from the validity test of career development variables can be seen in the following Table 4.

Based on the results of the validity test of the career development variables, it shows that the questionnaire questions asked get valid results.

3.3.2 Test the validity of work discipline variables

The following results from the validity test of the work discipline variable can be seen in the following Table 5.

Based on the results of the validity test of the work discipline variable, it shows that the questionnaire questions asked get valid results.

3.3.3 Test the validity of work motivation variables

The following results from the validity test of work motivation variables can be seen in the following Table 6.

Table 4. Career development variable validity test

Variable	Question	R Count	R table	Description
Career Development (X1)	1	0,325	0,228	Valid
	2	0,412	0,228	Valid
	3	0,344	0,228	Valid
	4	0,786	0,228	Valid
	5	0,703	0,228	Valid
	6	0,621	0,228	Valid
	7	0,430	0,228	Valid
	8	0,830	0,228	Valid
	9	0,816	0,228	Valid

Table 5. Work discipline variable validity test

Variable	Question	R count	R table	Description
Work Discipline (X2)	1	0,448	0,228	Valid
	2	0,679	0,228	Valid
	3	0,363	0,228	Valid
	5	0,449	0,228	Valid
	6	0,783	0,228	Valid
	7	0,752	0,228	Valid
	8	0,495	0,228	Valid

Source: SPSS data processing results 28, 2022

Table 6. Work motivation variable validity test

Variable	Question	R count	R table	Description
Work Motivation (X3)	1	0,827	0,228	Valid
	2	0,869	0,228	Valid
	3	0,409	0,228	Valid
	4	0,392	0,228	Valid
	5	0,724	0,228	Valid
	6	0,401	0,228	Valid
	7	0,448	0,228	Valid
	8	0,530	0,228	Valid

Source: SPSS data processing results 28, 2022

Table 7. Job satisfaction variable validity test

Variable	Question	R count	R table	Description
Job Satisfaction (Z)	1	0,317	0,228	Valid
	2	0,500	0,228	Valid
	3	0,579	0,228	Valid
	4	0,683	0,228	Valid
	5	0,824	0,228	Valid
	6	0,683	0,228	Valid
	8	0,372	0,228	Valid
	9	0,672	0,228	Valid
	10	0,602	0,228	Valid
	11	0,682	0,228	Valid

Source: SPSS data processing results 28, 2022

Table 8. Employee performance variable validity test

Variable	Question	R count	R table	Description
Employee performance (Y)	1	0,344	0,228	Valid
	2	0,830	0,228	Valid
	3	0,642	0,228	Valid
	4	0,597	0,228	Valid
	5	0,341	0,228	Valid
	7	0,501	0,228	Valid
	8	0,635	0,228	Valid
	9	0,527	0,228	Valid
	10	0,964	0,228	Valid
	11	0,604	0,228	Valid
	12	0,261	0,228	Valid

Source: SPSS data processing results 28,2022

Based on the results of the validity test of the work motivation variable, it shows that the questionnaire questions asked get valid results.

3.3.4 Test the validity of job satisfaction variables

The following results from the validity test of job satisfaction variables can be seen in the following Table 7.

Based on the results of the validity test of the job satisfaction variable, it shows that the questionnaire questions asked get valid results.

3.3.5 Test the validity of employee performance variables

The following results from the validity test of work motivation variables can be seen in the following Table 8.

Based on the results of the validity test of the job satisfaction variable, it shows that the questionnaire questions asked get valid results.

3.4 Reliability Test

Reliability test is used to measure the consistency of the measurement results of the questionnaire in repeated use. If the Cronbach Alpha coefficient > 0.60 then the question is declared reliable or a construct or variable is declared reliable.

Table 9.

Variable	Cronbach's Alpha	Description
Career development	0,732	Reliable
Work Discipline	0,720	Reliable
Work motivation	0,703	Reliable
Job satisfaction	0,803	Reliable
Employee Performance	0,823	Reliable

Source: SPSS data processing results 28,2022

Based on the results of reliability testing, all variables are declared reliable because the results of the Cronbach Alpha coefficient > 0.60, it means that the question is declared reliable.

3.5 Classical Assumption Test

3.5.1 Normality test

Normality test was carried out by using One-Sample Kolmogorov-Smirnov analysis.

Table 10. One-Sample Kolmogorov-Smirnov test

			Unstandardized Residual
N			74
Normal Prameters [ab]	Mean		,0000000
	Std. Deviation		3,34145489
Most Extreme Differences	Absolute		,080
	Positive		,080
	Negative		-,047
Test statistic			,080
Asymp.sig. (2-tailed)[c]			,200[d]
Monte carlo	Sig.		,271
Sig. (2-tailed)[e]	99% Confidence interval	Lower Bound	,260
		Upper Bound	,283

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 112562564.
Source: SPSS data processing results 28, 2022

From the Table 10, it can be seen that the Asymp value. Sig. (2-tailed) is 0.200 or greater than 0.05, it can be concluded that the data in this study is normally distributed, which means that the regression model meets the assumption of normality.

3.5.2 Multicollinearity test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent variables).

Table 11. Dependent variable multicollinearity test

Coefficients[a]

Career development (X_1)	, 156	6,406
Work Discipline (X_2)	, 239	4,179
Work motivation (X_3)	, 614	1,629
Job satisfaction (Z)	, 315	3,172

a. Dependent Variable: Employee Performance (Y)
Source: SPSS data processing results 28, 2022

Based on the Table 11, with the employee performance variable (Y), the tolerance values for the variables of career development, work discipline, work motivation and job satisfaction are 0.156, 0.239, 0.614, 0.315 and the VIF value for the variables of career development, work discipline, motivation. work and job satisfaction are 6,406, 4,179, 1,629, 3,172, respectively. It can be seen that the four variables have a tolerance value greater than 0.10 and a VIF value less than 10. It can be concluded that the data does not contain multicollinearity.

Table 12. Intervening variable multicollinearity test

Coefficients [a]

	Collinearity statistics	
Model	**Tolerance**	**VIF**
1 (Constant)		
Career development ($X1$)	, 200	5,003
Work Discipline (X2)	, 252	3,969
Work motivation (X3)	, 640	1,562

a. Dependent Variable: Job satisfaction (Z)
Source: SPSS data processing results 28, 2022

Based on the Table 12, with the intervening variable (Z) the tolerance values for career development variables, work discipline, and work motivation are 0.200, 0.252, 0.640, and VIF values for career development variables, work discipline, work motivation and job satisfaction. respectively are 5,003, 3,969, 1,562. It can be seen that the three variables have a tolerance value greater than 0.10 and a VIF value less than 10. It can be concluded that the data does not contain multicollinearity.

3.5.3 Autocorrelation test

To test whether the studied variables contain autocorrelation or not, the Durbin-Watson (DW) test can be used by looking at the Durbin-Watson value.

Table 13. Dependent variable autocorrelation test

Model Summary b

Model	Durbin-Watson
1	**2,448**

a. Predictors: (Constant), Job satisfaction (Z), Work Motivation (X3), Work Discipline (X2), Career development ($X1$)
b. Dependent Variable: Employee Performance (Y)

Source: SPSS data processing results 28, 2022

From the Table 13, the DW value is 2.448. This value will be compared with the table value using 5% significance with the number of data (n) as much as 74 and the number of independent and intervening variables as much as 4 (k = 4), then the Durbin-Watson table will get the value du = 1.7383 and the value dl = 1.5112. Thus, it can be concluded that du < dw < 4 – dl (1,7383 < 2448 <

2,4888) which means that there is no positive or negative autocorrelation in the regression model.

Table 14. Intervening variable autocorrelation test

Model Summary	
Model	**Durbin-Watson**
1	2,307
a. Predictors: (Constant), Work Motivation (X3), Work Discipline (X2), Career development ($X1$)	
b. Dependent Variable: Job satisfaction (Z)	

Source: SPSS data processing results 28, 2022

From the Table 14, the DW value is 2,307. This value will be compared with the table value using 5% significance with the number of data (n) as many as 74 and the number of independent variables as much as 3 (k = 3), then the Durbin-Watson table will get the value of du = 1.7079 and the value of dl = 1.5397. Thus, it can be concluded that du < dw < 4 – dl (1.7079 < 2.307 < 2.4603) which means that there is no positive or negative autocorrelation in the regression model.

3.5.4 Heteroscedasticity test

The heteroscedasticity test aims to determine whether or not the variance of the residuals is equal to one observation with another observation.

From the Table 15, it shows that none of the independent variables whose statistical significance affects the dependent variable or its absolute residual value. This can be seen from the significance probability above 0.05 or 5%. So it can be concluded that the regression model does not contain heteroscedasticity.

From the Table 16, it shows that none of the independent variables whose statistical significance affects the dependent variable or its absolute residual value. This can be seen from the significance probability above 0.05 or 5%. So it can be concluded that the regression model does not contain heteroscedasticity.

3.6 Model Feasibility Test Results

3.6.1 Coefficient of determination test (R2)

The R-Square test can explain the effect of the endogenous latent variable whether it has a substantive effect.

From the Table 17, it can be seen that the coefficient of determination or Adjusted R Square is 0.632, meaning that the influence of career development, work discipline, work motivation and job satisfaction on employee performance is 63.2% or the variation of the independent variables used in the regression model is able to explain 63, 4% variation of the dependent variable. While the rest (100% - 63.2% = 36.8%) is explained or influenced by other variables that are not included in this research model. In this research model, the correlation coefficient (R) in the table is 0.807 which indicates that the relationship between the independent variable, the intervening variable and the dependent variable is strong, because it has a correlation coefficient above 0.5 and close to 1.

Furthermore, from the table it can be seen that the coefficient of determination or Adjusted R Square is 0.671, meaning that the influence of career development, work discipline, work motivation on job satisfaction is 67.1% or the variation of the independent variables used in the regression model is able to explain 67.1% the variation of the dependent variable. While the rest (100% - 67.1% = 32.9%) is explained or influenced by other variables that are not included in this research model. In this research model, the correlation coefficient (R) in the Table 18 is 0.828 which indicates that the relationship between the independent variable and the dependent variable is strong, because it has a correlation coefficient above 0.5 and close to 1.

Table 15. Dependent variable heteroscedasticity test

Goefficients:					
Model	**Unstandardized B**	**Coefficients Std. Error**	**Standardized Coefficients**	**t**	**Sig.**
(Constant)	6,850	2,881		2,378	20
Career development (X1)	-,234	,164	-,422	-1,428	,158
Work Discipline (x2)	,122	,130	,224	,940	,351
Work motivation (%3)	-,043	,093	-,070	-,468	,641
Job satisfaction (7)	,042	,068	,127	,610	,544

a. Dependent Variable: Abs. RES
Source: SPSS data processing results 28, 2022

Table 16. Intervening variable heteroscedasticity test

Goefficients®

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	8,327	2,702		3,082	,003
Career development (%1)	,051	,137	,096	,370	,712
Work Discipline (42)	-,126	,120	-,242	-1,053	,296
Work motivation (X3)	-,095	,086	-,160	-1,109	,271

a. Dependent Variable: Abs.RES
Source: SPSS data processing results 28, 2022

Table 17.

Model Summary

Model	R	R Square	Adjusted R Square	Sid. Error of the Estimate
1	.807[a]	.652	.632	3.08266

a. Predictors: (Constant), Job satisfaction, Work Motivation, Work Discipline, Career Development
Source: SPSS data processing results 28, 2022

Table 18. Intervening variable R-Square value

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.828"**	**.685**	**.671**	**3.41231**

a. Predictors: (Constant), Work Motivation, Work Discipline, Career Development
Source: SPSS data processing results 28, 2022

3.6.2 Simultaneous test (F Test)

The F test is used to determine whether the independent variable has a simultaneous effect on the dependent variable and the intervening variable.

From the regression test in the Table 19, the calculated F is 32,298 and a significance value of <0.001 is smaller than 0.05. This can be interpreted that career development, work discipline, work motivation and job satisfaction together have a significant effect on employee performance. So the model in this study is feasible to use.

Furthermore, from the regression test in the Table 20, the calculated F is 50,691 and a significance value of <0.001 is smaller than 0.05. This can be interpreted that career development, work discipline, and work motivation together have a significant effect on job satisfaction. So that the model in this study is feasible to use.

3.6.3 Partial test (t Test)

The t test is used to determine whether the independent variable has a partial and significant effect on the dependent variable.

Based on the results obtained in the Table 21, career development has a t count of 1,580 and a significance value of 0.199 > 0.05, so it can be concluded that Ho is not rejected and Ha is not accepted. This can be interpreted that partially career development has no significant effect on employee performance.

Table 19. Dependent variable F test

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1227.670	4	306.918	32.298	<,001[b]
Residual	655.695	69	9.503		
Total	1883.365	73			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Job satisfaction (Z), Work Motivation (X3), Work Discipline (X2), Career development (X1)
Source: SPSS data processing results 28, 2022

Table 20. Intervening Variable F Test

ANOVA [a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1770.715	3	590.238	50.691	<,001[b]
Residual	815.068	70	11.644		
Total	2585.784	73			

a. Dependent Variable: Job satisfaction (Z)
b. Predictors: (Constant), Work Motivation ($X3$), Work Discipline ($X2$), Career development ($X1$)
Source: SPSS data processing results 28, 2022

Table 21.

No.	Hypothesis	*t*	Sig
1.	Career development (X1) on Employee Performance (Y)	1.580	.119
2.	Work Discipline (X2) on Employee Performance (Y)	4.462	< ,001
3.	Work Motivation (X3) on Employee Performance (Y)	−1.386	.170
4.	Career Development (X1) on Job Satisfaction (Z)	4.430	< ,001
5.	Work Discipline (X2) on Job Satisfaction (Z)	1.921	.059
6.	Work Motivation (X3) on Job Satisfaction (Z)	1.737	.047
7.	Job Satisfaction (Z) on Employee Performance (Y)	−.604	.548
8.	Career Development ($X1$) and Job Satisfaction (Z) on Employee Performance (Y)	1.673	.049
9.	Work Discipline ($X2$) and Job Satisfaction (Z) on Employee Performance (Y)	4.465	*< ,001*
10.	Wotivation ($X3$) and Job Satisfaction (Z) on Employee Performance (Y)	−1.474	.145

Source: SPSS data processing results 28, 2022

Next, the coefficient of work discipline has a t-count of 4.462 and a significance value of <0.001 <0.05, so it can be concluded that Ho is rejected and Ha is accepted. This can be interpreted that partially work discipline has a significant effect on employee performance.

Furthermore, the work motivation coefficient has a t count of -1.386 and a significance value of 0.170 > 0.05, so it can be concluded that Ho is not rejected and Ha is not accepted. This can be interpreted that partially work motivation has no significant effect on employee performance.

In the t-test of the intervening variables, the career development coefficient has a t-count of 4.430 and a significance value of <0.001 <0.05, so it can be concluded that Ho is rejected and Ha is accepted. This can be interpreted that partially career development has a significant effect on job satisfaction.

Next, the coefficient of work discipline has a t count of 1.921 and a significance value of 0.059 > 0.05, so it can be concluded that Ho is not accepted and Ha is not accepted. This can be interpreted that partially work discipline has no significant effect on job satisfaction.

Furthermore, the work motivation coefficient has a t count of 1.737 and a significance value of 0.047 > 0.05, so it can be concluded that Ho is not accepted and Ha is not accepted. This can be interpreted that partially work motivation has no significant effect on job satisfaction.

Next on the job satisfaction coefficient has a t count of -0.604 and a significance value of 0.548> 0.05, so it can be concluded that Ho is not accepted and Ha is not accepted. This can be interpreted that partially job satisfaction has no significant effect on employee performance.

The coefficient of job satisfaction in intervening career development on employee performance has a t count of 1.673 and a significance value of 0.049 <0.05, so it can be concluded that Ho is rejected and Ha is accepted. This can be interpreted that partially job satisfaction has a significant effect in intervening career development on employee performance.

Next, the coefficient of job satisfaction in intervening with work discipline has a t count of 4.465 and a significance value of <0.001 <0.05, so it can be concluded that Ho is rejected and Ha is accepted. This can be interpreted that partially job satisfaction has a significant effect on intervening work discipline on employee performance.

Furthermore, the coefficient of job satisfaction in intervening work motivation has a t count of -1.474 and a significance value of 0.145 > 0.05, so it can be concluded that Ho is not accepted and Ha is not accepted. This can be interpreted that partially job satisfaction has a significant effect on intervening work motivation on employee performance.

3.6.4 Multiple linear regression analysis

Table 22.

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.
Model	**B**	**Std. Error**	**Beta**		
1 (Constant)	13.900	4.547		3.057	.003
Career development ($X1$)	.432	.259	.*301*	1.673	.049
Work Discipline ($X2$)	.917	.205	.648	4.465	< ,*001*
Work motivation ($X3$)	−.215	.146	-.134	−1.474	.145
Job satisfaction (Z)	−.065	.108	-.076	−.604	.548

. *a. Dependent Variable: Employee performance (Y)*
Source: SPSS data processing results 28, 2022

By looking at the Table 22, it can be seen that the multiple linear regression equation is as follows:

Y = +β1 X1 + β2X2 + β3X3 + β4Z
Y = 13,900 + 0.432 HP + 0,917 HP - 0.215 MK – 0.65 Family

Where :

Y : Employee Performance
: Constant
β1 : Regression coefficient of Career Development on Employee Performance
X1 : Career Development Variable
β2 : Regression coefficient of Work Discipline on Employee Performance
X2 : Work Discipline Variable
β3 : Regression Coefficient of Work Motivation on Employee Performance
X3 : Work Motivation Variable
β4 : Regression coefficient of Job Satisfaction on Employee Performance
Z : Job Satisfaction Variable

4. CONCLUSION

The purpose of this study was to determine the significant effect of career development, work discipline, work motivation on employee performance with job satisfaction as an intervening variable. Based on the data that has been analyzed using the multiple linear regression analysis method, the following conclusions can be drawn:

1. Career development has no significant effect on employee performance. This can be seen from the significance value of 0.199 > 0.05, so it can be concluded that partially career development has no significant effect on the performance of employees of PT. XYZ.
2. Work discipline has a significant effect on employee performance. This can be seen from the significance value of <0.001 <0.05, so it can be concluded that partially work discipline has a significant effect on the performance of employees of PT. XYZ.
3. Work motivation has no significant effect on employee performance. This can be seen from the significance value of 0.170 <0.05, so it can be concluded that partially work motivation does not significantly affect the performance of employees of PT. XYZ.
4. Career development has a significant effect on job satisfaction. This can be seen from the significance value of <0.001 <0.05, so it can be concluded that partially career development has a significant effect on job satisfaction at PT. XYZ.
5. Work discipline has no significant effect on job satisfaction. This can be seen from the significance value of 0.059 > 0.05, so it can be concluded that partially work discipline has no significant effect on job satisfaction at PT. XYZ.
6. Work motivation has no significant effect on job satisfaction. This can be seen from the significance value of 0.047 > 0.05, so it can be seen that partially work motivation has no significant effect on job satisfaction at PT. XYZ.

7. Job satisfaction has no significant effect on employee performance. This can be seen from the significance value of 0.548> 0.05, so it can be concluded that partially job satisfaction does not significantly affect the performance of employees of PT. XYZ.
8. Job satisfaction has a significant effect on career development intervention on employee performance. This can be seen from the significance value of 0.049 <0.05, so it can be concluded that partially job satisfaction has a significant influence on career development intervention on the performance of employees of PT. XYZ.
9. Job satisfaction has a significant effect on intervening work discipline on employee performance. This can be seen from the significance value of <0.001 <0.05, so it can be concluded that partially job satisfaction has a significant effect on intervening work discipline on the performance of employees of PT. XYZ.
10. Job satisfaction has no significant effect on intervening work motivation on employee performance. This can be seen from the significance value of 0.145 > 0.05, so it can be concluded that partially job satisfaction has a significant effect on intervening work discipline on the performance of employees of PT. XYZ.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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