

## Influence Satisfaction Work and Development Career on the Performance of BFI Finance Employees in Palopo City

Abd. Fadhil<sup>1\*</sup>, Suparni Sampetan<sup>1</sup>, Nispa Sari<sup>1\*</sup>

<sup>1\*</sup> Faculty of Economics and Business, Muhammadiyah University of Palopo, Indonesia

Corresponding author : [abdfadhil908@gmail.com](mailto:abdfadhil908@gmail.com)<sup>1\*</sup>)

---

**Keywords** : Job Satisfaction , Career Development , Employee Performance.

**Abstract** : This study aims to analyze the influence of job satisfaction and career development on employee performance at BFI Finance in Palopo City. I used a quantitative approach by distributing questionnaires to employees as a research instrument. Of the 80 employees, 50 people met the criteria as samples. I analyzed the collected data using statistical tests through SPSS version 27. The results of the study indicate that job satisfaction and career development have a positive and significant effect on employee performance. Both variables increase motivation, work quality, and productivity. This study has originality by examining two main variables in the context of the financing industry in Palopo City which is still limited in research. The research findings suggest that companies need to strengthen job satisfaction improvement programs and provide more structured career development paths to encourage sustainable employee performance.

---

### Introduction

Company performance is highly dependent on the effectiveness of human resource management. Any weaknesses in workforce quality can directly hamper operations and the achievement of organizational goals. A key issue that frequently arises is how companies and employees can perform optimally amidst ever-increasing work demands. In this context, human resource management becomes a strategic factor because it encompasses the science and art of managing employee relationships and roles to ensure effective and efficient work, while simultaneously achieving employee well-being (Mokoagow et al., 2020) .

Human resources are an important element in a company to achieve objective and the targets that have been set, because their role is very important in determining success. company. Therefore, one of the important factors is to place people in position work that must be considered by human resource management. In modern era, human resources not only plays a role as a technical implementer, but also as a strategic asset capable Creating a competitive advantage for the company . (Dewi et al., 2025) . High levels of employee satisfaction are influenced by the number of aspects of their work that align with their desires. A person who experiences job satisfaction will experience strong motivation, work participation, and commitment to the organization, thus encouraging them to continuously improve their performance. (Widya Nastiti, 2022)

Employee job satisfaction in an organization plays a very important role in creating good work performance. Employees who have high satisfaction in their work have better work performance in carrying it out than those who are dissatisfied with their work. According to (Paparang et al., 2021) , job satisfaction is a positive emotional state or pleasant feeling that arises from a person's assessment of their work and the experiences they gain at work. The emergence of job satisfaction and dissatisfaction in employees is caused by many factors, one of which is the work environment. (Sandriani & Yogya, 2021) .

Development career is driving factors · optimal employee performance , which ultimately a company to improvement Competence Organization . According to (Ummah, 2022) , career development is a process that provides a clear and systematic overview and pattern of job development for employees. The main objective development career is For increase competence employees to have more skills Good \$ previously , so that they can understand function , role , and not quite enough the answer in Environment work . Planning good career become step strategy in increase This work , because give chance for employee For grow and develop in accordance with the potential that they have own (Supardi, 2023) . Good performance is a crucial requirement for career advancement. It also plays a significant role in determining one's future and success in the workplace. In some cases, high-performing employees are more easily promoted within an organization, thus enhancing their career opportunities compared to low-performing employees (Riyanto & Wardoyo, 2020).

Employee performance is a crucial element in determining a company's operational effectiveness, so any decline in performance can directly hinder the achievement of organizational goals. Problems arise because performance is not formed automatically but is influenced by various internal company factors. The two factors that most frequently influence performance dynamics are job satisfaction and career development. When employees feel dissatisfied with their work environment or lack a clear career path, their motivation and productivity tend to decline. Conversely, a high level of job satisfaction and the availability of career development opportunities can increase engagement and performance quality. This condition makes job satisfaction and career development issues that require in-depth study, especially to determine the extent to which they influence employee performance. Therefore, the focus of this study lies in examining the influence of job satisfaction and career development, both partially and simultaneously, on employee performance in a corporate environment.

BFI Finance Palopo City, as a financing company, also faces challenges in ensuring employees can perform optimally to achieve company targets. Therefore, it is important to understand how employee satisfaction is measured. employment and development career can Performance employees in the company.

Therefore That Researchers are very interested analyzing “ The Influence Satisfaction Work and Development career on the Performance of BFI Finance Employees in Palopo City " The main objective of this research is to target main thing you want achieved by researchers, the main objectives of this research are: For know influence This Work to performance BFI Finance employees in Palopo City , for know influence development career to performance BFI Finance employees in Palopo City , for know influence This employment and development career on the Performance of BFI Finance Employees in Palopo City .

### *Satisfaction Work*

Job satisfaction is an employee's positive feelings about their work, arising from their assessment of various aspects of the job, such as salary, relationships with coworkers, the work environment, and opportunities for development. Employees who are satisfied with their jobs tend to be highly motivated and enthusiastic, which positively impacts performance improvement.

According to Robbins and Judge (2019), high job satisfaction motivates employees to perform better, exhibit high levels of loyalty, and commit to the organization. Research by Luthans (2020) also shows that job satisfaction is positively related to increased productivity and individual performance.

H1: Job satisfaction has a positive effect on employee performance at BFI Finance, Palopo City.

### *Development Career*

Career development is the process of enhancing an employee's abilities, skills, and work experience to achieve their career goals and make a greater contribution to the organization. A good career development program can increase motivation and a sense of belonging to the company, which ultimately has a positive impact on employee performance.

According to research conducted by Mondy and Noe (2020), effective career development provides direction and clarity for employees in achieving performance targets and encourages performance improvement. Research by Mathis and Jackson (2021) also shows that planned career development has a significant impact on improving individual performance.

H2: Career development has a positive effect on employee performance at BFI Finance, Palopo City.

### *Employee performance*

The combination of job satisfaction and strong career development can have a stronger impact on improving employee performance. When employees feel satisfied with their jobs and have clear career opportunities, they are motivated to deliver their best performance for the company. Research conducted by Sutrisno (2021) supports this view by stating that job satisfaction and career development simultaneously make a positive contribution to improving employee performance.

H3: Job satisfaction and career development simultaneously have a positive effect on employee performance at BFI Finance, Palopo City.

## Research methods

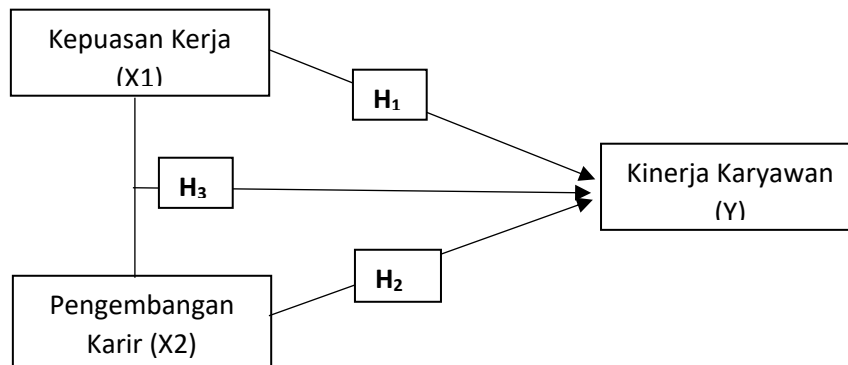


Figure 1. Conceptual Framework

### *Types of research*

The type of research applied in this study is quantitative. Furthermore, quantitative research involves collecting numerical data generated from respondents' responses via questionnaires, which are then analyzed using SPSS to obtain a picture of the significant relationships between the variables. This study aims to explain the relationship between independent variables, namely satisfaction employment and development career, on the dependent variable, namely, performance employee. This study tests hypotheses using a quantitative approach and statistical techniques, which should result in a greater understanding of the variables that influence employee performance at BFI Finance in Palopo City.

In this study, the population referred to is all employees working at BFI Finance in Palopo City. Based on the data obtained, the study population consisted of 80 employees. The population encompasses all individuals or subjects targeted by the study, and data collected from this population is expected to provide a more representative picture of the phenomenon being studied.

### *Sample*

Sample Sampling from the population is a crucial stage in this study to ensure that the analysis can be carried out in a practical and efficient manner. For this reason, this study uses a purposive sampling method, namely a sample selection technique based on certain criteria that are in accordance with the research objectives and only 50 employees are ready to collect data in this study and have met the existing criteria.

The criteria applied to select samples include:

1. Employees who play an active role in the administrative aspects of the company at BFI Finance, Palopo City
2. Employees who play an active role in the service aspect at BFI Finance, Palopo City
3. Employees who understand their duties and responsibilities according to established standards.
4. Employees who have worked for more than 5 years.

### Data analysis

This study used multiple linear regression analysis. This modeling technique involves several independent variables and one dependent variable to analyze the relationship between the two (Ningsih and Dukalang 2019) . In this study, the independent variables include customer satisfaction. employment and development career while the dependent variable is performance Employees . To test the validity of the data, researchers used validity and reliability tests. Meanwhile, to test the hypothesis, partial tests (t-test), simultaneous tests (f-test), and coefficient of determination (R<sup>2</sup>) were conducted.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = Employee performance

A = Constantine

$\beta$  = Coefficient regression

X<sub>1</sub>= Satisfaction Work

X<sub>2</sub>= Development Career

e = Standard error

### Result and Discussion

Study This use company quantitative, according to (Yani Balaka, 2022) quantitative research collects data in the form of numbers that can be calculated and analyzed in a way Numerical research This involving 80 BFI Finance employees as population and sample selection techniques based on certain criteria of 50 employees Government criteria. Data collected through Technology scale designed Likert For measure influence This work, development career and performance employees. Collected data Then analyzed using descriptive statistics and multiple linear regression for test how far both the independent variable arrange performance employee.

#### 1. Validity Test

Table 1. Results Test Validity

Variables	Number of Items	R	Note:	R table	Status
Satisfaction Work X <sub>1</sub>	X <sub>1.1</sub>	0.895	>	0.278	Legitimate
	X <sub>1.2</sub>	0.854	>	0.278	Legitimate
	X <sub>1.3</sub>	0.865	>	0.278	Legitimate
	X <sub>1.4</sub>	0.719	>	0.278	Legitimate
	X <sub>1.5</sub>	0.804	>	0.278	Legitimate
	X <sub>1.6</sub>	0.826	>	0.278	Legitimate
Development Career X <sub>2</sub>	X <sub>2.1</sub>	0.755	>	0.278	Legitimate
	X <sub>2.2</sub>	0.758	>	0.278	Legitimate
	X <sub>2.3</sub>	0.756	>	0.278	Legitimate
	X <sub>2.4</sub>	0.810	>	0.278	Legitimate
	X <sub>2.5</sub>	0.847	>	0.278	Legitimate
	X <sub>2.6</sub>	0.851	>	0.278	Legitimate
Employee performance Y	Y .1	0.792	>	0.278	Legitimate
	Y .2	0.774	>	0.278	Legitimate
	Y .3	0.745	>	0.278	Legitimate
	Y .4	0.765	>	0.278	Legitimate
	Grade	0.797	>	0.278	Legitimate

Variables	Number of Goods	R count	Note:	R table	Status Goods
	Grade 6	0.738	>	0.278	Legitimate

Data source Made SPSS Version 27 (2025)

Based on the validity test results table above, it can be concluded that the questionnaire data is 100% valid. This is because the calculated r value for each statement item is greater than the table r value. Therefore, the questionnaire used in this study has been proven to be able to measure and describe the variables studied accurately and in detail, so the data obtained can be considered valid for further analysis.

Next is the reliability test done For determine reliability of variable data research obtained through questionnaire . A variables assumption reliable If Cronbach's Alpha value > 0.60.

Table 2. Results Test Reliability

Variables	Cronbach Alpha	Information
Satisfaction Work (X1)	0.906	Reliable
Development Career (X2)	0.883	Reliable
Employee performance (Y)	0.859	Reliable

Source: Data SPSS Version 27 (2025)

Based on the reliability test results table above, it can be seen that the Cronbach alpha value for each variable is above 0.80 . This means that the level of reliability of all variables is sufficient or the questionnaire used can be declared reliable.

## 2. Analysis multiple linear regression

Table 3. Results Analysis Test Regression Linear Multiple

Model	Coefficient <sup>a</sup>		Standardized Coefficient	T	Signature.
	Not standardized Coefficient				
	B	Standard. Error	Beta		
1 ( Constant)	3,914	1,945		In 2012	050
Satisfaction Work (X <sub>1</sub> )	0.562	155	609	3,629	0 01
Development Career (X <sub>2</sub> )	0.266	170	262	2,027	0.005

A. Depends Variables : Employee performance (Y)

Source: Data Made SPSS Version 27 (2025)

From the results of the regression analysis, the following multiple regression equation can be obtained:

$$Y = 3.914 + 0.562 X_1 + 0.266X_2 + e$$

The regression equation above has the following interpretation:

1. The constant of 3.914 shows that if the job satisfaction and career development variables do not exist or have a value of 0 (zero), then the performance of BFI

employees

Finance will be worth 3,914 .

2. The coefficient of the job satisfaction variable of 0.562 means that every one unit increase in job satisfaction will cause an increase of 0.562 in the performance of BFI Finance employees.
3. The career development variable coefficient of 0.266 indicates that every one unit increase in career development will contribute to increasing the performance of BFI Finance employees by 0.266.

Overall, these results indicate that both independent variables job satisfaction and career development has a positive influence on the dependent variable, namely employee performance. In other words, the higher the job satisfaction and career development, the better the performance of BFI Finance employees in Palopo City.

#### *Significance Test Partial (t-test)*

Based on the results of the statistical analysis in table 3 , the calculated t value for job satisfaction was 3.629, which is greater than the t table value of 2.011, with a significance value of 0.001 which is smaller than 0.05. This indicates that H1 is accepted , which means job satisfaction has a significant effect on the performance of BFI Finance employees in Palopo City.

More carry on variables development career shows the calculated t value for job satisfaction of 2.027, which is greater than the t table value of 2.011, with a significance value of 0.005 which is smaller than 0.05. This indicates that H1 is accepted , which means job satisfaction has a significant effect on the performance of BFI Finance employees in Palopo City.

#### *Significance Test Simultaneous (F-Test)*

ANOVA <sup>a</sup>						
Model	Amount from Checked	df	Means Rectangle	F	Signatur e.	
1	Regression	711,558	2	355,779	61,395	.001 <sup>b</sup>
	Remainder	272,362	47	5,795		
	Total	983,920	49			

a. *Depends Variables* : Employee performance (Y)

b. *Predictor: (Constant)* , Development Career (X<sub>2</sub>), Satisfaction Work (X<sub>1</sub>)

Based on the results of the F test conducted, the calculated F value was 261.404 with a significance level of <0.001. Because the calculated F value is greater than the F table (61.395 > 3.20), and the significance value is smaller than 0.05 (0.001 <0.05), it can be concluded that Job Satisfaction and Career Development together have a significant effect on employee performance at BFI Finance, Palopo City.

This shows that the two independent variables (Job Satisfaction and Career Development) collectively have a significant contribution to improving employee performance in the company.

Determination Test ( $R^2$ )

Table 5. Results Test Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Customized R Square	Standard. Error from That Estimating
1	0.850 <sup>a</sup>	723	711	2.40727

A. Predictor: ( Constant), Development Career ( $X_2$ ), Satisfaction Work ( $X_1$ )

Source: Data Made SPSS, Version 27 (2025)

Based on the coefficient of determination obtained, it can be concluded that Job Satisfaction and Career Development have an influence on employee performance at BFI Finance, Palopo City by 72.3 %. The remaining 27.7 % is influenced by other factors not included in the variables discussed or included in this study.

**Discussion**

*The Influence of Job Satisfaction on the Performance of BFI Finance Employees.*

A comfortable and supportive work environment has been shown to increase job satisfaction because employees feel safe, accepted, and supported in carrying out their work (Chiang & Hsieh, 2021) . Positive interpersonal relationships between employees and their colleagues and superiors also play an important role in creating a harmonious work atmosphere, thereby increasing feelings of job satisfaction and engagement (Ahmed, Shields, & White, 2020) . In addition, the availability of clear career development opportunities is a major factor that drives job satisfaction, because employees feel they have future prospects and opportunities to grow within the organization (Weng & McElroy, 2020) . High job satisfaction ultimately contributes directly to improved employee performance, where individuals who are satisfied with their work show better productivity, commitment, and work quality (Coetzee & Stoltz, 2015).

According to (Pasaribu et al., 2025) Study in journal That show that This Work influential positive to performance employees , where individuals with level This high work tend increase performance employees . Meanwhile According to (Hanifah, 2016) Satisfaction Work No influential to performance Employees . According to Robbins and Judge (2019), high job satisfaction encourages employees to perform better, exhibit high levels of loyalty, and commit to the organization. Research conducted by Luthans (2020) also shows that job satisfaction has a positive relationship with increased productivity and individual performance.

Job satisfaction has been shown to have a positive and significant impact on employee performance at BFI Finance in Palopo City, indicating that job satisfaction is a crucial factor in improving employee performance at the company. The results of this study also align with previous research conducted by (Friedjung, 2024) in which variable Job Satisfaction has a significant influence on Employee Performance .

*Influence Development Career on BFI Finance Employee Performance .*

Training and development are crucial aspects of career development, as they provide competency enhancements that directly impact employee performance and productivity (Noe, 2017). Furthermore, promotions that are given fairly and based on performance boost motivation and create positive perceptions of career opportunities within the organization, thereby increasing employee commitment and performance (Ng & Feldman, 2010). Clear and structured career planning also impacts performance by helping employees understand their

development paths and achievable long-term goals (Orpen, 1994). Furthermore, appropriate recognition and recognition play a key role in supporting career development, as employees feel their efforts and contributions are appreciated, thus encouraging them to perform optimally (Eisenberger & Rhoades, 2002). Overall, these indicators demonstrate that effective career development directly contributes to improved employee performance through increased competency, motivation, and job satisfaction.

According to (Seku & Andriyani, 2023) results his research show that employee interest in positive career development significantly improves overall performance. Whereas According to (Rialmi, 2020) results his research show No There is influence Important between Development Career Employee Performance . According to research conducted by Mondy and Noe (2020), effective career development provides direction and clarity for employees in achieving performance targets and encourages performance improvement. Research by Mathis and Jackson (2021) also shows that planned career development has a significant impact on improving individual performance.

Career development has a positive and significant impact on the performance of BFI Finance employees in Palopo City, which is proven, which means that career development has a significant impact on employee performance in the company. The results of this study are also in line with previous research conducted by (Julianita, 2021) .

#### *Influence Satisfaction Work and Development Career on BFI Finance Employee Performance .*

A safe, comfortable, and supportive work environment has been shown to increase job satisfaction because it creates an atmosphere in which employees can work effectively without physical or psychological barriers (Al-Anzi, 2009). Furthermore, ongoing training and development helps improve employee competence and confidence, ultimately strengthening their perception of career development opportunities within the organization (Saks & Burke, 2012). Clear and directed career planning, which encourages employees to feel they have certain future prospects, increases motivation, and contributes to job satisfaction (De Vos & Soens, 2008). When job satisfaction and career development are met, employees demonstrate higher commitment, work quality, and productivity, which have direct implications for improving organizational performance.

Based on the research results This show that job satisfaction has a positive effect on employee performance and career development variables have a positive and significant effect on employee performance. The results of this study are also in line with previous research in the journal (Mokoagow et al., 2020) .

#### **Conclusion**

The results of the study indicate that job satisfaction has a positive and significant effect on the performance of BFI Finance employees in Palopo City. The higher the level of job satisfaction experienced by employees, the better their performance will be. Consequently, employees who are satisfied with their jobs will have higher motivation, strong loyalty to the company, and a tendency to work more efficiently and productively. Job satisfaction also plays a role in reducing absenteeism and turnover rates, thereby creating a stable and conducive work environment for improving overall organizational performance. Consequently, the combination of high job satisfaction and good career development opportunities creates a productive, innovative, and results-oriented work environment. Employees become more motivated to achieve targets, adapt to change, and commit to the company's vision and mission.

### Suggestion

Study This own a number of limitations , among other spaces Scope sample limited to one company so that the result Not yet can generalized to organization others , as well as Use Technology as instrument potential main Gives rise to subjective bias respondents . In addition , the variables studied only [Text unclear] This employment and development career , while other factors that can also For performance employee No ... in the research model . Therefore that , researcher Furthermore recommended For Matter coverage samples on various company or sector different industries , using method more data collection diverse like interview or observation , and add other variables such as motivation , style Leadership , or Environment Work For miners a clearer picture comprehensive about factors that influence performance employee .

### References

- Attamimi, SK, Hayati, K., & Karim, M. (2022). The Effect of Job Satisfaction and Work Engagement on Employee Performance (The Effect of Job Satisfaction and Work Engagement on Employee Performance). *Accounting, Management, and Business Review* , 2 (1), 67–77.
- Berlyana, R., & Pramaisela, D. (2022). The Influence of Career Development, Satisfaction, and Workload on Employee Performance. *Journal of Management Science and Research* , 11 (11), 1–15.
- Dewi, CAM, Fitriasia, D., & Kusumasari, NMI (2025). Literature Review: The Role of Human Resource Management in Improving Employee Performance. *EKOMA: Journal of Economics, Management, and Accounting* , 4 (4), 6708–6713.  
<https://doi.org/10.56799/ekoma.v4i4.9236>
- Friedjung, H. (2024). The Influence of Job Satisfaction on Employee Performance. *Geschichte di Gesprächen* , 2 (1), 907–917.  
<https://doi.org/10.7767/boehlau.9783205123941.907>
- Hanifah, N. (2016). *The influence of job satisfaction on employee performance through affective commitment (study on employees of PT. Petrokopindo Cipta Harmoni Gresik)* . 4 , 1–10.
- Jalaludin, A., Oktavianti, N., Kunci, K., Karir, P., Kerja, D., & Karyawan, K. (2024). The Influence of Career Development and Work Discipline on Employee Performance at PT. Karya Prima Usahatama Jakarta. Abstract article info. *Cakrawala: Journal of Economics, Management and Business* , 1 (1), 10–18.  
<https://jurnalamanah.com/index.php/cakrawala/index>
- Julianita, R. (2021). The Effect of Career Development Programs on Employee Performance (Case study at PT. Telkom Malang). *Jemasi: Journal of Management Economics and Accounting* , 14 (1), 55–63. <https://doi.org/10.35449/jemasi.v14i1.20>
- Mokoagow, Z., Soegoto, AS, & Sumarauw, JSB (2020). The Influence of Job Satisfaction and Career Development on Employee Performance at PT. PLN (Persero) in the North Sulawesi Region. *EMBA Journal: Journal of Economics, Management, Business, and Accounting Research* , 8 (1), 491–500.

- Nitisemito. (2024). The Influence of Job Satisfaction on Employee Performance at PT Telkom Akses Semarang. *Journal of Economics, Business and Accounting (COSTING)* , 7 (5), 4547–4560. <https://doi.org/10.31539/costing.v7i5.12332>
- Paparang, NCP, Areros, WA, & Tatimu, V. (2021). The Influence of Job Satisfaction on the Performance of Employees at the PT. Pos Indonesia Office in Manado. *Productivity* , 2 (2), 119–123. <https://ejournal.unsrat.ac.id/index.php/productivity/article/view/33793>
- Pasaribu, R., Islam, U., Sumatera, N., Hasanah, SN, Islam, U., Sumatera, N., Kinanti, A., Islam, U., Sumatera, N., Ningrum, WP, Islam, U., Sumatera, N., Putri, RK, Islam, U., & Sumatera, N. (2025). *The influence of job satisfaction on employee performance* . 2 (3), 673–682.
- Rialmi, Z. (2020). *The Influence of Career Development on Employee Performance at PT Bank CIMB Niaga, Pondok Indah Branch, South Jakarta* . 4 (2), 210–221.
- Sandriani, & Yogya, MA (2021). Factors Influencing Job Satisfaction of Plantation Employees at PT. Perkebunan Nusantara V Kebun Air Molek I, Indragiri Hulu Regency. *Valuta Journal* , 1 (2), 233–249.
- Seku, SI, & Andriyani, S. (2023). The Influence of Career Development on Employee Performance (Case Study at PT. Pegadaian Persero Ende Branch). *Journal of Management* , 16 (2), 1–15.
- Sugianto, E., Muhammad Nur, Jefferson Siahaan, Ikram Yakin, & Yanti Setianti. (2024). The Influence of Job Satisfaction, Work Motivation, and Career Development on Employee Performance. *JEMSI (Journal of Economics, Management, and Accounting)* , 10 (3), 2110–2115. <https://doi.org/10.35870/jemsi.v10i3.2529>
- Sugiono. (2025). Population and Sample in Educational Research: Understanding the Differences, Implications, and Appropriate Selection Strategies. *Katalis Pendidikan: Journal of Educational Sciences and Mathematics* , 2 (2), 208–218. <https://doi.org/10.62383/katalis.v2i2.1670>
- Supardi, E. (2023). Career Development and Its Contribution to Employee Performance. *Gea Journal of Geography* , 9 (1). <https://doi.org/10.17509/gea.v9i1.1680>
- Ummah, MS (2022). The Influence of Career Development on Employee Job Satisfaction at PT Dimas Drilindo. *Sustainability (Switzerland)* , 11 (1), 1–14. [http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484\\_Sistem\\_Pembetulan\\_Terpusat\\_Strategi\\_Melestari](http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_Sistem_Pembetulan_Terpusat_Strategi_Melestari)
- Widya Nastiti, R. (2022). N. Job satisfaction is not significant to performance. *Sibatik Journal: Scientific Journal in the Field of Social, Economic, Cultural, Technology, and Education* , 1 (11), 2337–2348.
- Yasin, N., Adil, A., & Suardi, A. (2023). The Effect of Job Training and Work Discipline on Employee Work Productivity at PT. PLN (Persero) ULP Belopa. *SEIKO: Journal of*

*Management & Business* , 6 (1), 434–441.  
<https://doi.org/10.37531/sejaman.vxix.457>