Original Research Article

Effect Of Career Development, Work Discipline, And Work Motivation On Employee Performance With Job Satisfaction As Intervening Variable (Case Study at PT. XYZ)

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, with independent variables: career development, work discipline and work motivation, intervening variable: job satisfaction and the dependent variable: employee performance. 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 career development variables have no significant effect on employee performance, work discipline variables have a significant effect on employee performance, work motivation variables have no significant effect on employee performance, career development variables have a significant effect on job satisfaction, work discipline variables have 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 in 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.

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 be able to 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. In addition, improving the quality of human resources is the most valuable asset for a company or institution.

These resources play many roles in the context of achieving company 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. 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 demands of work and institutional needs. Human resource development programs can be carried out in various ways, including by awarding work performance, promotions and transfers, providing incentives, career development, as well as providing education and training. One of the effective ways to improve the quality of human resources is to implement high regulations and discipline by each employee.

The current technological development that has become popular in our country is the finger print machine. The machine is very sophisticated and its use is practical. Finger print machines are now widely used in Indonesia, especially in companies or institutions. Finger print is an attendance machine that works using a fingerprint scanning system. PT. XYZ is a company providing finger print machines, CCTV and other needs related to security systems. All finger print machines are available here, ranging from those that can read fingerprints, read palms, read faces and even read faces using masks. PT. XYZ is a leading brand in Indonesia that has been experienced and trusted by companies and schools in Indonesia for 10 years in providing attendance machines for palms (vein scanning), faces, fingerprints and cards, CCTV, web service providers and application-based attendance software on mobile phones. , desktop and internet, payroll software, door access control and Software Development Kit (SDK) designed according to needs in Indonesia.

2. MATERIAL AND METHODS

2.1. Human Resource Management (HR)

According to Hasibuan (2019:10) human resource management (HR) is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society.

2.2. Employee Performance

According to Sinambela (2018:480) 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. Job Satisfaction

According to Sutrisno (2019:74) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors.

2.4. Career development

According to Busro (2018: 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 the implementation of the main tasks and functions of profit and non-profit organizations as well as all work.

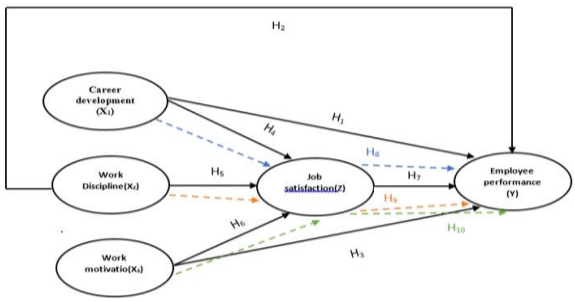
2.5. Work Discipline

According to Hasibuan (2019: 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 (2017:141) 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



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2.8. Research design

This research uses a quantitative approach with a survey research design. The survey research method focuses on disclosing the relationship between variables, which is intended to investigate a causal relationship in a variable.

2.9. Population

According to Cooper and Schindler (2014) population is a collection of all objects to be studied. The population in this study are employees at PT. XYZ, totaling 74 people.

2.10. Sample

The sample is the elements of the population of Cooper and Schindler (2014). In other words, the sample is part of the number and characteristics possessed by the population. The technique in sampling this research is saturated sampling, according to Sugiyono (2018: 85) saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sampling is census, where the sample is all employees of PT. XYZ as many as 74 people.

2.11. Statistical Product and Service Solutions (SPSS)

SPSS is a program for statistical data processing which is quite easy to use. To be able to use SPSS, researchers should have PT. XYZ was founded in 2012 which is a company that stands in the field of attendance machines and security systems. PT. XYZ has a solution for consumers in the world of attendance machines and access control in Indonesia in getting quality products and maintaining their authenticity. PT. XYZ provides solutions for finger print installation, door handles, access control, lift controller, tripod trunstile, flip barrier gate, x-ray, metal detector, and CCTV for needs in offices, hotels, schools, hospitals etc.

3. RESULTS AND DISCUSSION

3.1. 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.

mastered the basics of statistics so that it will be easier to understand how to analyze data and read the results. SPSS applications are often used to solve research or business problems in statistical terms. The way it works is simple, that is, the data you input by SPSS will be analyzed by an analysis package. Provides data access, data preparation and management, data analysis, and reporting. SPSS is the most widely used software because of its user friendly appearance and is a new breakthrough related to the development of information technology, especially in e-business. SPSS is supported by OLAP (Online Analytical Processing) which will make it easier to solve processing and access data from various other software, such as Microsoft Excel or Notepad. The advantage of using SPSS is that it is very appropriate for quantitative research because the data processing is very accurate. This accuracy is due to treating the missing data appropriately. The point is to provide an explanation through a code why missing data can occur.

2.12. Company Description

This research was conducted at the company PT. XYZ, whose address is in Jakarta. This company is engaged in trading and services that sell fingerprint tools, CCTV, and other needs related to security systems.

2.13. Company History

Table 1. Employees by Gender

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

Table 2. Employees by Age

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

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Table 3. Employees By Education

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

3.2. Validity test

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 table 4

Based on the results of the validity test of the work discipline variable with a total of 8 questions, it shows that the questionnaire questions asked get valid results. This shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher.

2) Test the Validity of Work Discipline Variables

Table 5. Test the Validity of Work Discipline Variables

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
	4	0,449	0,228	Valid
	5	0,783	0,228	Valid
	6	0,752	0,228	Valid
	7	0,495	0,228	Valid
	8	0,657	0,228	Valid

Source: SPSS data processing results 28, 2022

Based on the results of the validity test of the work motivation variable with a total of 8 questions, it shows that the questionnaire questions asked get valid results. This shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher.

1) Test the Validity of Career Development Variables

Table 4. Test the Validity of Career Development Variables

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

Source: SPSS data processing results 28, 2022

Based on the results of the validity test of the work motivation variable with a total of 8 questions, it shows that the questionnaire questions asked get valid results. This shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher.

3) Test the Validity of Work Motivation Variables

Table 6. Test the Validity of Work Motivation Variables

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

4) Test the Validity of Job Satisfaction Variables

Table 7. Test the Validity of Job Satisfaction Variables

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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
	7	0,372	0,228	Valid
	8	0,672	0,228	Valid
	9	0,602	0,228	Valid
	10	0,371	0,228	Valid
	11	0,682	0,228	Valid

Source: SPSS data processing results 28, 2022

Based on the results of the validity test of the job satisfaction variable with a total of 11 questions, it shows that the questionnaire questions asked get valid results. This shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher.

5) Test the Validity of Employee Performance Variables

Table 8. Test the Validity of Employee Performance Variables

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
	6	0,501	0,228	Valid
	7	0,635	0,228	Valid
	8	0,527	0,228	Valid
	9	0,864	0,228	Valid
	10	0,903	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 job satisfaction variable with a total of 12 questions, it shows that the questionnaire questions asked get valid results. This shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher.

3.3. Reliability Test

The reliability test was used to measure the consistency of the measurement results from 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. Cronbach's Alpha Test Results

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.

3.4. Normality test

Normality test was carried out by using One-Sample Kolmogorov-Smirnov analysis. Decision making to determine whether the research variable data is normally distributed or not is as follows:

a. Asym value. Sig. (2-tailed) > 0.05, then the data is normally distributed.

b. Asym value. Sig. (2-tailed) < 0.05, then the data is not normally distributed.

Table 10. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			74
Normal Parameters[a,b]	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. (2-tailed)[e]	Sig.		,271
	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 above, 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. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent variables). To detect the presence or absence of multicollinearity in the regression model, one of them is by looking at the value of tolerance and Variance Inflation Factor (VIF). If the tolerance value is greater than 0.10 and the VIF value is less than 10, then there is no multicollinearity.

Table 11. Dependent Variable Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Career development (X1)	,156	6,406
	Work Discipline (X2)	,239	4,179
	Work motivation (X3)	,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 above, with the employee performance variable (Y), the tolerance value for the variables of career development, work discipline, work motivation and job satisfaction is 0.156, 0.239, 0.614, 0.315 and the VIF value for the variables 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]

Model		Collinearity Statistics	
		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 above, 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.

3.6. Autocorrelation Test

To test whether the variables studied 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 above, 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[b]

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 above, 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 du = 1.7079 and the value 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.

3.7. Heteroscedasticity Test

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The heteroscedasticity test aims to determine whether or not the variance of the residuals is equal to one observation with another observation. If the residuals have the same variance, it is called homoscedasticity, if the variance is not the same/different, it is called heteroscedasticity. A good regression equation is if there is no heteroscedasticity.

Table 15. Dependent Variable Heteroscedasticity Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6,850	2,881		2,378	,020
Career development (X1)	-,234	,164	-,422	-1,428	,158
Work Discipline (X2)	,122	,130	,224	,940	,351
Work motivation (X3)	-,043	,093	-,070	-,468	,641
Job satisfaction (Z)	,042	,068	,127	,610	,544

a. Dependent Variable: Abs_RES

Source: SPSS data processing results 28, 2022

From the table above, 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

Table 16. Intervening Variable Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,327	2,702		3,082	,003
	Career development (X1)	,051	,137	,096	,370	,712
	Work Discipline (X2)	-,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

From the table above, 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.

3.8. Model Feasibility Test Results

The R-Square test can explain the effect of the endogenous latent variable whether it has a substantive effect. R-Square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Ghozali, 2018).

Table 17. Dependent Variable Coefficient of Determination Test (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. 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

From the table above, 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 table 4 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.

Table 18. Intervening Variable Coefficient of Determination Test (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828[a]	.685	.671	3.41231

a. Predictors: (Constant), Work Motivation, Work Discipline, Career Development

Source: SPSS data processing results 28, 2022

Furthermore, from the table above, 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 variable 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 table 5 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

3.9. 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.

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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

From the regression test in the table above, 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 that the model in this study is feasible to use.

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

Furthermore, from the regression test in the table above, 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 the model in this study is feasible to use.

Table 21. Partial Test (t Test)

3.10. Hypothesis Test Results

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

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.	Work Motivation (X3) and Job Satisfaction (Z) on Employee Performance (Y)	-1.474	.145

Source: SPSS data processing results 28, 2022

Based on the results obtained in table 22, career development has a t count of 1,580 and a significance value of 0.199 which is greater than 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.

Next, the work discipline coefficient has a t-count of 4.462 and a significance value of <0.001 which is smaller than 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 coefficient of work motivation has a t count of -1.386 and a significance value of 0.170 which is greater than 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.

The career development coefficient has a t-count of 1.673 and a significance value of 0.049 which is smaller than 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 employee performance. Next, the work discipline coefficient has a t-count of 4.465 and a significance value of <0.001 which is smaller than 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 -1.474 and a significance value of 0.145 which is greater than 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 employee performance. Next, the work motivation coefficient has a t count of -0.604 and a significance value of 0.548 which is greater than 0.05, so it can be concluded that Ho is not accepted and Ha is not accepted. This means that partially job satisfaction has no significant effect on employee performance.

In the t-test of the intervening variable, the career development coefficient has a t-count of

4.430 and a significance value of <0.001 smaller than 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 which is greater than 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 which is greater than 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.

Table 22. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
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 table 22, it can be seen that the multiple linear regression equation is as follows:

Y = +β1 X1 + 2 X2 + 3X3 + 4Z

Y = 13,900 + 0.432 PK + 0.917 DK - 0.215 MK – 0.65 KK

Where :

Y : Employee Performance

: Constant

1 : Regression coefficient of Career Development on Employee Performance

X1: Career Development Variable

2 : Regression coefficient of Work Discipline on Employee Performance

X2: Work Discipline Variable

3 : Regression Coefficient of Work Motivation on Employee Performance

X3: Work Motivation Variable

4 : Regression coefficient of Job Satisfaction on Employee Performance

Z : Job Satisfaction Variable

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 variables affect employee performance. Through career development, the company will improve employee performance and productivity. For employees themselves, career planning can encourage their readiness to use existing career opportunities. The clearer career development in an agency will improve employee performance

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because employees feel satisfied, increase morale, loyalty, and employee creativity.

2) Work discipline variables affect employee performance. Employee performance is closely related to discipline because it will measure the work performance of human resources (HR) in a company. The higher the level of work discipline, the higher the employee's performance, which means that the employee works well and obeys company regulations.

3) Work motivation variable has no effect on employee performance. If the work motivation is high, it does not necessarily have an effect on high performance, and vice versa if the work motivation is low, it does not necessarily mean that the performance will be low. Because the motivation (push) of each employee is different depending on the purpose he works for.

4) Career development variables affect job satisfaction. The influence of career development on job satisfaction is career development as a driving force that comes from the company where you work. The better the opportunity for employees to develop their careers, the greater the job satisfaction of employees so that it can have an impact on better work results.

5) Work discipline variable has no effect on job satisfaction. There is no effect of work discipline on job satisfaction because high discipline does not always result in job satisfaction, it is because work discipline only reflects the magnitude of one's responsibility for the tasks assigned to him. Without good employee work discipline, it is difficult for the company to achieve optimal work results. Therefore job satisfaction is not a benchmark in getting job satisfaction.

6) The variable of work motivation has an effect on job satisfaction. The influence of work motivation on job satisfaction is the high motivation possessed by the employee, he will work as optimally as possible to achieve satisfaction in carrying out his work, and not solely to meet needs. For this reason, work motivation is closely related to job satisfaction, because employees will feel motivated to achieve their satisfaction.

7) Job satisfaction variable has no effect on employee performance. This is a natural thing considering that the relationship between satisfaction and performance is still being debated (Robbins and Judge, 2016) although empirically many have succeeded in proving that companies that have high performance generally have satisfied employees at work. The effect of job satisfaction on employee performance is due to the low salary and benefits and the absence of incentives and the absence of career opportunities and promotions.

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