

The Effects Of Career Development, Organizational Climate, and Leadership Style on Employee Satisfaction

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Abstract

Job satisfaction is an important thing in human resource management, because it will affect the positive behaviors of the employees. This study aims to examine and analyze the effect of career development, organizational climate and leadership style on employee job satisfaction. Population in this research is 120 employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan. The sample used is 93 employees, calculated based on the Slovin formula. The Methods of data collection using survey methods, with the research instrument is a questionnaire. The data analysis method using Partial Least Square (PLS). The results of this study indicate that the career development variable has a positive and significant effect on job satisfaction. Organizational climate variable has a positive and significant effect on job satisfaction. And the leadership style variable has a positive and significant effect on job satisfaction.

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INTRODUCTION

PT. Astra International Tbk. Auto 2000 Puri Kembangan is a company engaged in the trade and service of Toyota brand vehicles which was established in 1989. PT. Astra International Tbk. Auto 2000 Puri Kembangan has a vision of “To become the best and most reliable Toyota Dealer in Indonesia through a world-class process.” To realize this vision, PT. Astra International Tbk. Auto 2000 Puri Kembangan certainly needs to be supported by human resources who have good performance. Human resources who have high performance at work are expected to be able to take responsibility for their duties and be motivated to achieve company goals and be able to survive in the midst of increasingly fierce competition today. However, based on available data as shown in Table 1, the company's target was not achieved.

**Table 1. Achievement of Target PT. Astra International Tbk. Auto 2000 Puri
Kembangan 2018-2020.**

Year	Unit Targeted Entry	Realization	The Gap	Presentage	Explanation
2018	25800	25960	160	101%	Tercapai
2019	26300	26005	(295)	98%	Tidak Tercapai
2020	21492	18115	(3377)	84%	Tidak Tercapai

Source : PT. Astra International Tbk. Auto 2000 Puri Kembangan (2021)

Pre-Survey was conducted to 30 employees online to find out the condition of employee attitudes and perceptions, this can be seen from the answer not as many as 19 employees at point 2, and the answer not at point 3 as many as 18 employees. And there are indications that there are problems with the organizational climate as many as 22 employees at point 1, 21 employees at point 4 and 20 employees at point 10. As well as indications on career development at points 5, 6, 7, and 9 who answered no. respectively, namely 20, 21, 20, and 20 employees. As well as indications of problems in leadership style at points 8, 11, and 12, each of which answered no, namely as many as 22, 18, and 20 employees.

Based on the problems above, several problems were identified at PT. Astra International Tbk. Auto 2000 Puri Kembangan, namely the absence of clear career development for employees, an organizational climate that does not support the work of employees, and lack of continuity between leaders and employees. So with this the authors choose career development, organizational climate, and leadership style as factors that influence employee job satisfaction.

According to Harlie (2012), career development has many uses regarding future careers to make it easier for employees to be more responsible for career paths in the future. Career development also has an impact on employee performance, because career development is a formal approach taken by the company with the aim of ensuring employees in the company with the right qualifications and abilities and experience when needed. With the career development program, it can further increase the impetus or motivation for employees to excel and provide maximum contribution to the company. This happens because someone's motivation will arise if the existing career development in a company already exists and is clear to be implemented.

The research results of Wuarlima et al. (2019) states that career development has an effect on employee job satisfaction, which means that career development has a strong correlation with employee job satisfaction. Any changes in job satisfaction can be caused by career development. Lisdiani (2017) career development has a positive effect on employee job satisfaction, that career development is the impetus to move forward in an organizational environment. Thus it is also a motivation to realize a successful career it will make employees feel satisfied with their performance. However, Alif (2015) states that career development has no effect on employee job satisfaction. This means that there will be

an increase in job satisfaction even if there is no clear career development support. Job development indicators that cannot affect job satisfaction are work performance for career goals, high work standards for career goals, mentor guidance, opportunities from superiors for careers, always working for company progress and career development training both formal and non-formal. Meanwhile, job satisfaction indicators that are not influenced by career development variables are growth in work, quality of supervisors in assisting technical work, appropriate salary and fair salary. The results of research by Mabruroh et al. (2017) also stated that career development does not have a significant effect on employee job satisfaction. This is because the existing indicators are not a reason for employees to have high job satisfaction in the organization.

Organizational climate can be seen from how employees are nurtured, valued and directed by the company. According to Widodo (2015), commitment to be loyal to the company and job satisfaction felt by every employee will be established if the organization has a climate that supports employees. According to Susanty (2012), every organization has a different climate that can influence the behavior of human resources in the company. The results of the study by Nabilah et al., (2017) state that organizational climate affects employee job satisfaction, which means that the higher the organizational climate in an organization, the higher the organizational commitment. The existence of a good organizational climate will be able to lead to job satisfaction, employees who are in a good and conducive organizational climate will be able to create employee initiatives to want to do an activity and work that is an obligation. Andayani (2020) organizational climate affects employee job satisfaction, leaders must also be able to pay attention to the organizational climate, especially a comfortable work environment. The results of the study by Noor et al., (2019) stated that organizational climate had no effect on job satisfaction. Aryanto et al. (2019) Organizational climate has no significant effect on job satisfaction. This is due to the plurality of employees in terms of age, education level, and length of service. The plurality of these employees sometimes creates a gap or limit to be able to blend in with others.

The leadership style of a manager in leading his subordinates has an impact on employee attitudes and performance. Characteristics of subordinates and related to the communication process that occurs between leaders and subordinates, this is influenced by the effectiveness of the leader. For employees to work according to the program, the role of a leader is very big. Basically without leadership, relationships and individual goals with company goals become tenuous or weak. This situation causes the individual goals not to be directed and the achievement of company goals to be inefficient. Fahmi (2016) leadership style of a leader has behaviors and strategies that are often applied so that it can affect morale and job satisfaction by paying attention to and meeting the needs of their employees. A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals.

Rashid et al. (2017) stated that democratic leadership style has an effect on employee job satisfaction. This is because the democratic leadership style can increase employee job satisfaction. The democratic leadership style is indeed an important thing to increase employee job satisfaction with the leader being open to suggestions and opinions making employees feel that their presence is considered important and valued in the work environment. As Sabit (2019) democratic leadership style has a positive effect on job satisfaction. The results of the study by Sagita, (2018) suggested that leadership style is a pattern of influencing behavior shown by leaders in influencing other people or employees. But research by Rinaldi et al. (2018) stated that leadership style has no effect on employee performance and organization communication.

Based on the results of previous studies, there have been many studies on the influence of career development, organizational climate and leadership style. Most research results show that career development, organizational climate and leadership style have a positive and significant effect on job satisfaction. However, the results are not consistent, so research still needs to be done.

In accordance with the previous theoretical and research studies, three hypotheses were prepared as follows: 1) Career development has a positive and significant effect on job satisfaction. 2) Organizational climate has a positive and significant effect on job satisfaction. 3) Leadership style has a positive and significant effect on job satisfaction

The results of this study are expected to be able to provide recommendations to management in order to increase employees job satisfaction. In addition, the results of this study are expected to provide support for the theory in the form of empirical evidence on how to increase employees job satisfaction in organization.

Based on the description above, the results of interviews, pre-survey results and differences in research results, the authors are interested in conducting research with the title "Career Development, Organizational Climate and Leadership Style on Employee Job Satisfaction at PT. Astra International Tbk. Auto 2000 Puri Kembangan".

METHODS

The time of the research was carried out from September 2020 to June 2021. The research was carried out at PT. Astra International Tbk. Auto 2000 Puri Kembangan. The research design used in this study is a causal quantitative research design.

Job satisfaction is measured by employees' perceptions of what they feel at work. consists of the dimensions of satisfaction with the work itself, salary or wages, promotions, working conditions, satisfaction with work groups and satisfaction with supervision. Career development variables are measured from employees' perceptions of career development opportunities. Organizational climate variables are measured from employees' perceptions of the expected organizational climate, consisting of the dimensions of management support, task clarity, opportunities for expression, meaning of

contributions, rewards and challenges. Leadership style is measured by employees' perceptions of their direct superiors, which consists of authoritarian, democratic, and free leadership dimensions. The measurement scale used in this study is a Likert scale.

The population is employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan as many as 120 employees, the number of samples is determined by the Slovin formula with an error rate of 5%, so the total sample is 93 people. Data collection techniques with questionnaires.

Data analysis using SEM (Structural Equating Modeling) – PLS (Partial Least Square) Structural Equating Modeling (SEM) is an analytical technique that allows testing a series of relationships simultaneously. This relationship is built between one or several independent variables with one or more dependent variables. The data analysis method in this study uses component or variance based Structural Equation Modeling (SEM) where the data processing uses the Smart-Partial Least Square (Smart-PLS) version 3.0 program.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents in this study were employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan. The data collection method used a questionnaire to obtain data on career development, organizational climate and leadership style on employee job satisfaction. Questionnaires were distributed to 93 respondents. Characteristics of respondents based on gender, age, last education, division and length of work are presented in Table 2:

Table 2. Characteristics of Respondents

Characteristics		Number of Respondents	Percentage (%)
Gender	Male	79	84.94
	Female	14	15.06
	Total	93	100.00
Age (years)	< 21	0	-
	21-30	60	64.50
	31-40	26	27.96
	41-50	7	7.53
	Total	93	100.00
Education	High School	73	78.50
	Diploma	8	8.60
	Undergraduate	12	12.90
	Total	93	100.00
Marital Status	Married	79	84.95
	Not Married	14	15.05
	Total	93	100.00
Division	Sales	28	30.11
	Aftersales/Service	34	36.56
	Administration	31	33.33
	Total	93	100.00

	5-10	58	62.36
Tenure (Years)	10-15	30	32.26
	15-20	5	5.38
	Total	93	100.00

Source : Research Data Processed (2021)

Based on Table 2, most of the sexes were male as many as 79 respondents or 84.9% and 14 respondents or 15.1% female. Based on the table above, it can be seen that most of the employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan is male. Most respondents were aged between 21-30 years with 60 respondents or 64.51% followed by the age of 31-40 years as many as 26 respondents or 27.96% and ages 41-50 years with 7 respondents or 7.53%. This shows that most of the employees who work at PT. Astra International Tbk. Auto 2000 Puri Kembangan is less than 30 years old.

The education level of most of the employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan as many as 73 respondents or 78.50% are SMA/SMK followed by Bachelor (S1) as many as 12 respondents or 12.90% and Diploma (D3) as many as 8 respondents or 8.60%. This shows that employees who work at PT. Astra International Tbk. Auto 2000 Puri Kembangan has met the minimum requirements of the level of education to work in the automotive world. The marital status of the most respondents was married as many as 79 respondents or 84.95% and unmarried as many as 14 respondents or 15.05%. This shows that most of the employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan is married.

The most respondent division is aftersales/service with 34 respondents or 36.56% followed by ADM division with 31 respondents or 33.33% and sales division with 28 respondents or 30.11%. This shows the ratio of employees of PT. Astra International Tbk. Auto 2000 Puri Kembangan in each division is almost the same or the distribution of employees is evenly distributed in all divisions.

Most respondents worked length of time between 5-10 years as many as 58 respondents or 62.36% followed by between 10-15 years as many as 30 people or 32.26% and between 15-20 years as many as 5 respondents or 5.38%. This shows that the employees still needs a lot of experience to master the work and responsibilities as an employee who is later expected to be able to deal with various problems and challenges that exist in the automotive world.

Partial Least Square Analysis

Evaluation of the Measurement Model (Outer Model)

The convergent validity test of each construct indicator has good reliability if the value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. (Nabilla, 2019). Based on these criteria, the research measuring instrument has met the validity and reliability. The next step that is tested is the problem related to discriminant validity which is carried out by looking at the value of the square root of average variance extracted (AVE) for each construct with the correlation value between constructs in the model. This method is often called the Fornell Larcker Criterion.

Table 3. Fornell Larcker Criterion Test Results

Variable	X2	X3	Y	X1
Leadership Style (X2)	0,770			
Organizational Climate (X3)	0,449	0,882		
Job Satisfaction (Y)	0,596	0,796	0,807	
Career Development (X1)	0,523	0,716	0,725	0,757

Source : PLS Output (2021)

As Table 3, the square root of average variance extracted is 0.770; 0.882; 0.807 and 0.757. These values are greater than the correlation of each construct and meet the criteria of discriminant validity. The reliability test was carried out using the composite reliability test and cronbach's alpha (Nabilla, 2019). If all variables have a composite reliability value and Cronbach's alpha 0.7, it means that the construct has good reliability or the questionnaire used as a tool in this study is consistent. The test results are presented in Table 4.

Table 4. Composite Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Conclusion
Career Development (X1)	0.949	0.943	Reliable
Leadership Style (X2)	0.949	0.943	Reliable
Organizational Climate (X3)	0.975	0.971	Reliable
Job Satisfaction (Y)	0.969	0.966	Reliable

Source : PLS Output (2021)

As mention in Table 4, the composite reliability for variable career development is 0.949. The value is more than 0.7. The value of Cronbach's Alpha is 0.943, also more than 0.7. It can be concluded that the instrument measuring career development is reliable. The composite reliability for variable leadership style is 0.949. The value is more than 0.7. The value of Cronbach's Alpha is 0.943, also more than 0.7. It can be concluded that the instrument measuring leadership style is reliable.

The composite reliability for variable organizational climate is 0.995. The value is more than 0.7. The value of Cronbach's Alpha is 0.971, also more than 0.7. It can be concluded that the instrument measuring organizational climate is reliable. The composite reliability for variable job satisfaction is 0.969. The value is more than 0.7. The value of Cronbach's Alpha is 0.966, also more than 0.7. It can be concluded that the instrument measuring job satisfaction is reliable.

Structural Model Testing (Inner Model)

Testing the inner model is the development of a concept and theory-based model in order to analyze the relationship between exogenous and endogenous variables which has been described in a conceptual framework. The value of R-Square (R2) or the coefficient of determination of the job satisfaction construct is 0.725. These results indicate that the dependent variable of job satisfaction can be explained by the independent variables, namely career development, organizational climate and

leadership style by 72.5% while the remaining 27.5% is explained by other independent variables. Testing the Goodness Of Fit Structural Model on the inner model using the predictive-relevance (Q^2) value. Q -square value < 0 indicates that the model lacks predictive relevance. The results of the above calculation show that the predictive relevance (Q^2) is 0.525 (> 0). Thus, it can be said that the model is considered relevant to the prediction of the given dependent factor. This means that the observation value generated by the model is good.

Hypothesis Testing Results

Table 5. Hypothesis Testing Results

	Original Sample	Standar Deviation	T-statistics	P Value	Conclusion
Career Development → Job Satisfaction	0.217	0.091	2.388	0.017	Positive – Significant
Organizational Climate → Job Satisfaction	0.531	0.084	6.350	0.000	Positive – Significant
Leadership Style → Job Satisfaction	0.244	0.069	3.522	0.000	Positive – Significant

Source : PLS Output (2021)

As mention in Table 5, the results of hypothesis testing are as follow :

Hypothesis 1 : Career development has positive and significant effect on job satisfaction

Based on the hypothesis test in this study, the results of the T-statistic value of 2.388 and the original sample value of 0.217. The T-statistic value is greater than the T-table value of 1.96 and the original sample value shows a positive value. This result indicates that career development has a positive and significant effect on job satisfaction. Based on Table 5, the value of the original sample estimate of the career development variable is positive at 0.217. then it can be seen that the T-statistic is 2.388 1.96 so that it can be said to have a significant effect. Thus, the hypothesis H1 in this study is accepted, career development has a positive and significant effect on job satisfaction.

Hypothesis 2 : Organizational climate has positive and significant effect on job satisfaction

Based on the hypothesis test in this study, the T-statistic value was 6.350 and the original sample value was 0.531. The T-statistic value is greater than the T-table value of 1.96 and the original sample value shows a positive value. This result indicates that organizational climate has a positive and significant effect on job satisfaction. The value of the original sample estimate of the organizational climate variable is positive at 0.531. then it can be seen that the T-statistic is 6.350 1.96 so that it can be said to have a significant effect. Thus, hypothesis H2 in this study is accepted, organizational climate has a positive and significant effect on job satisfaction.

Hypothesis 2 : Leadership style has positive and significant effect on job satisfaction

Based on the hypothesis test in this study, the T-statistic value was 3.522 and the original sample value was 0.244. The T-statistic value is greater than the T-table value of 1.96 and the

original sample value shows a positive value. This result indicates that leadership style has a positive and significant effect on job satisfaction. The value of the original sample estimate of the leadership style variable is positive at 0.244. then it can be seen that the T-statistic is 3.522 1.96 so that it can be said to have a significant effect. Thus, hypothesis H3 in this study is accepted, leadership style has a positive and significant effect on job satisfaction.

Effect of Career Development on Job Satisfaction

These results indicate that career development has a positive and significant effect on job satisfaction. The results of this study are in accordance with research conducted by Hardyanti and Hubarat (2018) which states that career development has a positive and significant effect on job satisfaction. The results of this study are also reinforced by Aritonang and Erdiansyah (2019) who conclude that career development has a positive and significant influence on job satisfaction. In the case that occurred at PT. Astra International Tbk. Auto 2000 Puri Kembangan is the low level of opportunity to develop the employee's career itself, which is characterized by the company not clearly providing clear information about career opportunities so that it leads to employees who feel less supported in their work. From this it can be concluded that the more employees feel satisfied to develop their careers in the company, the higher the job satisfaction and vice versa.

The Effect of Organizational Climate on Job Satisfaction

These results indicate that organizational climate has a positive and significant effect on job satisfaction. The results of this study are in accordance with research conducted by Pahlawan (2020) which states that organizational climate has a positive and significant effect on job satisfaction so that the more appropriate and healthy an organizational climate will be, the higher the level of job satisfaction of employees in the organization concerned. Organizational climate is very necessary in increasing job satisfaction, the better the organizational climate in the company, the job satisfaction will increase and vice versa.

The results of this study also support Rahadian (2017) which states that the organizational climate variable has a positive and significant influence on the job satisfaction variable. Organizational climate has a direct relationship with job satisfaction, so if the organizational climate increases, the level of job satisfaction will also increase. This research is in line with research conducted by Falahi (2019) which states that organizational climate has a positive and significant effect on job satisfaction at PT. Telkom Access Medan. Based on the correlation analysis, the organizational climate has a very/very high level of relationship with job satisfaction. So that this variable can be used as a strength in terms of compiling and determining a more appropriate business strategy today and in the future.

The results of this study are in line with research conducted by Mindari (2019) which shows that organizational climate variables have a very significant effect on employee job satisfaction. This is supported by the implementation of the work that employees feel is not experiencing obstacles because the leadership gives full confidence in the tasks given. A sense of comfort is felt because of the friendly

work atmosphere, where fellow colleagues always help each other, even conflicts are always resolved peacefully.

The Effect of Leadership Style on Job Satisfaction

These results indicate that leadership style has a positive and significant effect on job satisfaction. This study are in accordance with research conducted by Rahwani (2020) which states that leadership style has a positive and significant effect on job satisfaction. Leadership style has a direct relationship with job satisfaction, this means that if the leadership style increases, job satisfaction will also increase. This study strengthens previous research conducted by Mindari (2019) which concluded that leadership style has a very significant effect on employee job satisfaction, which means that if the leadership style is improved, job satisfaction will increase, and vice versa. In the case of this study, it can be seen from the attitude of superiors at PT. Astra International Tbk. Auto 2000 Puri Kembangan has a leadership style that makes the work atmosphere pleasant, creates good cooperation with subordinates and pays attention to the level of welfare of his subordinates. With a good leadership style, employee satisfaction will increase. The results of this study do not support previous research conducted by Kertiriasih (2019) which concluded that there was no influence between leadership style on employee job satisfaction.

CONCLUSION

Based on testing the hypothesis of the problem formulation along with the data analysis and discussion presented in the previous chapter, several research conclusions can be put forward as follows:

Career development has a positive and significant effect on employee job satisfaction. This shows that career development plays a very important role in job satisfaction, the higher the career development it will increase employee job satisfaction, on the contrary the lower the career development of the employee, the lower the employee's job satisfaction.

Organizational climate has a positive and significant effect on employee job satisfaction. This shows that organizational climate plays a very important role in job satisfaction, the higher the organizational climate it will increase employee job satisfaction.

Leadership style has a positive and significant effect on job satisfaction for employees. This shows that the leadership style plays a very important role in job satisfaction, the higher the leadership style, the higher the employee's job satisfaction. The most important dimension of the leadership style is democratic style.

Recommendation to increase the employees job satisfaction the company should provide the employee careers appropriately and fairly, so they are given the same opportunity to achieve better career. The management can improves the employees job satisfaction by increasing the organization climate, especially the dimension of the clear job description. The company can increase the employees job satisfaction by increasing the leadership style, especially the democratic style of leadership.

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