The Influence of Career Development, Work Environment and Workload on Job Satisfaction and Its Impact on Employee Performance

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ABSTRACT

Objectives – Company performance is highly dependent on public administration personnel, including individual resources to work in all organizations. Management performance can be improved by ensuring that each level of the organization has adequate business requirements and clear plans to support management objectives. This research uses a quantitative approach with a type of causal research. This research focuses on PT. SSP contact center employees. as a population of 100 individuals. The saturated sampling method was used to select the research sample, which means the entire population was included. The questionnaire uses a Likert scale which is one of the questionnaire measuring tools. SmartPLS version 3. is software used to analyze data related to various variables.
Innovation/Value - Learning organizations and employee empowerment drive continuous improvement, innovation and adaptability, enabling employees to make informed decisions and contribute to organizational goals. This helps organizations align and maintain competitive advantage by improving careers, environments and jobs.

Keywords: Career Development, Work Environment, Workload, Job Satisfaction, Employee Performance

INTRODUCTION

Employees are an important resource in every planning process and are active players in every aspect of company operations. They have different thoughts, feelings, desires, and upbringing patterns that they bring to society. Employee non-compliance is a factor that can be fully monitored and controlled to support company goals.(Sivaram et al., 2019).With the development of the current business environment, many business leaders are increasingly realizing that one of the key elements to the success of a company is human resources (HR). Proper human resource management can make it easier for a company to make a turnaround. On the other hand, inadequate human resource management can cause various problems and affect the stability of a company. A frequently occurring phenomenon, increasing change orientation, can be traced back to the problem of neglecting leadership in human resource management. A high turnover rate affects company activities and company longevity.(Sinaga et al., 2022)

Every institution, both public and private companies, not only needs professional employees, but also active ones to achieve optimal work results. A reliable source of labor is necessary to achieve organizational goals. Organizational success can be achieved by improving employee performance. Institutional achievements are greatly influenced by the performance of employees who have an important role in implementing institutional activities.(Sendi Cendi & Rhian Indradewa, 2024). Human resources (HR) or human capital in an organization is an important aspect in terms of organizational success, because HR plays a very important role in the organization's efforts to meet the company's needs to achieve its goals. Therefore, HRM is very important to enable employees to achieve what supports the company's vision and mission. There are many methods for measuring the growth of an industry or organization, and one way is to look at the results of performance assessments or reviews.(Dwiyanti & Dudija, 2019). PT. SSP is an agency company operating in the digital marketing sector located in South Tangerang, currently PT. SSP provides digital marketing services that help increase visibility and sales of products or services. This company was founded in 2019 and has helped many business people and MSMEs.

Table.1 Data on Targets and Realization of Employee Performance PT . SSP South Tanggerang in 2019, 2020, 2021, 2022.

Years	Target		Realisasi	
	Amount	**Persentase**	**Amount**	**Presentase**
2019	Rp. 300.000.000.	100%	Rp. 300.000.000.	100%
2020	Rp. 600.000.000.	100%	Rp. 400.000.000.	67%
2021	Rp. 800.000.000.	100%	Rp. 600.000.000.	75%
2022	Rp. 900.000.000.	100%	Rp. 900.000.000	100%

Sumber : Human Resources Development 2023.

Based on the table 1 data above, it is known that employee performance as measured by several target achievements shows that realization in 2019 reached a presentation of 100%, in 2020 it decreased to 67% and in the following year 2021 also experienced a decrease of 75%, in 2022 it experienced an increase of 100%. %. This means that employees have not achieved the maximum targets expected by the company.

LITERATURE REVIEW
Career Development
According to Sutrisno (2019: 165), career development is improving individuals to achieve career plans, in other words, the management of an organization or company plans in advance how employees can advance their careers while working. Career development is basically oriented to the development of the company in responding to future business challenges. Every company must accept the fact that its future extension depends on competitive HR, a company will experience setbacks and may eventually be eliminated because of the inability to face competitors.(Sembiring et al., 2022)
Career development is an intrinsic aspect of an individual's journey within an organization, aiming to enhance both personal and professional growth. It is pivotal that every employee is granted the prospect to cultivate their career. Fundamentally, a career encapsulates the entirety of positions or titles an individual might hold throughout their professional tenure (Purba et al., 2023)

Work environment

According The company's work environment and social, psychological and physical health influence employees' ability to fulfill their responsibilities. Human life cannot be separated from various events that occur in the environment and there is a very close relationship between humans and the environment.(Sivaram et al., 2019) The work environment is also one factor influencing the employee's intention to move from work. In a company, to carry out various activities related to the company, the work environment is the condition that exists around the workers so that both directly and in directly can influence workers in carrying out the tasks assigned to an employee(Pahlawan & Wahyuni, 2022) The work environment is everything that is around the workers and which can influence him in carrying out the tasks assigned to him. The work environment can create a binding work relationship between the people in the environment.(Budirianti et al., 2020)

Workload

According to Koesomowidjojo (2017:21), workload is the process of determining the number of working hours of human resources used during a certain period of time and required to complete a job. This means that workload is not just tasks or doing work, but also involves mobilizing resources and determining time periods. According to Vanchapo (2020:1), workload is a process or activity that must be carried out immediately by an employee within a certain period of time. time period. If the employee is able to perform some of the tasks assigned to him and adapt to them. According to Affandi (2018:183), workload is one aspect that every company must pay attention to, because workload affects employee productivity and job satisfaction, because a balanced workload can maximize or even reduce productivity, quality or products. Workload pertains to the tasks and duties assigned to an employee to be accomplished within a set timeframe. It encompasses a range of activities designated for an organizational unit or individual position, systematically evaluated through job analysis methods, workload analysis techniques, and other managerial approaches(Wibowo et al., 2022)

Job satisfaction

According to Busch (Sutrisno, 2017:76) "Satisfaction is happiness or dissatisfaction expressed in connection with work. So someone who is satisfied with their job will stay with the company for a long time and can reduce staff. feelings and behavioral tendencies that describe a person's attitude towards work, meaning that job satisfaction is also closely related to mental processes and employee behavior in general. Job satisfaction is "the positive or negative feelings generated by an individual's appraisal of his or her job or work experience." This definition highlights that job satisfaction is not just about positive feelings, but can also include negative feelings that may arise from one's work experience.(Yadav & Reetu, 2017)

Employee performance

According to Hasibuan (2018:94), performance is the result of work based on skills, experience, seriousness and time achieved by a person in carrying out the tasks given to him.According to Wibowo (2017:7), activity is doing work and the results achieved through it, namely. what and how is done in the organization. According to Mangkunegara (2017:67), performance is work efficiency and work results qualitatively and quantitatively, what employees achieve by carrying out their duties in accordance with the responsibilities given to them.According to Sutrisno (2019:123), employee performance is the result of employee work seen in terms of quality, quantity, working time and cooperation to achieve the goals that have been set by the organization.

This research hypothesis is formulated as follows:

1. H1: There is a positive and significant influence between career development and job satisfaction
Ho: There is no positive and significant influence between career development and job satisfaction
2. H2: There is a positive and significant influence between the work environment on job satisfaction

Ho: There is no positive and significant influence between the work environment on job satisfaction

3. H3: There is a positive and significant influence between workload and job satisfaction

Ho: There is no positive and significant influence between workload and job satisfaction

4. H4: There is a positive and significant influence between career development on employee performance

Ho: There is no positive and significant influence between career development on employee performance

5. H5: There is a positive and significant influence between the work environment on employee performance

H0: There is no positive and significant influence between the work environment on employee performance

6. H6: There is a positive and significant influence between workload on the performance of PT employees.

H0: There is no positive and significant influence between workload on the performance of PT employees.

7. H7: There is a positive and significant influence between job satisfaction and employee performance

Ho: There is no positive and significant influence between job satisfaction and employee performance
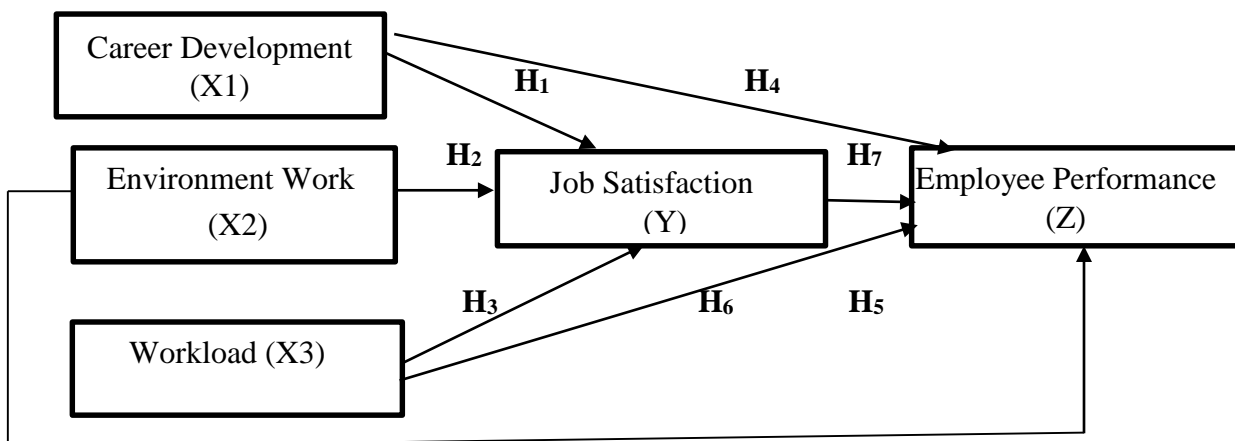
Conceptual Framework Drawing

METHOD

This study uses a quantitative approach with a type of causal research. This study focuses on PT SSP. contact center employees as a population of 100 individuals. The saturated sampling method was used to select a research sample of 100 respondents, which means the entire population was included. The questionnaire uses one of the questionnaire measuring tools. The Data Analysis Test uses SmartPLS software version 3.0. is software used to analyze data related to different variables.

RESULT AND DISCUSSION

The findings of this study are based on a total sample of 100 respondents, with the characteristics of respondents in the journal by gender, last education The majority of respondents (53 people) are Man, followed by Woman (47 people). Furthermore, most of the respondents were in junior high school, with a percentage of 1% or as many as 1 person and high school 40 people, followed by a bachelor's degree with a percentage of 57% or as many as 57 people, and a master's program with a percentage of 2% or as many as 2 people.

Table. 2 Responden Jenis Kelamin

Gender	Number of Employees	Presentase %
Man	53	53%
Woman	47	47%
Total	**100**	**100%**

Table 3 Responden Pendidikan

Education	Sum	Presentase %
SMP	1	1%
SMA	40	40%
S1	57	57%
S2	2	2%
Total	**100**	**100%**

Outer Model Test Results

The Confirmatory Factor Analysis (CFA) technique was carried out to test the outer model, used to see the validity of each indicator and carried out to test the reliability of the construct. An indicator can be said to meet convergent validity if it has a loading factor value > 0.7. However, for research in the early stages of development, a loading factor value of 0.5 to 0.6 is considered sufficient and is indicated by an Average Variance Extracted (AVE) value above 0.50. Construct reliability is measured by Composite Reliability and Cronbach's Alpha. A construct is said to be reliable if it has a Composite Reliability and Cronbach's Alpha value above 0.70 (Ghozali, 2014).

Figure 1. Outer Model Te
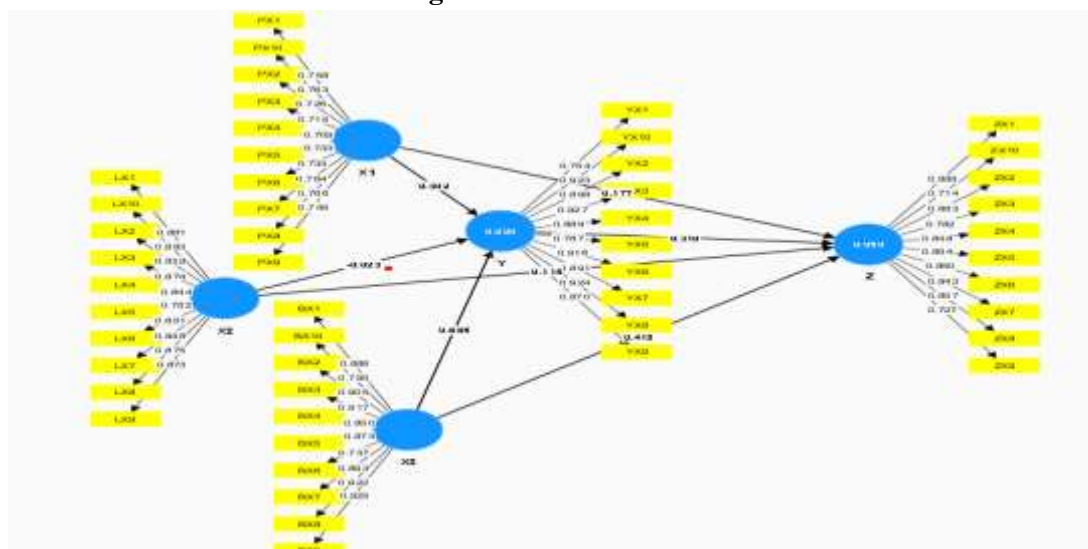
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1. **Covergen Validity.**

Table 4 Outer Loading

Variable	Items	Mark Outer Loading	Value Limitations Outer Loading	Decision
Career development (X1)	PX1	0,758	0,70	Valid
	PX2	0,763	0,70	Valid
	PX3	0,726	0,70	Valid
	PX4	0,715	0,70	Valid
	PX5	0,709	0,70	Valid
	PX6	0,733	0,70	Valid
	PX7	0,733	0,70	Valid
	PX8	0,764	0,70	Valid
	PX9	0,766	0,70	Valid
	PX10	0,745	0,70	Valid
Environment Work (X2)	LX1	0,881	0,70	Valid
	LX2	0,883	0,70	Valid
	LX3	0,838	0,70	Valid
	LX4	0,874	0,70	Valid
	LX5	0,844	0,70	Valid
	LX6	0,782	0,70	Valid
	LX7	0,851	0,70	Valid
	LX8	0,848	0,70	Valid
	LX9	0,875	0,70	Valid
	LX10	0,873	0,70	Valid
Workload (X3)	BX1	0,758	0,70	Valid
	BX2	0,763	0,70	Valid
	BX3	0,726	0,70	Valid
	BX4	0,715	0,70	Valid
	BX5	0,709	0,70	Valid
	BX6	0,733	0,70	Valid
	BX7	0,733	0,70	Valid
	BX8	0,764	0,70	Valid
	BX9	0,766	0,70	Valid
	BX10	0,745	0,70	Valid
Job Satisfaction (Y)	YX1	0,758	0,70	Valid
	YX2	0,763	0,70	Valid
	YX3	0,726	0,70	Valid
	YX4	0,715	0,70	Valid
	YX5	0,709	0,70	Valid
	YX6	0,733	0,70	Valid
	YX7	0,733	0,70	Valid
	YX8	0,764	0,70	Valid
	YX9	0,766	0,70	Valid
	YX10	0,745	0,70	Valid

	ZX1	0,758	0,70	Valid
	ZX2	0,763	0,70	Valid
	ZX3	0,726	0,70	Valid
	ZX4	0,715	0,70	Valid
Employee Performance (Z)	ZX5	0,709	0,70	Valid
	ZX6	0,733	0,70	Valid
	ZX7	0,733	0,70	Valid
	ZX8	0,764	0,70	Valid
	ZX9	0,766	0,70	Valid
	ZX10	0,745	0,70	Valid

Source: SEM-PLS 3 Output, 2024.

Based on the data in the table 4 above, it is known that many of the research variable work environment indicators have an outer loading value of > 0.7, exceeding the outer loading value limit which can be said to be valid in this research.

2. Reliability dan Cronbach's Alpha

Uji composite reliability dan cronbach's Alpha digunakan untuk menilai ketergantungan instrumen dalam suatu model penelitian jika semua nilai variabel laten memiliki composite reliability dan cronbach's Alpha > 0,70.

Table. 5 Uji Reliability & Cronbach's Alpha

Variabel	Composite Reliability	Cronbach's Alpha	Decision
Career Development (X1)	0,911	0,909	Reliabel
Environment Work (X2)	0,960	0,959	Reliabel
Workload(X3)	0,966	0,964	Reliabel
Job Satisfaction (Y)	0,969	0,967	Reliabel
Employee Performance (Z)	0,953	0,949	Reliabel

Source: SEM-PLS 3 Output, 2024.

All latent variables can be trusted because they have Composite Reliability and Corbach's Alpha values exceeding 0.70, as can be seen from the test results shown in table 5. on. Thus, it can be said that the questionnaire used as a research tool can be trusted.

3. Average variance extracted (AVE)

In confirmatory and exploratory research, the average variance extracted (AVE) value must be greater than 0.5. This level or higher indicates that the construct average explains 50 percent or more of the variance of its indicators (Hair et al., 2019: 775).

Table 6 Average Variance Extracted (AVE).

Variabel	Average Variance Extracted (AVE)	AVE
Career Development (X1)	0,550	0.50
Environment Work (X2)	0,732	0.50
Workload (X3)	0,761	0.50
Job Satisfaction (Y)	0,774	0.50
Employee Performance(Z)	0,690	0.50

Source: SEM-PLS 3 Output, 2024.

The data above has the potential to be reliable for further testing because everything meets the predetermined criteria and the average variance (AVE) is more than 0.50. So it can be concluded that the AVE value is met in table figure 6 on.

Figure 1. Inner Model Test Results

Table. 7 R-Square

Variabel	R-Square	R-Square adjusted
Job Satisfaction (Y)	0,706	0,679
Employee Performance (Z)	0,878	0,873

Source: SEM-PLS 3 Output, 2024.

Based on the table 7 above, the analysis results show that the R-Square value of the joint or simultaneous influence of Career Development (X1), Work Environment (X2) and Workload (X3) on Job Satisfaction (Y) is 0.706 with the R-Square value Adjusted 0.679. So it can be explained that all exogenous constructs of Career Development (X1), Work Environment (X2) and Workload (X3) simultaneously influence Job Satisfaction (Y) by 0.679. So the value of the influence of all exogenous constructs X1, X2 and X3 on Y is medium.

The R-Square value of the joint or simultaneous influence of Career Development (X1), Work Environment (X2) Workload (X3) and Job Satisfaction (Y) on Employee Performance (Z) is 0.878, with an Adjusted R-Square value of 0.873 . So it can be explained that all exogenous constructs of Career Development (X1), Work Environment (X2), and Workload (X3), Job Satisfaction (Y) simultaneously influence Z 0.873, so the influence value of all exogenous constructs X1, Y is strong.

4. **Test the Direct Influence Hypothesis**

Table. 8 Hypothesis Testing Based on Path Coefficients.

Variabel	Original Sample	Sample Mean	(STDEV)	T Statistics	P value	Ket
X1>Y	0,302	0,310	0,106	2,855	0,002	Accepted
X1>Z	0,177	0,173	0,075	2,381	0,009	Accepted
X2>Y	-0,023	-0,029	0,105	0,224	0,412	Accepted
X2>Z	0,115	0,116	0,066	1,755	0,040	Accepted
X3>Y	0,685	0,683	0,093	7,407	0,000	Accepted
X3>Z	0,415	0,420	0,102	4,068	0,000	Accepted
Y>Z	0,310	0,308	0,108	2,877	0,002	Accepted

Source: SEM-PLS 3 Output, 2024.

Based on table 8 above In statistical PLS testing, each hypothesized relationship is performed using simulations. In this case, the bootstrapping method is also intended to minimize the problem of non-normality of research data. The results of the bootstrapping test from the PLS analysis are as follows: Hypothesis Formulation:

Discussion
The influence of career development (X1) on job satisfaction (Y)
From table 5. above, it can be seen that the influence of career development on job satisfaction from the original sample value is 0.302 with a significance below 5% as indicated by the t-statistic value of 2.855 which is greater than the t table crisis value of 1.983 and the P-Value ranges from less than 0.05 to 0.002 , so it can be concluded that hypothesis 1 is accepted.. The

results of this research are in line with those conducted by (Wau & Purwanto, 2021) that Career Development has a positive effect on employee performance.

Influence of career development (X1) on employee performance (Z)
From table 5. above it can be seen that the influence of the career development on employee performance from the original sample value is 0.177 with a significance below 5% as indicated by the t-statistic value of 2.381 which is greater than the t table crisis value of 1.983 and the P-Value ranges from less than 0.05 to 0.009 , so it can be concluded that hypothesis 2 is accepted. The results of the research are in line with those carried out by (Peres & Maridjo, 2024) showing that: the work environment has no direct effect on employee performance.

The influence of work environment (X2) on job satisfaction (Y)
From table 5. Above, it can be seen that the influence of work environment on job satisfaction from the original sample value is -0.023 with a significance below 5% as indicated by the t-statistic value of 1.755 which is smaller than the t table crisis value of 1.983 and the P-Value value less than 0.05, around 0.040, so it is concluded that hypothesis 3 is rejected. The results of the research are in line with those carried out by (Dwi Nurul Aisyah et al., 2023) showing that: workload has a negative and insignificant effect on job satisfaction.

The influence of work environment (X2) on employee performance (Z)
From table 5. Above it can be seen that the influence of work environment on employee performance from the original sample value is 0.115 with a significance below 5% as indicated by the t-statistic value of 2.855 which is greater than the t table crisis value of 1.983 and the P-Value increases by less than 0.05 around 0.002, so it is concluded that hypothesis 4 is accepted. The research results are in line with those carried out by (Sartika & Aqsa, 2022) showing that: Partial research results show that career development has a significant effect on performance.

The Influence of Workload (X3) on Job Satisfaction (Y)
From table 5. Above, it can be seen that the workload on job satisfaction from the original sample value is 0.685 with a significance below 5% as indicated by the t-statistic value of 7.407 which is greater than the t table crisis value of 1.983 and the P-Value increases less than 0.05, around 0.000 , so it can be concluded that hypothesis 5 is accepted. The results of this research are in line with those carried out by (Maurizio Zanardi & Jprge O.Brusa, 2023) that the work environment (X1) has a significant effect on the employee performance variable (Y).

The Influence of Workload (X3) On Employee Performance (Z)
From table 5. Above it can be seen that the workload on employee performance from the original sample value is 0.415 with a significance below 5% as shown by the t-statistic value of 4.068 which is greater than the t table crisis value of 1.983 and the P-Value increase is less than 0.05, around 0.002 , so it is concluded that hypothesis 6 is accepted. In line with research conducted, the Workload variable has a significant negative influence on employee performance.(Laura et al., 2021)

The Influence of Job Satisfaction With Employee Performance
From table 5. Above, it can be seen that job satisfaction with employee performance from the original sample value is 0.310 with a significance below 5% as indicated by the t-statistic value of 2.877 which is greater than the t table crisis value of 1.983 and the P-Value increase

is less than 0.05, around 0.002 , so it can be concluded that hypothesis 7 is accepted. The results of this research are in line with those conducted by (Suardhita et al., 2020) that job satisfaction has a positive and significant effect on employee performance.

Tabel. 9 Direct and Indirect Influence Hypothesis.

Variabel	Original Sample	Sample Mean	(STDEV)	T Statistic	P Value	Ket
X1>Y > Z	0,094	0,095	0,046	2,049	0,020	Accepted
X2>Y > Z	-0.007	-0.004	0,034	0,211	0,416	Accepted
X3>Y > Z	0.212	0.206	0,069	3.100	0,001	Accepted

Source: SEM-PLS 3 Output, 2024.

Formulation of the Direct and Indirect Influence Hypothesis:

There is an influence of career development on the performance of PT SSP employees through job satisfaction as an intervening variable as indicated by a statistical t value of 2.049 exceeding the t table of 1.983. So it can be concluded that hypothesis 8 is accepted. he results of this research are in line with those conducted by (Malau & Kasmir, 2021) concluding that job satisfaction can significantly mediate the influence of work discipline on performance.

There is an influence of the work environment on the performance of PT SSP employees through job satisfaction as an intervening variable which is indicated by a statistical t value of 0.211 which does not exceed the t table of 1.983. So it can be concluded that hypothesis 9 is rejected. The results of this research are in line with those conducted by (Putri et al., 2022) The work motivation variable has not been able to mediate the effect of job insecurity on job satisfaction.

The influence of workload on the performance of PT SSP employees through job satisfaction as an intervening variable is shown by the statistical t value of 3.100, exceeding the t table of 1.983. So it can be concluded that hypothesis 10 is accepted. The results of this research are in line with those conducted by (Andaryansu et al., 2022) Employee performance is positively and significantly influenced by compensation, which also partially mediates the relationship between workload and performance.

CONCLUSION

Organizations must foster a culture of continuous improvement, innovation, and adaptation by equipping employees with the skills, knowledge, and resources necessary to succeed in the environment. Employee empowerment in this context ensures that people can take charge of their work, make the right decisions and participate in achieving goals. This encourages autonomy, participation and responsibility, leading to higher levels of participation in roles and organizations. Organizational commitment is based on employee learning which encourages employees to strengthen their emotions, loyalty and commitment. Engaged employees are more likely to demonstrate positive behavior and align their actions with organizational goals, ultimately resulting in higher productivity. This allows organizations to quickly adapt to environmental changes, take advantage of opportunities and maintain a competitive advantage over time. Organizations prioritize creating leadership learning, empowering

employees, and developing sustainable leadership styles to achieve long-term success and excellence in business

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