


The Influence of Career Development and Work Motivation on Employee Performance With Job Satisfaction as an Intervening Variable at PT PLN (Persero) S2JB Distribution Parent Unit

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Article Info	ABSTRACT
Keywords: Career Development, Work Motivation, Employee Performance, Job Satisfaction;	This research aimed to examine the influence of career development and work motivation on employee performance with job satisfaction as an intervening variable. This research uses a quantitative approach method. The sample in this research was employees of PT PLN (Persero) S2JB Main Distribution Unit, with a total of 128 respondents. The research data source was primary data by distributing questionnaires. The data analysis method in this research uses Structural Equation Modeling (SEM) with the SmartPLS application. The results of this research show that the career development variable has a significant positive effect on employee performance, work motivation has a significant positive effect on employee performance, career development has a positive effect on job satisfaction, work motivation has a positive effect on job satisfaction, job satisfaction has a positive effect on employee performance. Apart from that, career development has a positive and significant effect on employee performance which is mediated by job satisfaction and work motivation has a significant positive effect on employee performance which is mediated by job satisfaction.
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INTRODUCTION

Human resources are an important factor in an organization or company and have an important role in every activity carried out by a company (Wibowo, 2021). Success in achieving an organizational goal depends on the utilization of existing resources, especially human resources. Therefore, companies need to pay attention to proper management of existing human resources so that they can be utilized optimally (Dessler, 2020).

One important factor in efforts to improve employee performance is career development (Sularmi & Banjal, 2020). Career development will be able to improve employee performance so they can achieve a targeted career path (Jumawan & Mora, 2018). Career development is a series of positions that a person occupies during their working period through education and training levels within the company (Syahputra & Tanjung, 2020). Gomes (2003) argues that from an employee's perspective, career

development provides an overview of future career paths within the organization and indicates the long-term interests of the organization towards employees. Good career development can provide various positive influences in improving employee performance, good relationships between employees and superiors, work motivation and commitment to the organization (Balbed & Sintaasih, 2019; Lei et al., 2021; Natalia & Netra, 2020; Ramli & Yudhistira, 2018; Tiong et al., 2023; Wang & Chen, 2022).

Improving employee performance other than through career development can be done by providing work motivation to employees. According to Robbins and Coulter (2018) motivation is a process that refers to a person's efforts where the person is energized, directed and sustainable towards achieving a goal. In general, motivation can be interpreted as direction and persistence in action. Motivation relates to why people choose certain actions over others, and why they continue with the chosen actions and often over long periods of time (Mullins, 2019).

Work motivation is a driving force for employees to be active and serious in carrying out their duties. Providing motivation is the right foundation that can create a sense of discipline towards work. Work motivation provided by the company is one way to influence subordinates to improve the quality of their work so that goals are achieved and employee performance increases from existing human resources in an organization (Mullins, 2019).

Apart from career development and work motivation, job satisfaction is also something that needs to be considered in improving employee performance (Mullins, 2019). Job satisfaction is defined as an individual's general attitude towards his job. A person with a high attitude of satisfaction will show a positive attitude towards work, whereas someone who is dissatisfied with their job will show a negative attitude towards their work (Robbins & Coulter, 2018).

PT PLN (Persero) is a company operating in the electricity sector under the auspices of a State-Owned Enterprise. PT PLN (Persero) S2JB Main Distribution Unit has an important role in improving quality and fostering profits in order to support development by paying attention to human resources in terms of employee performance.

Researchers conducted initial observations and surveys in February 2023 at PT PLN (Persero) S2JB Main Distribution Unit with the aim of finding out problems within the company by conducting interviews with a sample of 16 employees. From the results of research and interviews conducted by the author in February 2023 by asking 12 questions to employees of PT PLN (Persero) S2JB Distribution Main Unit, it was found that there were phenomena that occurred, one of which was that career paths did not match the education, competence and skills of employees so that employees not being able to do the job optimally which causes the employee's career development to be less effective because they have not yet achieved a better career path.

Based on the results of interviews conducted by researchers, there were employees who worked in the finance department and were then transferred to the human resources (HR) department, as well as a lack of support from superiors for their employees. The existence of likes or dislikes between superiors and employees as well as between co-

workers which causes discomfort so that employees are not motivated and are less than optimal in doing their work. Career development can only occur through moving from a previous position and then progressing to a higher position. Of course, this creates social jealousy for other employees because career development is not influenced by the job description that has been done optimally.

The results of this interview are reinforced by the statement that career development in PT PLN (Persero) S2JB Main Distribution Unit is not in accordance with employee job specifications. The dimensions of job specifications include education and training, including suitability between responsibilities and work experience background and competence, which includes suitability between work and others (Chrisdayanti et al., 2020). According to (Susanto, 2019), (Harahap & Tirtayasa, 2020) also what influences employee performance is work motivation. Work motivation is an encouragement for someone to do their work with all their efforts and work effectively to achieve company goals (Caissar et al., 2022). According to (Pratiwi et al., 2023) with high motivation, employees will do their work seriously

Employee job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit can be seen from data on satisfaction aspects and the results of job satisfaction levels obtained from the company. The following is Table 1.4 which shows the level of job satisfaction based on company aspects:

There are several research gaps in previous research, in research (Che et al., 2021; Febrianti et al., 2020; Kuka et al., 2021; Nuriman, 2021; Suyanto et al., 2018) the results showed that there was a significant positive relationship between career development with employee performance. Meanwhile, results were found that had an insignificant negative effect between career development and employee performance in the research (Abdul Kadir, 2020; Robby & Angery, 2021).

There are results that there is a significant positive relationship between motivation and job satisfaction (Chien et al., 2022; Harahap & Tirtayasa, 2020; Schedlinsky et al., 2020; Zhang et al., 2023). Meanwhile, results were found that there was no significant negative effect between motivation and job satisfaction. Job satisfaction was found in research (Bahri & Nisa, 2017; Prasetyo et al., 2021).

Research (Munir et al., 2020) shows that there is a negative relationship between career development and job satisfaction. Meanwhile, in research (Rahayu et al., 2019), (Muhajir, 2019) it was found that career development results had a positive and significant effect on job satisfaction.

Based on this phenomenon, research was carried out on the influence of career development, motivation and job satisfaction so that we could find out how it influences employee performance. So the aim of this research is to determine the influence of career development and work motivation on employee performance with job satisfaction as an intervening variable at PT PLN (Persero) S2JB Main Distribution Unit.

METHOD

This research uses a quantitative research approach. The sample in this study was the total number of employees of PT PLN (Persero) S2JB Main Distribution Unit totaling 128 people and 1 leader.

The data source comes from primary data used in the form of a research questionnaire and direct interviews with several employee sources. The secondary data collection process is obtained from documents obtained from the company such as company profiles, company historical data, respective job description employee and other data that can support this research. Quantitative data obtained through questionnaires distributed to respondents were analyzed using Structural Equation Modeling (SEM) analysis. In this research, data analysis uses the Partial Least Square (PLS) method.

The research model developed in this research is depicted in the following diagram:

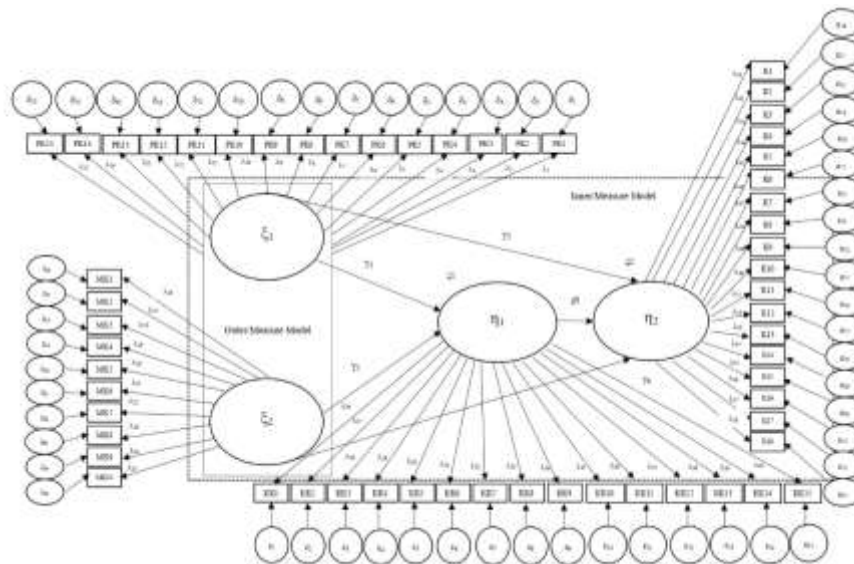


Figure 1. Research Model Diagram

Information :

ξ = Ksi, exogenous latent variable

ξ_1 = Career Development

ξ_2 = Work Motivation

η = Eta, endogenous latent variable

η_1 = Job Satisfaction

η_2 = Employee Performance

β = Beta, coefficient of influence of endogenous variables on endogenous variables

γ = Gamma, coefficient of influence of exogenous variables on endogenous variables

ζ = Zeta (small), model error

ε = epsilon, measurement error on manifest variables for exogenous latent variables

RESULT AND DISCUSSION

Results

Evaluation of the Outer Model measurement model in PLS-SEM was carried out including Convergen Validity, Discriminate Validity, and Composite Reliability.

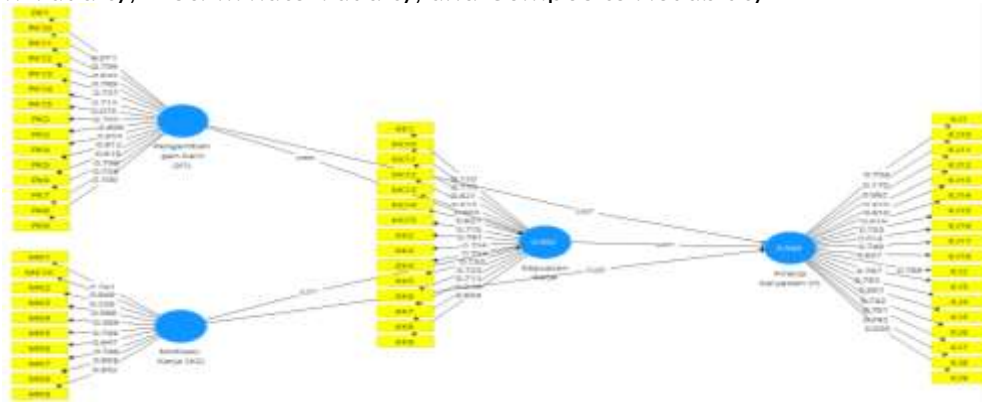


Figure 2. Outer model

Source: Data processed with SmartPLS, 2024

Outer model aimed at finding out the reliability and validity of each latent variable indicator. The loading factor test is carried out as an initial test for each indicator, in which there are variables for career development, work motivation, job satisfaction and employee performance that have met the convergent validity value using the SmartPLS program.

The results of the Fornell Larcker criterion obtained are as follows:

Table 1. Analysis Results *Fornell Larcker Criterion*

	Career Development (X1)	Work Motivation (X2)	Job Satisfaction (Y)	Employee Performance(Z)
Career Development (X1)	0.979			
Work Motivation (X2)	0.952	0.969		
Job Satisfaction (Y)	0.783	0.879	0.908	
Employee Performance (Z)	0.961	0.785	0.814	0.785

Source: Data processed with SmartPLS, 2024

Based on Table 1, it can be seen that all variables have higher values. Career Development observed in Table 1 has a value of 0.979 which is higher than other variables in the same column. Work motivation observed in the table above has a value of 0.969 which is higher than other variables in the same column. Job satisfaction observed in the table above has a value of 0.908 which is higher than other variables in the same column. Employee performance observed in the table above has a value of 0.785 which is higher than other variables in the same column.

The specific Composite Reliability value that can be accepted in research ranges from 0.60 to 0.70. A variable is said to have high reliability if the value is 0.70. The Composite Reliability value table is as follows:

Table 2. Results of Cronbach Alpha and Composite Reliability Analysis

Variable	Cronbach's Alpha	Composite Reliability	Information
Career Development (X1)	0.943	0.951	Reliable
Work Motivation (X2)	0.896	0.921	Reliable
Job Satisfaction (Y)	0.951	0.957	Reliable
Employee Performance (Z)	0.955	0.960	Reliable

Source: Data processed with SmartPLS, 2024

Based on Table 2, it can be concluded that all variables are reliable, both composite reliability and Cronbach's alpha have values above 0.70. Thus, all variables in this research model have internal consistency reliability. Based on several previous data, it can be concluded that this research has good convergent validity, good discriminant validity, and good internal consistency reliability.

Table 3. Summary of Results Measurement Models

Variable	Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	AVE	Discriminant Validity					
Career development	PK2	0.762	0.943	0.951	0.617	YES					
	PK3	0.808									
	PK4	0.856									
	PK5	0.812									
	PK6	0.813									
	PK7	0.800									
	PK8	0.730									
	PK10	0.757									
	PK11	0.834									
	PK12	0.788									
	PK13	0.737									
	PK14	0.713									
	Work motivation	MK1					0.765	0.896	0.921	0.663	YES
		MK5					0.740				
MK7		0.746									
MK8		0.892									
MK9		0.875									
MK10		0.876									
Job satisfaction	KK2	0.793	0.951	0.957	0.614	YES					
	KK3	0.757									
	KK4	0.754									
	KK5	0.729									
	KK6	0.723									
	KK7	0.711									
	KK8	0.818									
	KK9	0.854									
	KK10	0.769									

	KK11	0.822				
	KK12	0.817				
	KK13	0.802				
	KK14	0.827				
	KK15	0.775				
	KJ1	0.754				
	KJ2	0.788				
	KJ3	0.788				
	KJ4	0.784				
	KJ5	0.800				
	KJ6	0.743				
	KJ7	0.780				
Employee performance	KJ8	0.740	0.955	0.960	0.616	YES
	KJ12	0.809				
	KJ13	0.811				
	KJ14	0.811				
	KJ15	0.819				
	KJ16	0.755				
	KJ17	0.815				
	KJ18	0.749				

Source: Data processed with SmartPLS, 2024

Evaluation of the structural model (Inner Model) in PLS-SEM is carried out by testing the R-Square value on endogenous constructs, Prediction Relevance (Q-Square), Goodness of Fit and Hypothesis Testing

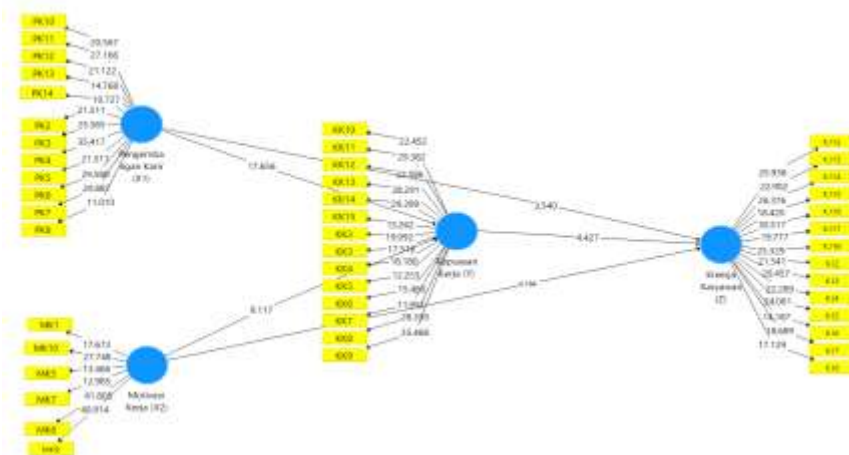


Figure 3. Inner Model

Source: Data processed with SmartPLS, 2024

Direct hypothesis testing is carried out through the path coefficient test with bootstrapping to obtain original sample values, T-statistics and P values. The results of the bootstrapping path coefficient test are as follows:

Table 4. Path Coefficient Results

	Original Sample(O)	T-Statistics	P Values	Significant Level
Career Development (X1) -> Employee Performance (Z)	0.494	3,540	0,000	Significant
Work Motivation (X2) -> Employee Performance (Z)	0.289	4,164	0,000	Significant
Career Development (X1) -> Job Satisfaction (Y)	0.659	17,656	0,000	Significant
Work Motivation (X2) -> Job Satisfaction (Y)	0.352	9,117	0,000	Significant
Job Satisfaction (Y) -> Employee Performance (Z)	0.752	4,427	0,000	Significant

Source: Data processed with SmartPLS, 2024

Based on the data results from Table 4, it can be concluded that:

1. Testing Hypothesis 1, namely that career development influences employee performance.
 This result refers to the original sample estimate value, namely 0.494 which shows a positive direction, the T-statistics value is 3.540 (>1.64) and the P-Value value is 0.000 (<0.05), it can be concluded that career development has a positive and significant effect on employee performance. Hypothesis H1 is accepted.
2. Testing Hypothesis 2 is that work motivation influences employee performance.
 This result refers to the original sample estimate value, namely 0.289, which shows a positive direction, the T-statistics value 4,164 (>1.64) and P-Value of 0.000 (<0.05), it can be concluded that work motivation has a positive and significant effect on employee performance, Hypothesis H2 is accepted.
3. Testing Hypothesis 3, namely that career development influences job satisfaction.
 This result refers to the original sample estimate value, namely 0.659 which shows a positive direction with a T-statistics value of 17.656 (>1.64) and a P-Value of 0.000 (<0.05), it can be concluded that career development has a positive and significant effect on job satisfaction, Hypothesis H3 is accepted.
4. Hypothesis testing 4 is that work motivation influences job satisfaction.
 These results refer to the original sample estimate value, namely 0.352 which shows a positive direction, the T-statistics value is 9.117 (>1.64) and the P-Value is 0.000 (<0.05), it can be concluded that work motivation has a positive and significant effect on job satisfaction, Hypothesis H4 is accepted.
5. Testing Hypothesis 5, namely that job satisfaction influences employee performance.
 This result refers to the original sample estimate value, namely 0.752 which shows a positive direction, the T-statistics value is 4.427 (>1.64) and the P-Value value is 0.000 (<0.05), it can be concluded that job satisfaction has a positive and significant effect on employee performance. , then Hypothesis H5 is accepted.

After carrying out the Path Coefficient test based on the Original Sample values and P-Values, the next step is to test the indirect effect through Intervening Variables. The results of the tests carried out using the bootstrapping test in the analysis using SmartPLS are as follows:

Table 5. Results of Specific Indirect Effects

	Original Sample(O)	T- Statistics	P Values	Significant Level
Career Development (X1) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.496	3,938	0,000	Significant
Work Motivation (X2) -> Job Satisfaction (Y) -> Employee Performance (Z)	0.265	4,808	0,000	Significant

Source: Data processed with SmartPLS, 2024

Based on the data results from Table 5, it can be concluded that:

1. Testing Hypothesis 6, namely Career Development has a positive and significant effect on employee performance through job satisfaction
 These results refer to the original sample estimate value, namely 0.496, T-statistics 3.938 (>1.64) and P-Value value of 0.000 (<0.05), it can be concluded that career development has a positive and significant effect on employee performance through job satisfaction Hypothesis H6 accepted.
2. Testing Hypothesis 7, namely that work motivation has a positive and significant effect on employee performance through job satisfaction.
 These results refer to the original sample value, namely 0.265, T-statistics 4.808 (> 1.64) and P-Value value of 0.000 (< 0.05), it can be concluded that work motivation has a positive and significant effect on employee performance through job satisfaction. Hypothesis H7 is accepted .

Discussion

Based on the results of the analysis and various tests that have been carried out, the results of the data processing in the research will then be discussed so that a clearer picture can be given regarding the influence between variables, both direct and indirect relationships mediated by the intervening variables contained in this research.

Table 6. Recapitulation of Hypothesis Test Results

Hypothesis testing	Original Sample	T- Statistics	P Values	Significant Level	Information
Career development positive and significant effect on employee performance.	0.494	3,540	0,000	Significant	Accepted
Work motivation positive and significant effect on employee performance.	0.289	4,164	0,000	Significant	Accepted
Career development positive and significant effect on job	0.659	17,656	0,000	Significant	Accepted

The Influence of Career Development and Work Motivation on Employee Performance
 With Job Satisfaction as an Intervening Variable at PT PLN (Persero) S2JB

Distribution Parent Unit–Tiara Ayu Lestari et.al

Hypothesis testing	Original Sample	T-Statistics	P Values	Significant Level	Information
satisfaction					
Work motivation positive and significant effect on job satisfaction	0.352	9,117	0,000	Significant	Accepted
Job satisfaction has a positive and significant effect on employee performance.	0.752	4,427	0,000	Significant	Accepted
Career development has a positive and significant effect on employee performance through job satisfaction	0.496	3,938	0,000	Significant	Accepted
Work motivation has a positive and significant effect on employee performance through job satisfaction	0.265	4,808	0,000	Significant	Accepted

Source: Data processed with SmartPLS, 2024

The Effect of Career Development on Employee Performance

From the results of the tests that have been carried out, the original sample results were positive, namely 0.494 with T-statistics 3.540 (>1.64), and P Values 0.000 (< 0.05) then it can be concluded that career development has a positive and significant effect on employee performance, this shows that hypothesis 1 is accepted. In Donald Super's theory, the career development theory defines an individual as someone who develops characteristics regarding self-identity, work values, abilities and interests in future career planning within a company with the aim of the employee being able to develop themselves to the maximum. The results of these findings provide an illustration that good career development management will have an impact on quality so that employee performance levels will be better. In this case, it indicates that better career development is caused by better career planning and career management, which will be followed by an increase in employee performance.

The results of this research are in line with research conducted by (Ramli & Yudhistira, 2018) showing that there is a significant positive influence in career development on employee performance. As well as in research (Tianto & Surya, 2022) states that career development has a positive and significant effect on employee performance variables. Career development can provide a significant increase in employee performance.

From this description, it can be concluded that career development at PT PLN (Persero) S2JB Main Distribution Unit is good enough to improve employee performance. Frequency distribution regarding career development, which shows that respondents predominantly answered agreeing to statements related to career development in accordance with the work performance provided by the company. It can be concluded that respondents tend to feel encouraged and recognized for their work achievements through

the career development program that has been implemented by the company. This is in contrast to the existing phenomenon which states that employees often complain about career levels that do not match their background. So it can be concluded that the phenomenon that exists in the background is only felt by employees, but gives different results when researched.

However, based on this, there are still some employees who feel that their career path is not in accordance with their education, frequency distribution of career development, respondents gave answers do not agree with the statement that they are satisfied with their career path. This shows that the career path provided by the company is not in line with employee expectations.

The Influence of Work Motivation on Employee Performance

From the results of the tests that have been carried out, the original sample results were positive, namely 0.289 with T-statistics 4.164, and P Values 0.000 (<0.05) So it can be concluded that work motivation has a positive and significant effect on employee performance. This shows that hypothesis 2 is accepted. Apart from that, there is a phenomenon that shows that the employees of PT PLN (Persero) S2JB Distribution main unit are achieved. McClelland's theory is a motivational need that employees can be trained to accelerate the need for achievement as well as having responsibility, feedback and risk. Needs theory explains how the need for achievement, affiliation and power can influence individual actions.

The results of this research are in line with research conducted by (Hidayat, 2021) shows that motivation has a positive effect on performance employee. These findings provide important insights for practitioners and researchers in the field of human resource management to understand that work motivation can be the main thing in improving employee performance. The implications of these findings raise questions about other factors that may contribute more strongly to employee performance, as well as raise the need for better management approaches.

From this description it is concluded employees of PT PLN (Persero) Main Distribution Unit S2JB reached the level of employee performance that is expected to be an important concern. Therefore, an in-depth evaluation is needed regarding the work motivation program that has been implemented and the development of new policies that can motivate employees, so that they can improve employee performance and employee productivity at PT PLN (Persero) S2JB Distribution parent unit as a whole. Frequency distribution regarding work motivation shows that there are still respondents who answered disagreeing in the statement of opportunities to participate in determining the goals to be achieved in statements related to performance employee. This shows that the opportunities provided by the company have not been fully maximized according to employee expectations.

The Effect of Career Development on Job Satisfaction

From the results of the tests that have been carried out, the original sample results were positive, namely 0.659 with T-statistics 17.656 (>1.64), and P Values 0.000 (<0.05). So

it can be concluded that career development has a positive and significant effect on job satisfaction, this shows that hypothesis 3 is accepted. In Donald Super's theory, career development theory defines an individual as someone who develops characteristics regarding self-identity, work values, abilities and interests in future career planning within a company with the aim of the employee being able to develop themselves to the maximum. From these findings, companies can allocate more resources and attention to career development programs that can increase employee job satisfaction. Therefore, PT PLN (Persero) S2JB Distribution parent unit can create a work environment that supports employee career growth, provides motivation, and ultimately, increases overall job satisfaction. This can contribute positively to the productivity and performance of company employees in general.

The results of this research are in line with research conducted by (Fatmala et al., 2022) showing that career development has a significant effect on the variable job satisfaction. Career development has reciprocity by creating job satisfaction. Career development is crucial because it can increase employee productivity and increase job satisfaction (Fahrizi et al., 2021). High job satisfaction shows that an organization is well managed and is basically the result of effective behavioral management.

From this description, it can be concluded that career development at PT PLN (Persero) S2JB Main Distribution Unit is good for increasing job satisfaction. This can be seen in table 4.8 of the frequency distribution which shows that respondents predominantly answered in agreement with statements related to job satisfaction that respondents felt responsible for the tasks given by their superiors. This shows that the level of responsibility can increase accountability, productivity and quality of work produced so that employees feel satisfied with what they do.

However, based on this, there are still some employees who feel that they are not satisfied with their work so they are not enthusiastic about working to achieve targets. This can be seen in table 4.8 of the frequency distribution of respondents' answers who said they did not agree with the statement regarding enthusiasm for working in groups. This shows a lack of employee job satisfaction which causes goals to not be achieved

The Influence of Work Motivation on Job Satisfaction

From the results of the tests that have been carried out, the original sample results were positive, namely 0.352 with T-statistics 9.117 (>1.64), and P Values 0.000 (<0.05). So it can be concluded that work motivation has a positive and significant effect on job satisfaction, this shows that hypothesis 4 is accepted. Work motivation positively and significantly contributes to the level of employee job satisfaction in the company. These findings provide an indication that efforts to increase work motivation can be an effective strategy in increasing job satisfaction in the work environment of PT PLN (Persero) S2JB Main Distribution Unit. The implication is that companies can focus more on developing motivational programs that can stimulate and maintain employee morale, so that they can create a conducive work atmosphere and support increased employee performance and overall company productivity.

The results of this research are in line with research conducted by (Chien et al., 2022) showing that the work motivation variable has a significant effect on the job satisfaction variable. Other research was also discovered by (Rohimah et al., 2022) and (Arif et al., 2019) found that the work motivation variable had a positive and significant effect on employee performance variables. The presence of good work motivation will have a huge influence on employee performance, as well as low work motivation will cause performance to arise employee The low one.

From this description, it can be concluded that work motivation at PT PLN (Persero) S2JB Main Distribution Unit is good for increasing job satisfaction. The frequency distribution shows that respondents predominantly answered agreeing to the related statement there is an opportunity to develop creativity at work. This shows that employees have a positive perception of a work environment that supports and provides opportunities to explore creativity. Respondents felt that the company paid serious attention to empowering and developing the creative potential of employees in the context of their work.

The Effect of Job Satisfaction on Employee Performance

From the results of the tests that have been carried out, the results obtained from the original sample have a positive value of 0.752 with T-statistics 4.427 (>1.64), and P Values 0.000 (<0.05). So it can be concluded that job satisfaction has a positive and significant effect on performance employee, this shows that hypothesis 5 is accepted. Job satisfaction has a positive and significant effect on performance employee at PT PLN Persero S2JB Distribution Main Unit. In Robbins' theory, it is revealed that high productivity can cause an increase in job satisfaction so that it has an impact on performance employee. According to Gibson in Wibowo (2014), there is a reciprocal relationship between performance employee and job satisfaction. On the one hand, it is said that job satisfaction causes an increase in employee performance so that satisfied workers will be more productive.

These results provide further understanding of the close relationship between job satisfaction and employee productivity. Therefore, companies can consider strategies and policies that support increased job satisfaction, such as improving work facilities, developing employee welfare programs, and promoting work-life balance to create a positive work environment. Thus, companies can utilize these findings as a guide to optimize employee performance and increase operational efficiency at PT PLN Persero S2JB Distribution Main Unit.

The results of this research are in line with research conducted by (Arif et al., 2019) shows that job satisfaction has a positive effect on employee performance. Research results found (Gopal et al., 2021) that there is a positive and significant influence on the job satisfaction variable on performance employee, the higher the satisfaction received by employees, the more it will affect performance employee et al one (Yuriah & Kartini, 2022).

From this description, it can be concluded that job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit is good for improving employee performance. The frequency distribution which shows that respondents answered in agreement with the statement

related to existencefriendship, socialization between colleagues supports each other's work productivity (Yuriah et al., 2023). Positive perceptions from employees regarding the contribution of social interactions among co-workers to increasing productivity. The existence of social support can create a positive work environment, increase motivation, and strengthen collaboration and teamwork to improve performanceemployee. Therefore, it can be interpreted that the majority of respondents feel that interactions between colleagues at PT PLN S2JB Distribution Main Unit make a positive contribution to work productivity.

The Effect of Career Development on Employee Performance through Job Satisfaction as an Intervening Variable

From the results of the tests that have been carried out, the results obtained from the original sample have a positive value of 0.496 with T-Statistics 3.938 (>1.64), and P Values 0.000 (<0.05). So it can be concluded that career development has a positive and significant effect on performance employee through job satisfaction, this shows that hypothesis 6 is accepted.

Career development has a positive impact on improving employee performance through increasing the level of job satisfaction at PT PLN (Persero). These findings emphasize the important role of job satisfaction as a mediator between career development and employee performance. Therefore, companies can focus more on career development strategies that can stimulate job satisfaction, such as employee training and development, competency improvement programs, and clear career opportunities. In this way, PT PLN (Persero) S2JB Main Distribution Unit can optimize employee performance potential and achieve company goals effectively through empowerment and increasing job satisfaction.

The results of this research are in line with research conducted by (Syam et al., 2023) shows the results that career development has a positive effect on performance employee through job satisfaction. The same thing in research (Muhajir, 2019) found that career development has a direct relationship to employee performance through job satisfaction at PT Mitra Alami Gresik. With increased career development results, job satisfaction will increase.

From this description it can be concluded that job satisfaction is an intervening variable in career development at PT PLN (Persero) S2JB Distribution Main Unit so that it has a positive impact by increasing employee performance. This means that job satisfaction as a mediation for career development is a factor in improving performanceemployee.

The Effect of Work Motivation on Employee Performance through Job Satisfaction as an Intervening Variable

From the results of the tests that have been carried out, the results obtained from the original sample have a positive value of 0.265 with T-Statistics 4.808 (>1.64), and P Values 0.000 (<0.05). So it can be concluded that work motivation has a positive and significant effect on performanceemployee through job satisfaction, this shows that hypothesis 7 is accepted.

Companies can further strengthen work motivation strategies that can increase job

satisfaction, such as providing incentives, career development opportunities, and recognition for work achievements (Muthoharoh et al., 2022). By understanding the dynamics of this relationship, PT PLN (Persero) S2JB Distribution Main Unit can be more effective in designing human resource management policies and programs that focus on increasing work motivation, which in turn will have a positive impact on employee performance and overall organizational success (Yuriah et al., 2022). Work motivation influences performance employee, with high motivation, employees will be encouraged to work well and produce performance employee the maximum. With performance employee maximum, then employees will feel they can achieve the expected job satisfaction with the results they have achieved.

The results of this research are in line with research conducted by (Majid et al., 2021), there is a positive and significant influence on work motivation variables on performance employee through job satisfaction. This shows that the higher the employee's motivation and job satisfaction, the higher the employee's performance will be.

From this description it can be concluded that job satisfaction is an intervening variable in work motivation at PT PLN (Persero) S2JB Distribution Main Unit so that it has a positive impact by increasing employee performance. This means that job satisfaction as a mediation for career development is a factor in improving performance employee.

CONCLUSION

Based on the results of the analysis described in the previous chapter, several conclusions can be drawn that career development directly has a positive and significant effect on employee performance at PT PLN (Persero) S2JB Main Distribution Unit. Work Motivation has a positive and significant effect on employee performance at PT PLN (Persero) S2JB Main Distribution Unit. Career Development directly has a positive and significant effect on job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit. Work motivation directly has a positive and significant effect on job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit. Job satisfaction directly has a positive and significant effect on performance employee at PT PLN (Persero) Main Distribution Unit S2JB. Career Development has a positive and significant effect on employee performance through job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit. Work Motivation has a positive and significant effect on employee performance through job satisfaction at PT PLN (Persero) S2JB Main Distribution Unit. Employees are expected to be able to achieve work targets determined by the Company and be able to maintain and improve the quality and quantity of work results achieved by employees. Employees are expected to be more creative and improve their work ethic in completing tasks to avoid a backlog of work.

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