



THE INFLUENCE OF CAREER SUCCESS ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT CONVENTIONAL STATE-OWNED BANKS IN THE BEKASI AREA

Agrasadya^{1*}, Didik Notosudjono², Nancy Yusnita³

^{1,2,3}Universitas Pakuan, Indonesia

Corresponden Email: sadya.agra89@gmail.com¹

Abstract

This study aims to the influence of career success on employee performance through job satisfaction as an intervening variable. This study was conducted using a quantitative approach. The results showed that career success has a significant positive effect on performance, which can be interpreted that the career success variable has a positive effect on performance variables or it can be said that the higher the career success, the higher the performance, conversely the lower the career success, the lower the performance. Job satisfaction has a significant positive effect on performance, which can be interpreted that the job satisfaction variable has a positive effect on performance variables or it can be said that the higher the job satisfaction, the higher the performance, conversely the lower the job satisfaction, the lower the performance. Career success has a significant positive effect on job satisfaction, which can be interpreted that the career success variable has a positive effect on job satisfaction variables or it can be said that the higher the career success, the higher the job satisfaction, conversely the lower the career success, the lower the job satisfaction. Career success has a significant effect on performance that is positively mediated by job satisfaction.

Keywords: Career Success, Job Satisfaction, Employee Performance

INTRODUCTION

Banking has a very vital role in supporting the national economy. Its role is not only as a provider of funds, but also as a driving force for the economy through the provision of credit, maintaining financial stability, increasing financial inclusion, and supporting various government policies. Along with the development of technology and the dynamics of the global economy, the role of banking will continue to grow and adapt to meet the needs of an increasingly complex economy.

Optimal employee performance is essential to achieving company goals and maintaining competitiveness. Employee performance is a key factor in organizational success. Overcoming performance challenges requires a comprehensive strategy that includes career success, implementing organizational culture, and creating employee job satisfaction. With the right approach, companies can improve employee performance and, ultimately, achieve greater business goals.

Career success is the result of a combination of factors, including education, experience, skills, work ethic, and the ability to adapt to changes and challenges in the professional world. In the era of globalization and digitalization that continues to grow, individuals are required to have not only technical competence, but also soft skills such as communication, leadership, and critical thinking skills. Career success is also inseparable from careful planning, setting long-term goals, and consistency in pursuing a personal vision. Therefore, a deep understanding of the determinants of career success is important as a basis for designing effective and sustainable self-development strategies. Employee performance is one of the main challenges faced by companies, including in the state-owned banking sector, which in this case is employee performance at a state-owned bank in the

Bekasi area. Reported from the 2020 financial report, Indonesia's large population of 270 million is a major asset for the Indonesian economy. Job satisfaction is an important aspect in the world of work that has a major impact on employee productivity, loyalty, and welfare. The level of job satisfaction reflects the extent to which employee expectations and needs are met through their work, including in terms of compensation, work environment, relationships between coworkers, and career development opportunities. Satisfied employees tend to be highly motivated, experience less stress, and contribute positively to achieving organizational goals. Conversely, job dissatisfaction can lead to high levels of absenteeism, turnover, and decreased individual and team performance. Therefore, understanding the factors that influence job satisfaction is important for organizations in creating a conducive work environment.

According to (Paparang et al., 2021) The results obtained are a constant value of 22.180, while the value or regression coefficient is obtained a positive value of 0.145 which is a significant result. So, it can be concluded that the variable direction of Job Satisfaction on Employee Performance is positive, and Job Satisfaction has an effect on Employee Performance. So, the research conducted can be proven that Job Satisfaction also affects employee performance.

According to previous research conducted by (Koekemoer et al., 2020) entitled "Work–family enrichment, job satisfaction, and workengagement: The mediating role of subjective career success" using the resource acquisition development framework, new insights are provided into the processes and mechanisms related to work–family enrichment. Our findings suggest that resources create positive influences not only in the domain of employees' work and careers, but also lead to more engaged and satisfied employees. (i.e., the indirect effect of subjective career success). Organizations can benefit when they improve the work environment (e.g., by providing relevant resources) to promote work-family enrichment and, by implication, subjective career success and positive work outcomes such as job satisfaction and job engagement. Career success can have an indirect effect on employee performance through increased job satisfaction. When employees achieve success in their careers, they tend to feel more appreciated and motivated, which increases their level of job satisfaction. High job satisfaction then serves as a catalyst, encouraging employees to work harder, be more productive, and be more committed to their tasks. In other words, career success increases job satisfaction, and increased job satisfaction, in turn, leads to increased employee performance. This suggests that job satisfaction is an important pathway through which career success affects overall employee performance.

The following is the employee Key Performance Indicator data:

Table 1. Key Performance Indicator

No.	Key Performance Indicator (KPI) (2021)	Target	Realization	Results (%)	Information
1.	Branch Office Service Index	100,00	104,00	104,00	Achieved

2.	Branch Liquidity Accuracy	90,00	95,00	105,56	Achieved
3.	Transaction Document Availability	95,00	100,00	105,26	Achieved
4.	Frontliner Service SLA	95,00	100,00	105,26	Achieved
5.	Transaction Accuracy	95,00	95,00	100,00	Achieved
No.	Key Performance Indicator (KPI) (2022)	Target	Realization	Results (%)	Information
1.	Branch Office Service Index	84,00	87,00	103,57	Achieved
2.	Branch Liquidity Accuracy	90,00	95,00	105,56	Achieved
3.	Transaction Document Availability	95,00	95,00	100,00	Achieved
4.	Frontliner Service SLA	95,00	95,00	100,00	Achieved
5.	Transaction Accuracy	95,00	90,00	94,74	Not Achieved
6.	Number of Closing Referrals	95,00	95,00	100,00	Achieved
No.	Key Performance Indicator (KPI) (2023)	Target	Realization	Results (%)	Information
1.	Branch Office Service Index	86,00	85,47	99,38	Not Achieved
2.	Branch Liquidity Accuracy	95,00	100,00	105,26	Achieved
3.	Ketersediaan Dokumen Transaksi	98,00	100,00	102,04	Achieved
4.	Frontliner Service SLA	95,00	100,00	105,26	Achieved
5.	Transaction Accuracy	100,00	100,00	100,00	Achieved
6.	Number of Closing Referrals	3,00	4,00	133,33	Achieved

Source: Data KPI (2025)

Some important aspects in assessing the performance of bank tellers include transaction accuracy, which is the teller's ability to carry out transactions accurately and error-free and must meet the criteria for the number of errors in transactions, errors in recording, and accuracy of the amount of money. frontliners performance assessment is a multifaceted process that involves evaluating various aspects, including accuracy, efficiency, quality of service, and compliance with procedures. With the right assessment method and a constructive approach, banks can ensure that them operate optimally and meet high standards of customer service.

Based on the background of the problems above, the researcher is interested in conducting research with the title determining the effect of career success on employee performance through job satisfaction as an intervening variable.

LITERATURE REVIEW

Career Success

According to (Trivellas et al., 2015) Career Success is a positive work and psychological

outcome of a person's work-related experiences. According to (Karavardar, 2014) Career Success is the experience of achieving goals that are personally meaningful to the individual, which comes from the accumulation of achievements arising from those work experiences. According to (Abele & Wiese, 2008) Career Success refers to the accumulation of work and psychological outcomes resulting from a person's vocational experiences.

Job satisfaction

According to (Gibson et al., 2006) Job Satisfaction is an individual's attitude towards his/her job, which is derived from his/her perception of his/her job. According to (Colquitt et al., 2015) Job Satisfaction: an individual's emotional condition arising from an assessment of his/her job, or experiences at work. According to (Sabena et al., 2016) Job Satisfaction is a positive feeling about an employee's job which is the result of an evaluation of its characteristics.

Employee Performance

According to (Robbins and Coulter, 2012) Performance is defined as the final result of an activity, with the criteria of whether the result can be said to be efficient and effective. According to (Aryana and Winoto, 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Antonita Christy & Sholihati Amalia, 2017) performance is an action or activity displayed by a person in carrying out certain activities that are his duties.

METHOD

The type of research used in this study is quantitative research. According to Sugiyono (2016:13) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing established hypotheses.

Data Collection Techniques

The data collection method for this study uses:

1. Observation

Observation is direct observation of an object in an ongoing environment or in the study stage using the five senses. Observation actions are carried out intentionally by complying with applicable observation rules.

2. Questionnaire

A questionnaire is a data collection method carried out by giving questions to respondents with a

questionnaire guide. The questionnaire in this study uses open and closed questions.

3. Literature Study

Literature study is a data collection method carried out by reading books, literature, journals, references related to this research and previous research related to the research being conducted.

Data Analysis Techniques

The analysis method used is Partial Least Squares (PLS) through software called SmartPLS version 3. In PLS and SEM, there are two steps in model estimation. The first step is to evaluate the measurement model (outer model), which consists of validity and reliability tests. The second step is the structural model (inner model). In the internal model research, the criteria will have several components, namely the RSquared value which measures the degree of variation in changes in the independent variable to the dependent variable, with an R-Square value of 0.75, 0.50. and 0. 25 This indicates a strong, moderate or weak model. Then, significant estimates (two-tailed) T-values of 1.65 (10%), 1.96 (5%) and 2.58 (1%) are used (Hamid & Anwar, 2019). In addition, the Q-Square score is in the form of predictive relevance, where the model can predict each indicator of the endogenous latent construct.

Research Validity and Reliability

1. Evaluation of Measurement Model (Outer Model)

The measurement model is a construct validity test technique. The goal is to evaluate the quality and accuracy of the measurement model used in the study. The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability that connects the indicators with their latent variables. Outer model, first is the validity of the construct indicator (discriminant validity and convergent validity) and second is the reliability test of the construct indicator. The convergent validity test is carried out based on the factor loading value and the average variance extracted (AVE) value. An item is said to be valid if its value is greater than 0.70 and based on the AVE value, it is good if it has a value greater than 0.50 (Ghozali & Latan, 2015). The discriminant validity test is based on the cross-loading value of the measurement with the construct (Ghozali & Latan, 2015).

Table 2. Outer Model Test Results (Validity dan Reliability)

Item	Factor Loading			AVE	Reliabilitas	
	X	Z	Y		CR	CA
X.1.1	0.732	0.269	0.478	0.606	0.972	0.97
X.1.2	0.761	0.340	0.509			
X.1.3	0.786	0.360	0.510			

Item	Factor Loading			AVE	Reliabilitas				
	X	Z	Y		CR	CA			
X.1.4	0.840	0.409	0.551						
X.1.6	0.770	0.265	0.480						
X.2.1	0.743	0.183	0.451						
X.2.3	0.796	0.380	0.499						
X.2.6	0.786	0.416	0.531						
X.3.1	0.801	0.309	0.559						
X.3.4	0.732	0.229	0.490						
X.3.5	0.802	0.422	0.487						
X.4.1	0.772	0.382	0.509						
X.4.3	0.789	0.450	0.524						
X.4.5	0.751	0.408	0.488						
X.5.1	0.782	0.327	0.553						
X.5.3	0.806	0.350	0.509						
X.5.5	0.776	0.352	0.473						
X.5.6	0.803	0.340	0.530						
X.5.7	0.778	0.348	0.458						
X.6.1	0.771	0.368	0.509						
X.6.4	0.738	0.393	0.528						
X.6.6	0.805	0.391	0.571						
X.6.7	0.772	0.277	0.465						
Z.1.1	0.429	0.824	0.490				0.611	0.977	0.976
Z.1.2	0.305	0.790	0.391						
Z.1.3	0.343	0.774	0.356						
Z.1.4	0.429	0.829	0.513						
Z.1.5	0.404	0.802	0.461						
Z.1.6	0.388	0.791	0.412						
Z.1.7	0.376	0.781	0.433						
Z.1.8	0.378	0.798	0.392						
Z.2.1	0.386	0.802	0.420						
Z.2.2	0.374	0.799	0.422						
Z.2.3	0.379	0.846	0.424						
Z.2.6	0.403	0.833	0.466						
Z.2.7	0.356	0.800	0.377						

Item	Factor Loading			AVE	Reliabilitas	
	X	Z	Y		CR	CA
Z.3.1	0.309	0.791	0.389	0.552	0.964	0.961
Z.3.4	0.473	0.809	0.462			
Z.3.5	0.437	0.806	0.512			
Z.3.6	0.218	0.747	0.171			
Z.3.7	0.310	0.781	0.282			
Z.4.1	0.305	0.742	0.297			
Z.4.2	0.326	0.762	0.340			
Z.4.4	0.269	0.735	0.260			
Z.4.5	0.326	0.740	0.306			
Z.4.7	0.282	0.760	0.196			
Z.5.1	0.254	0.740	0.241			
Z.5.4	0.186	0.737	0.292			
Z.5.6	0.292	0.731	0.283			
Z.5.7	0.248	0.739	0.271			
Y.1.1	0.520	0.412	0.741			
Y.1.4	0.476	0.424	0.722			
Y.1.6	0.455	0.447	0.704			
Y.1.7	0.462	0.451	0.734			
Y.2.1	0.543	0.350	0.748			
Y.2.3	0.388	0.424	0.706			
Y.2.5	0.462	0.335	0.710			
Y.2.6	0.542	0.358	0.772			
Y.2.8	0.523	0.320	0.753			
Y.3.1	0.500	0.322	0.746			
Y.3.3	0.420	0.336	0.735			
Y.3.5	0.466	0.427	0.751			
Y.3.7	0.465	0.358	0.731			
Y.4.1	0.589	0.308	0.774			
Y.4.4	0.406	0.328	0.728			
Y.4.5	0.518	0.330	0.764			
Y.4.7	0.481	0.429	0.776			
Y.5.1	0.425	0.242	0.735			

Item	Factor Loading			AVE	Reliabilitas	
	X	Z	Y		CR	CA
Y.5.3	0.429	0.376	0.730			
Y.5.5	0.498	0.328	0.748			
Y.5.6	0.520	0.366	0.754			
Y.5.7	0.524	0.321	0.777			

Source: Data Processed by Researchers (2025)

The factor loading value on all items in stage 2 is above 0.7 so that all items in each variable are valid. Validity based on the AVE value also shows that the AVE value is above 0.5 so that all are valid. This means that the instrument or questionnaire used is suitable for use. Discriminant validity shows that the measures of a different construct should not be highly correlated. The discriminant validity test is assessed based on cross loading which has a value >0.7 . Reliability testing attempts to determine whether the information provided is credible or reliable. The cronbach's alpha and composite reliability values of the research model indicate that each variable has a cronbach's alpha and composite reliability value above 0.70 so that the research model has met the cronbach's alpha and composite reliability values and this research is declared reliable.

2. Evaluation Struktur Equation Model (Inner Model)

According to Ghazali (2011:22), the inner model specifies the relationship between latent variables and their indicators or manifest variables (measurement model). Structural model evaluation can be done by looking at the R² value for the dependent latent construct, and goodness of fit. Then, the estimation activity is evaluated using the t-statistic test obtained through the bootstrapping procedure.

3. R-Square Values

The structural model using PLS is assessed by looking at the R-Squares value for each endogenous latent variable as the predictive power of the structural model. The change in the R-Squares value can be used to explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence. Then, the results of the PLS R-Squares are able to represent the amount of variance of the construct explained by the model (Ghozali and Latan, 2015)

Table 3. R Square Value

Variabel	Nilai R Square
Job satisfaction	0.204
Performance	0.475

Source: Data Processed by Researchers (2025)

The job satisfaction variable has an R square value of 0.204, which means that career success can influence job satisfaction by 20.4%. The performance variable has an R square value

of 0.475, which means that career success and job satisfaction can influence performance by 47.5%.

a. Q Square Values (Q^2)

Q-Square value (<0), then shows the model has predictive relevance. If the Q-Square value is between 0 and 0.25 indicates poor prediction quality. Then if the Q-Square value is between 0.25 and 0.5 indicates fairly good prediction quality. If the Q-Square value is between 0.5 and 0.75 indicates good prediction quality. And if the Q-Square is more than 0.75 means very good prediction quality. The higher the Q-Square value produced, the better the prediction quality of the model. The results of the Q2 calculation are as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,204) (1 - 0,475)$$

$$Q^2 = 0,582$$

Based on the results of the predictive relevance (Q^2) calculation above, it shows a value of 0.582. In this research model, the endogenous latent variable has a predictive relevance (Q^2) value greater than 0 (zero) so that the exogenous latent variable is suitable as an explanatory variable that is able to predict its endogenous variable, in other words, proving that this model is considered to have good predictive relevance.

b. *Goodness of Fit Index Test*

According to Yahaya, et.al (2019), the purpose of conducting the Goodness of Fit Index (GoF) test is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,590 \times 0,340}$$

$$GoF = 0,447$$

Description:

AVE = average ave = 0.590

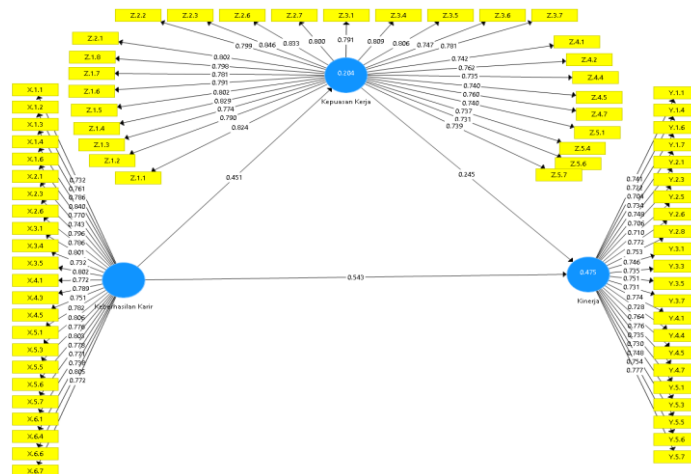
R square = average r square = 0.340

The calculation result of Goodness of Fit Index (GoF) shows a value of 0.447. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.25 (moderate scale).

Research Hypotheses

Coefficient testing in path analysis is a measure of the inner model with the provision of a significance value of less than 0.05 (Yahaya, et.al (2019)). Hypothesis testing between constructs is

carried out using the bootstrap resampling method.



Picture 1. SEM Model

Based on the analysis results, the following SEM results were obtained:

Tabel 4. Path Coefficient dan P-Values

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Ket.
Direct Influence						
X → Y	0.543	0.547	0.072	7.560	0.000	H1 Accepted
Z → Y	0.245	0.249	0.073	3.347	0.001	H2 Accepted
X → Z	0.451	0.461	0.063	7.180	0.000	H3 Accepted
Indirect Influence						
X → Z → Y	0.111	0.113	0.032	3.439	0.001	H4 Accepted

Source: Data Processed by Researchers (2025)

Notes:

X= Success Career

Y = Performance

Z= Job Satisfaction

The following is an explanation of the results of the hypothesis test, where there is a significant influence if the significance value is below 0.05. The results above conclude that:

1. Career success has a significant effect on performance with a coefficient of 0.543. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The

- coefficient value is positive, which can be interpreted that the career success variable has a positive effect on the performance variable or it can be said that the higher the career success, the higher the performance will be, conversely the lower the career success, the lower the performance will be.
2. Job satisfaction has a significant effect on performance with a coefficient of 0.245. This is evidenced by the p-values of 0.001 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance will be, conversely the lower the job satisfaction, the lower the performance will be.
 3. Career success has a significant effect on job satisfaction with a coefficient of 0.451. This is evidenced by the p-values of 0.001 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the career success variable has a positive effect on the job satisfaction variable or it can be said that the higher the career success, the higher the job satisfaction will be, conversely the lower the career success, the lower the job satisfaction will be. Career success has a significant effect on performance mediated by job satisfaction with a coefficient of 0.111. This is evidenced by the p-values of 0.001 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that there is positive mediation.

RESEARCH RESULTS AND DISCUSSION

Research result

1. The Influence of Career Success on Performance

Career success has a significant effect on performance with a coefficient of 0.543. This is evidenced by the p-values of 0.000 so that the significance value is less than 0.05. The coefficient value is positive, which can be interpreted that the career success variable has a positive effect on the performance variable or it can be said that the higher the career success, the higher the performance will be, conversely the lower the career success, the lower the performance will be.

Career success greatly influences employee performance, both in psychological, social, and professional aspects. Success in one stage of a career often opens the door to further career planning. Successful employees are usually more proactive in planning the next steps in their careers, both in pursuing higher positions or developing special skills. Career success has a major impact on employees in various aspects of their lives, from job satisfaction, motivation, to life balance. Organizations that support employee career success tend to have a more productive, motivated, and loyal workforce. However, it is also important to maintain a balance so that career

success does not lead to excessive stress or disruption in other aspects of life

2. The Effect of Job Satisfaction on Performance

Job satisfaction has a significant effect on performance with a coefficient of 0.245. This is evidenced by the p-values of 0.001 so that the significance value is less than 0.05. The coefficient value is positive, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance will be, conversely the lower the job satisfaction, the lower the performance will be. Job satisfaction is an important aspect in human resource management because it is directly related to employee productivity, loyalty, and retention. Based on this, job satisfaction is related to job characteristics and is evaluated according to what employee's feel is an important and meaningful part of them (Pegawai et al., 2021). Job satisfaction will be achieved if employee needs are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from assessing a person's work or experience. This is in line with the results of research conducted by (Yulianto et al., 2022) which proves that there is a positive and significant influence between job satisfaction and the performance of Polbantang Gowa employees

3. The Influence of Career Success on Job Satisfaction

Career success has a significant effect on job satisfaction with a coefficient of 0.451. This is evidenced by the p-values of 0.001 so that the significance value is less than 0.05. The coefficient value is positive, which can be interpreted that the career success variable has a positive effect on the job satisfaction variable or it can be said that the higher the career success, the higher the job satisfaction will be, conversely, the lower the career success, the lower the job satisfaction will be. Career success has a positive effect on job satisfaction, because career achievements often bring a sense of personal achievement, recognition from coworkers, and appreciation from the organization. When employees feel that they have succeeded in achieving their career goals, they tend to feel more appreciated and motivated, which increases their satisfaction with their work and work environment. Career success also provides a sense of stability and confidence in the future, which further strengthens job satisfaction. Conversely, lack of career progress can lead to dissatisfaction and decreased motivation, which negatively impacts employee perceptions of their work.

4. The Influence of Career Success on Performance with Job Satisfaction Mediation

Career success has a significant effect on performance mediated by job satisfaction with a coefficient of 0.111. This is evidenced by the p-values of 0.001 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that there is positive mediation. Career success can have an indirect effect on employee performance through increased job satisfaction. When employees achieve success in their careers, they tend to feel more appreciated and motivated, which increases their level of job satisfaction. High job satisfaction

then serves as a catalyst, encouraging employees to work harder, be more productive, and be more committed to their tasks. In other words, career success increases job satisfaction, and increased job satisfaction, in turn, spurs increased.

CONCLUSION

Based on research on the performance of organic employees of Bank BUMN located in the Bekasi area, the following conclusions can be drawn:

1. Career success has a significant positive effect on performance, which can be interpreted that the career success variable has a positive effect on the performance variable or it can be said that the higher the career success, the higher the performance, conversely the lower the career success, the lower the performance.
2. Job satisfaction has a significant positive effect on performance, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance, conversely the lower the job satisfaction, the lower the performance.
3. Career success has a significant positive effect on job satisfaction, which can be interpreted that the career success variable has a positive effect on the job satisfaction variable or it can be said that the higher the career success, the higher the job satisfaction, conversely the lower the career success, the lower the job satisfaction.
4. Career success has a significant effect on performance which is positively mediated by job satisfaction.

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