

Enhancing Job Satisfaction through Career Development and Organizational Climate: A Study on Non-ASN Employees in Kolaka

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Article Info	ABSTRACT
Keywords: Job Satisfaction, Career Development, Organizational Climate, Non-ASN Employees.	This study investigates the influence of career development and organizational climate on job satisfaction among non-permanent (non-ASN) employees at the Secretariat Office of the Regional People's Representative Council (DPRD) in Kolaka. Human resources are critical to organizational success, and job satisfaction plays a vital role in enhancing employee motivation and performance. Drawing from a quantitative explanatory research design, this study utilized a census sampling method involving 50 non-ASN employees, with data collected through structured questionnaires, interviews, documentation, and observation. The data were analyzed using SPSS 26.0 for instrument validity and reliability testing, and SmartPLS 3.0 for Structural Equation Modeling (SEM) to evaluate causal relationships. The findings reveal that both career development and organizational climate have a positive and significant effect on job satisfaction. Employees emphasized the importance of fair promotion opportunities, leadership support, and structural clarity in shaping their job satisfaction. However, the results also highlight a critical challenge: wage disparities and employment instability among non-ASN staff significantly undermine satisfaction levels. These findings suggest that while organizational and developmental factors are important, financial fairness and job security must be prioritized to sustain motivation and commitment. The study offers valuable implications for public sector policy, recommending an integrated approach that combines structural improvements, career growth initiatives, and equitable compensation to enhance employee satisfaction and organizational effectiveness.
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INTRODUCTION

Human resources (HR) are widely recognized as the most vital assets in any organization, acting as the principal drivers behind all operational, strategic, and developmental functions. Effective human resource management (HRM) systems are designed to ensure that the talents and capacities of employees are utilized in ways that contribute meaningfully to organizational goals (Abdullah, 2017; Aula et al., 2022). In the context of public institutions, particularly in decentralized regions, the quality of human resources significantly determines

institutional effectiveness, especially in navigating increasing demands for transparency, accountability, and service performance (Supriyadi et al., 2020). One critical dimension in optimizing human resource performance is job satisfaction, a psychological construct reflecting employees' attitudes toward their job roles, workplace conditions, and organizational treatment (Harahap, 2019; Muayyad & Gawi, 2016). Job satisfaction emerges from the interplay between employees' expectations and the actual rewards and working conditions they experience (Purwanto et al., 2021), encompassing aspects such as supervision, task clarity, interpersonal relationships, and compensation (Sutrisno, 2019).

Two key organizational variables that are frequently associated with job satisfaction are career development and organizational climate. Career development refers to the systematic process by which employees are provided with opportunities to enhance their skills and advance professionally, aligning personal goals with organizational needs (Adnyani et al., 2020; Balbed & Sintaasih, 2019). When employees perceive fair access to training, mentoring, and promotion pathways, they tend to report greater motivation and stronger organizational commitment (Sunarta, 2019; Widyanti, 2018). Conversely, the absence of transparent development opportunities may result in demotivation, perceived inequity, and reduced performance (Handoko & Rambe, 2018). Empirical studies have shown consistent evidence of a significant positive relationship between career development and job satisfaction (Faronsyah & Trisninawati, 2020), although dissenting findings such as those of (Maghfiroh and Djati 2017) indicate that this relationship may be context-dependent, varying with organizational culture and employment status.

Alongside career development, the organizational climate—defined as the collective perceptions of employees regarding the work environment, including structure, fairness, support, and interpersonal dynamics—plays a pivotal role in shaping job satisfaction (Arvidsson et al., 2006; Sanjaya et al., 2017). A supportive climate characterized by trust, recognition, and clarity fosters psychological safety and enhances employees' emotional engagement, which in turn contributes to satisfaction (Subawa & Surya, 2017). Although the literature largely supports the positive impact of organizational climate on job satisfaction (Khasanah et al., 2019), some studies report inconsistent results, suggesting that contextual and cultural factors might moderate this effect (Anandita et al., 2021).

The relevance of this discussion becomes particularly acute in the context of public-sector contractual employees, such as non-permanent staff (non-ASN) at regional government institutions. The Secretariat Office of the Kolaka Regional House of Representatives (DPRD) represents a significant case study in this regard. This institution is responsible for a broad range of administrative and legislative support functions, requiring a competent and motivated workforce. However, between 2022 and 2024, a notable shift occurred in the employment structure, with a gradual decline in the proportion of non-ASN staff, as illustrated in Table 1. This structural change may signal a shift in employment policy, but it also reflects growing concerns among non-ASN staff regarding job security and institutional commitment to their roles.

Table 1. Non-ASN and ASN Composition at the DPRD Secretariat Office (2022–2024)

Year	ASN (Personnel)	% ASN	Non-ASN (Personnel)	% Non-ASN
2022	46	47.92	50	52.08
2023	47	47.00	53	53.00
2024	56	52.83	50	47.17

In tandem with declining representation, non-ASN employees also face persistent wage disparities, with their earnings falling significantly below the regional minimum wage (UMR), as shown in Table 2. From 2022 to 2024, the monthly wage for non-ASN staff rose only marginally from IDR 1,090,000 to IDR 1,150,000, whereas the regional minimum wage increased from IDR 2,992,773 to IDR 3,154,014. This persistent gap not only violates labor equity but also diminishes job satisfaction and affects employee well-being.

Table 2. Average Monthly Wages of Non-ASN Employees vs. Regional Minimum Wage (UMR)

Year	Non-ASN Salary (IDR)	UMR (IDR)	Year	Non-ASN Salary (IDR)
2022	1,090,000	2,992,773	2022	1,090,000
2023	1,113,207	3,107,229	2023	1,113,207
2024	1,150,000	3,154,014	2024	1,150,000

Qualitative interviews conducted with non-ASN employees further reveal dissatisfaction linked to opaque promotion practices and inequitable treatment. Several respondents noted that access to training and career development opportunities was often determined by personal proximity to leadership rather than objective performance criteria. This aligns with prior research showing that favoritism in career progression can severely undermine perceived organizational justice and employee morale (Handoko & Rambe, 2018). Furthermore, respondents expressed concern over organizational structures that lacked clarity and over workloads that were not matched with appropriate compensation or recognition. These findings reinforce the assertion that effective organizational climate is contingent not only upon formal systems but also on the consistency of implementation and perceived fairness by employees (Soemadi, 2021).

Despite recognition of the positive influence of career development and organizational climate on job satisfaction, it is clear that economic factors—particularly wage inequities—remain dominant determinants. Employees may value supportive environments and professional development, but without adequate financial compensation and employment stability, these factors lose motivational potency (Muayyad & Gawi, 2016; Toruan & Priansa, 2018). Herzberg's two-factor theory underscores this point, suggesting that hygiene factors such as salary and job security must be adequately addressed before motivators like recognition and growth can fully enhance satisfaction.

Therefore, this study aims to examine the influence of career development and organizational climate on job satisfaction among non-ASN employees at the DPRD Secretariat Office of Kolaka. It seeks to directly answer whether these organizational factors significantly contribute to job satisfaction and how their impact is shaped by the broader

context of employment insecurity and wage inadequacy. This research not only fills a gap in the current literature, particularly in the Indonesian regional public sector, but also offers practical insights for policymakers aiming to design more equitable and motivating work environments. By understanding the complex interplay of professional, structural, and economic variables, this study contributes to the ongoing discourse on improving workforce satisfaction and organizational performance in public institutions.

METHODS

This study employs an explanatory quantitative research design to investigate the influence of career development and organizational climate on job satisfaction among non-civil servant (non-ASN) employees at the Kolaka DPRD Secretariat Office. The explanatory approach was selected not merely for its general suitability but because it aligns specifically with the research objective—to identify and quantify the causal relationships between independent variables (career development and organizational climate) and the dependent variable (job satisfaction). In the context of this study, such an approach is crucial for understanding how structural aspects of the workplace and perceived career advancement opportunities affect employees' attitudes and satisfaction levels. A census sampling method was used due to the small population size (50 employees), allowing for comprehensive data collection and enhancing the reliability of the findings. Data were collected through structured Likert-scale questionnaires, direct observation of the work environment, document analysis, and literature review to strengthen the theoretical foundation.

Data analysis was conducted using two key software tools: SPSS and SmartPLS 3.0. SPSS played a foundational role in validating the research instruments through reliability and validity testing—specifically, ensuring that each indicator met the reliability threshold with Cronbach's alpha values above 0.6. Once the instruments were confirmed reliable, Structural Equation Modeling (SEM) was carried out using SmartPLS. This analysis consisted of two stages: the measurement model (outer model), which evaluated convergent and discriminant validity of the indicators, and the structural model (inner model), which assessed the strength and direction of relationships between latent variables using path coefficients, R-squared values, and bootstrapping techniques. The integrated use of both SPSS and SmartPLS ensured methodological rigor and robust statistical insights, enabling the study to draw precise conclusions about the factors influencing job satisfaction.

RESULTS AND DISCUSSION

Characteristics of Respondents

This research involved 50 non-ASN employees from the DPRD Kolaka Secretariat Office, selected through a census sampling method. The respondents represent diverse demographic and professional backgrounds, including variations in gender, age, education, income levels, unit assignments, and years of service. These attributes not only reflect the organizational structure of the DPRD Kolaka Secretariat but also provide a foundation for analyzing the impacts of career development and organizational climate on job satisfaction.

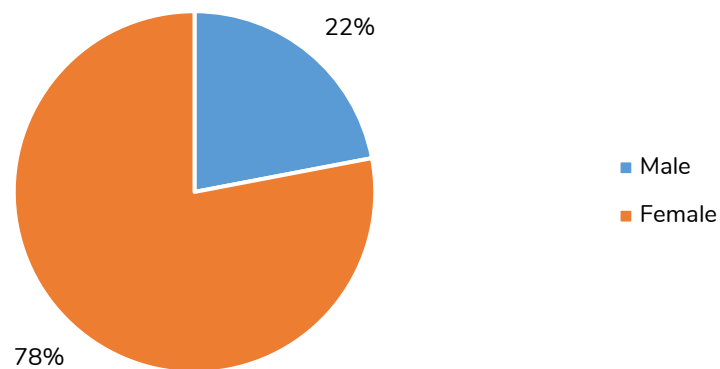


Figure 1. Gender Distribution of Non-ASN Employees at the Kolaka DPRD

The respondents in this study comprise 50 non-ASN employees working at the Kolaka DPRD Secretariat Office. Analysis of their demographic data reveals that the majority of the workforce is female, accounting for 78% of the total respondents, while male employees represent only 22%. This striking gender distribution underscores the prominent role of women in administrative positions within the organization. These roles often demand high levels of precision, attention to detail, and excellent organizational skills—qualities that many female employees in the Kolaka DPRD Secretariat appear to excel in. The findings also suggest that women are a crucial demographic in the workforce, contributing significantly to the smooth functioning of the office and representing the backbone of its operations. By highlighting this gender dynamic, the study provides a valuable perspective on the composition of the workforce and the importance of empowering women in public sector roles.

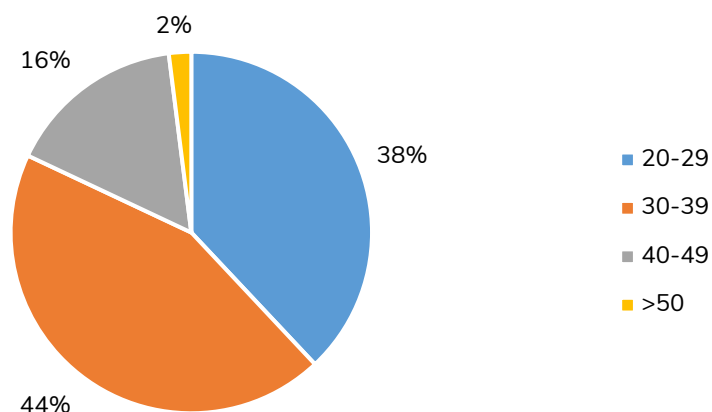


Figure 2. Age Distribution of Non-ASN Employees

The age distribution is notably centered around the 30–39 years age group, which accounts for 44% of the population. This demographic typically represents individuals with

considerable professional experience, making them adept at handling administrative and operational tasks. Additional groups include employees aged 20–29 (38%), 40–49 (16%), and a small fraction over 50 years old (2%), reflecting a diverse age composition.

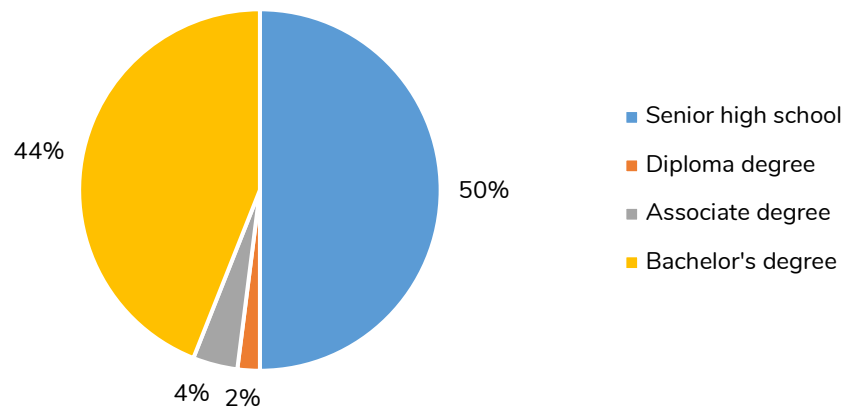


Figure 3. Educational Background

In terms of educational background, half of the respondents (50%) are high school graduates, followed by 44% holding bachelor's degrees, while associate (D3) and diploma (D1) degrees represent 4% and 2%, respectively. The prevalence of high school graduates suggests that foundational educational qualifications are deemed sufficient for entry-level administrative positions within this office setting.

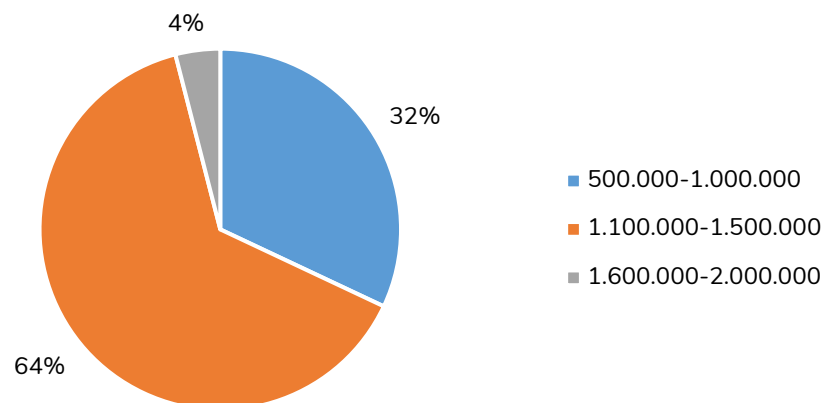


Figure 4. Income Levels (Rupiahs)

Income levels among respondents show that most (64%) earn between Rp1,100,000 and Rp1,500,000 per month, significantly below the regional minimum wage of Rp3,154,014 (Surat Menteri Ketenagakerjaan Republik Indonesia Nomor B-M/243/HI.01.00/XI/2023). This disparity between earnings and minimum wage reflects economic challenges faced by non-ASN employees, which in turn impacts their overall job satisfaction.

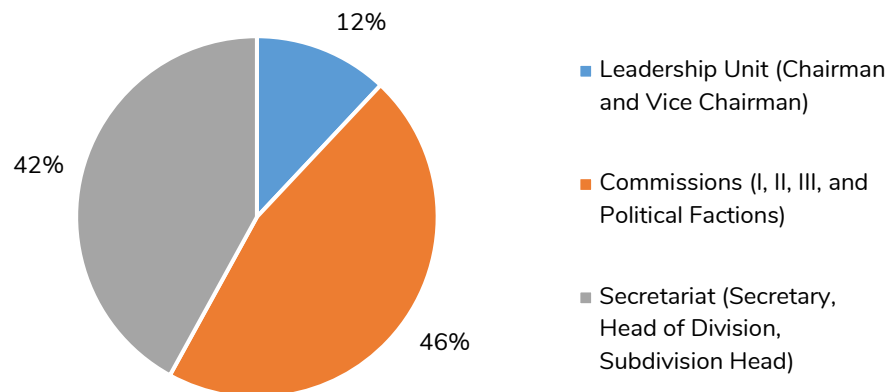


Figure 5. Work Units

Respondents are primarily distributed across different units, with 46% working in commissions (such as I, II, III, and Fractions), followed by 42% in secretariat roles and 12% in leadership units. The dominance of commission-based roles highlights their crucial contributions to legislative processes and administrative support within the organization.

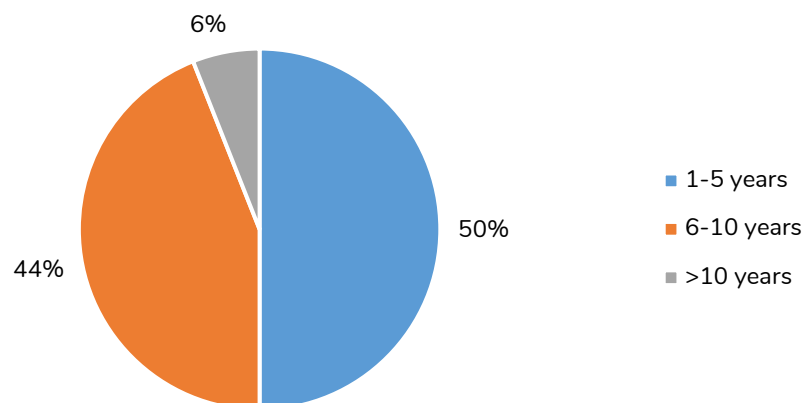


Figure 6. Tenure

Regarding tenure, 50% of respondents have worked for 1–5 years, with another 44% having served for 6–10 years. Only 6% have remained in their positions for over a decade. The temporary nature of non-ASN employment may lead to higher turnover rates, with employees seeking more stable opportunities, which adds to their dissatisfaction and shapes their experience in the workplace.

Analysis of Research Variables

The following results reveal the relationships between Career Development, Organizational Climate, and Job Satisfaction as analyzed using SPSS 26.0 for instrument testing and Smart PLS 3.0 for Structural Equation Modeling (SEM).

Table 3. Path Coefficient and Hypothesis Testing Results

Hypothesis	Path Coefficient	T-Statistic	P-Value	Conclusion
X1 -> Y	0.415	3.944	0.000	Significant (H1 Accepted)
X2 -> Y	0.322	2.870	0.004	Significant (H2 Accepted)

The analysis of the relationships between career development, organizational climate, and job satisfaction among non-ASN employees at the Kolaka DPRD Secretariat Office provides a compelling understanding of workplace dynamics in a public-sector context. Employing Structural Equation Modeling (SEM) via SmartPLS 3.0 and instrument testing through SPSS 26.0, the study establishes significant causal relationships among the variables. Career development demonstrated a strong and positive influence on job satisfaction with a path coefficient of 0.415, a T-statistic of 3.944, and a P-value of 0.000. This result corroborates the hypothesis that opportunities for advancement, fairness, and supportive leadership are critical to employee morale. Similarly, organizational climate also significantly affected job satisfaction (path coefficient = 0.322; T-statistic = 2.870; P-value = 0.004), reaffirming that structural clarity, recognition, and interpersonal support substantially contribute to job satisfaction. These findings align with the theoretical premise that satisfaction is a multidimensional construct influenced by both intrinsic and extrinsic factors (Herzberg, 1968).

Further analysis of the indicators revealed valuable insights. The "interest in promotion" indicator under career development achieved a high mean score of 4.38, reflecting employees' aspirational drive for professional advancement, consistent with the findings of (Anggraini and Hapsari 2023), who emphasized the role of growth prospects in reinforcing work engagement. Additionally, fairness in treatment (mean = 4.04) and transparency in career path communication (mean = 4.02) highlighted employees' emphasis on equity and clarity in professional development, echoing the observations made by Balbed and Sintaasih (2019), who argued that perceived fairness and openness in career trajectories significantly boost employee commitment. Leadership support, although scoring lower (mean = 3.64), nonetheless remains a key factor, aligning with (Steers and Porter 2017), who asserted that managerial backing is essential to fostering career satisfaction.

On the aspect of organizational climate, the indicator of "structure" received the highest score of 4.64, confirming the need for clear rules and role delineation, consistent with (Dwiwarman's 2024) assertion that well-defined organizational hierarchies mitigate uncertainty and improve role clarity. Likewise, the indicators of responsibility (mean = 4.30) and recognition (mean = 4.28) underscored the importance of accountability and acknowledgment, supporting Khasanah, Apriliani, and Trihudiyatmanto's (2019) view that employee recognition enhances intrinsic motivation and satisfaction. Warmth (mean = 4.26) and support (mean = 4.14) also highlighted the significance of a collegial environment and accessible resources, reflecting the social dimensions of job satisfaction as explored by (Soemadi 2021), who found that emotional comfort and mutual support are integral to workplace contentment.

Despite the statistically significant impact of career development and organizational climate, the coefficient of determination (R^2) for job satisfaction stood at 0.415, indicating that only 41.5% of the variance in job satisfaction was explained by the two variables. This suggests that a substantial portion—58.5%—of the factors influencing job satisfaction remains unexplored in this model. These may include compensation, job security, team dynamics, and workload, which were not explicitly captured but are well-documented in literature as significant predictors of job satisfaction (Raziq & Maulabakhsh, 2015). In the present study, demographic data offers a deeper understanding of underlying dissatisfaction. With 78% of respondents being female and 44% in the 30–39 age group, it can be inferred that the majority of employees are in their prime professional years, often seeking both financial security and career progression (Tirtono et al., 2023). Yet, 64% of the respondents earned between Rp1,100,000 and Rp1,500,000—well below the regional minimum wage of Rp3,154,014—indicating a severe financial disparity.

This wage gap critically undermines the motivational potential of career development and organizational improvements. According to (Muayyad and Gawi 2016), job dissatisfaction predominantly arises when there is a misalignment between employee expectations and the rewards they receive, particularly in terms of compensation. This notion is reaffirmed in the current study, where respondents frequently identified inadequate salaries as their primary concern, overshadowing other motivational factors such as promotion or recognition. (Toruan and Priansa 2018) reinforce this by suggesting that financial insecurity, especially when coupled with the contractual status of non-ASN employees, leads to a sense of instability and disconnection, which diminishes the effectiveness of otherwise constructive organizational policies.

Comparative studies further validate these conclusions. For instance, (Faronsyah and Trisninawati 2020) established that career development is positively correlated with job satisfaction; however, their study was conducted in a private-sector context with better salary structures. The contrast highlights that while non-monetary factors are influential, their effectiveness is limited when fundamental economic needs are unmet. Similarly, (Steers and Porter 2017) emphasized the multifaceted nature of job satisfaction, but warned that unmet basic needs—such as fair compensation—can render other motivational strategies ineffective. This resonates with the current findings, where employees showed high regard for structural and developmental initiatives, yet expressed discontent rooted in financial inadequacy.

Moreover, this study adds nuance to the prevailing discourse on job satisfaction by highlighting the hierarchical nature of motivational drivers. Herzberg's Two-Factor Theory (1968) posits that hygiene factors, including salary and job security, must be sufficiently addressed before motivators such as recognition and personal growth can significantly impact satisfaction. In this context, even when career development programs and a positive organizational climate are present, the absence of fair compensation prevents these motivators from achieving their full potential. Employees who are struggling to meet basic financial needs are less likely to engage with long-term development plans or organizational reforms, instead focusing on immediate economic survival.

These findings suggest that any attempt to enhance job satisfaction among non-ASN employees must begin with rectifying the wage disparity. While career development and a supportive work environment are undeniably important, they cannot function as substitutes for equitable compensation. As noted by (Khasanah, Apriliani, and Trihudiyatmanto 2019), fair remuneration forms the foundation upon which other job satisfaction drivers can be effectively built. Therefore, aligning salaries with regional minimum wage standards is not only an ethical imperative but also a strategic necessity. Addressing this baseline issue can unlock the latent potential of other organizational initiatives, allowing employees to fully benefit from career opportunities and workplace support systems.

Furthermore, the present study emphasizes the importance of integrating compensation strategy into the broader human resource development framework. Organizations often prioritize training, leadership development, and structural enhancements without first ensuring financial stability among their employees. This misalignment may lead to well-intentioned policies yielding suboptimal results, as employees disengage from initiatives they perceive as irrelevant to their immediate needs. This is consistent with the findings of (Raziq and Maulabakhsh 2015), who argued that compensation must be considered a central component of job satisfaction strategy rather than a peripheral concern. The failure to address this core issue can lead to high turnover, reduced morale, and a decline in overall organizational performance.

In light of these insights, the study advocates for a wage-centric reframing of job satisfaction strategies. This does not imply that developmental programs or organizational reforms should be abandoned; rather, they should be implemented on a foundation of financial fairness. When employees are compensated fairly, they are more likely to engage with training, leadership support, and organizational initiatives, leading to a more holistic and sustainable model of satisfaction. The integration of fair wages as a core component of job satisfaction initiatives aligns with the perspective of (Dwiwarman 2024), who emphasized that motivation and performance cannot be separated from the economic realities faced by employees.

CONCLUSION

This study concludes that career development and organizational climate significantly and positively influence job satisfaction among non-ASN employees at the DPRD Kolaka Secretariat Office, directly affirming the research objectives to identify the causal effects of these variables. Employees' satisfaction is strongly driven by opportunities for promotion, fair treatment, and supportive leadership, while structural clarity and a warm, supportive work environment further enhance morale. However, the findings reveal that wage disparities remain a critical determinant, often outweighing the benefits of developmental and environmental factors. Thus, aligning non-ASN salaries with the regional minimum wage emerges as a strategic priority to ensure basic needs are met, thereby enabling other organizational initiatives to function effectively. In addressing the research objectives, the study underscores the need for a holistic approach to job satisfaction—one that integrates equitable compensation with career and organizational development—while recommending

future research to include variables such as workload, rewards, and leadership style for a more comprehensive understanding.

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