



The Influence of Career Development and Job Satisfaction on Employee Performance at the Government Office of Tukka Subdistrict, Central Tapanuli Regency

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ABSTRACT

Human resources are the most important assets of an organization, therefore their management must be carried out professionally through human resource management functions. One of the key aspects of HR management is career development and job satisfaction, which directly affect employee performance. At the Government Office of Tukka Subdistrict, Central Tapanuli Regency, there are still problems such as low motivation, suboptimal career development programs, and less than maximum job satisfaction. These conditions have an impact on employee performance, indicated by low discipline, improper division of tasks, and substandard quality of public services. This study aims to analyze the effect of career development and job satisfaction on employee performance, both partially and simultaneously. The research method used is a quantitative approach with questionnaires distributed to employees of Tukka Subdistrict. Data analysis was carried out using multiple linear regression, t-test, and F-test to determine the significance of the influence of independent variables on the dependent variable. The results show that career development and job satisfaction significantly influence employee performance, with a contribution of 65%. Partially, job satisfaction is proven to be more dominant in influencing employee performance compared to career development. Employees who feel satisfied with the work environment, reward system, and leadership support tend to have higher motivation and loyalty in their work. This finding is consistent with human resource management theory which emphasizes the importance of balancing career development and job satisfaction as efforts to improve employee performance. Thus, this research provides theoretical contributions to the development of management science as well as practical recommendations for the Tukka Subdistrict Government in improving public service effectiveness through more optimal career development and job satisfaction strategies.

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INTRODUCTION

Employees constitute the primary resource within an organization and must be managed effectively, efficiently, and humanely. As organizations evolve, workforce-related issues become increasingly complex, necessitating professional human resource management through a dedicated unit, namely the Human Resource Department. Organizations seeking sustainability and a positive institutional image cannot overlook the development of human resource quality. One of the essential functions of human resource management is to enhance career development and job satisfaction in order to achieve optimal employee performance.

Career development is crucial for individuals as it enhances both material and non-material status. It involves improving individual capabilities to achieve career plans while simultaneously optimizing employees' potential to increase organizational productivity. Career development activities are not solely the responsibility of individuals; leadership also plays a vital role in providing clear career paths to support the attainment of organizational objectives. Employees who possess strong motivation for career advancement tend to demonstrate superior performance.

Employee performance reflects the optimal work outcomes aligned with organizational expectations. Performance is influenced by career development and job satisfaction. Career development represents a formal and continuous effort to align individual needs with organizational demands. Job satisfaction, on the other hand, is individual in nature and depends on the extent to which job aspects correspond to employees' expectations; the greater the alignment, the higher the level of satisfaction experienced.

The District Government of Tukka, Central Tapanuli Regency, strives to improve the quality of public services by enhancing employee capacity. However, preliminary observations indicate relatively low work motivation among some employees, which is presumed to be associated with suboptimal career development practices and less-than-ideal levels of job satisfaction. This condition is evidenced by limited access to education and career training, insufficient motivation and rewards from leadership, uneven workload distribution, and inconsistent work discipline.

In general, the duties and functions of the district office include providing population administration services, coordinating development activities at the district level, facilitating village and urban ward governance, monitoring and reporting governmental activities to the Regent, and delivering public services to the community.

Based on the problem formulation, research objectives, and conceptual framework, the research hypotheses are as follows:

1. **H₁**: Career development has a positive and significant effect on employee performance at the Tukka District Government.
2. **H₂**: Job satisfaction has a positive and significant effect on employee performance at the Tukka District Government.
3. **H₃**: Career development and job satisfaction simultaneously have a positive and significant effect on employee performance at the Tukka District Government.

METHODS

This study employed a descriptive quantitative approach using an associative method, aimed at identifying, explaining, and analyzing the effects of career development and job satisfaction on employee performance at the Tukka District Government, Central Tapanuli Regency. The discussion materials were systematically compiled from various sources and carefully analyzed to generate valid conclusions. The descriptive design was utilized to describe the independent variables and examine their influence on the dependent variable.

The research was conducted at Jl. Humala, Tukka Subdistrict, Tukka District, Central Tapanuli Regency, from May to July 2025. The population consisted of all 36 employees of the Tukka District Office. A census technique was applied, whereby the entire population was used as the research sample, ensuring comprehensive data representation. The study employed primary quantitative data collected through Likert-scale questionnaires, observations, documentation studies, and semi-structured interviews. Secondary data were obtained from organizational documents and relevant literature.

The study involved three principal variables: Career Development (X_1), Job Satisfaction (X_2), and Employee Performance (Y). Career development was defined as the organization's efforts to enhance employees' potential, competencies, and career advancement, measured through indicators such as training and competency development, job promotion, job rotation, and opportunities for further education. Job satisfaction referred to employees' positive feelings toward their work and working conditions, measured through salary and benefits, relationships with supervisors and colleagues, work environment, and job security. Employee performance represented the outcomes achieved in fulfilling duties and responsibilities in accordance with organizational standards, measured through work quality, timeliness, responsibility, initiative, and work enthusiasm.

Data analysis was conducted to classify, tabulate, and present information for each variable, as well as to test the research hypotheses. Quantitative statistical analysis was performed using SPSS software, including validity, reliability, and descriptive tests, as well as classical assumption tests (normality, multicollinearity, and heteroscedasticity). Multiple linear regression analysis was subsequently applied to examine the effects of career development (X_1) and job satisfaction (X_2) on employee performance (Y). Hypothesis testing was conducted using the t-test, F-test, and coefficient of determination (R^2) to assess partial effects, simultaneous effects, and the contribution of the independent variables.

RESULTS AND DISCUSSION

Observation and Interview Findings

This study employed in-depth interviews with three key informants—a public service staff member, a section head, and the district head (Camat)—along with field observations to assess the working conditions, employee interactions, and management system at the Tukka District Government Office.

The findings indicate that career development has not yet become a strategic priority. There is no sustainable formal training program, and promotion decisions tend to rely more on managerial discretion than on competency-based assessment. This condition has led to feelings of stagnation among employees and has contributed to relatively low work motivation.

Regarding job satisfaction, employees reported being fairly satisfied with the work atmosphere and interpersonal relationships. However, they expressed concerns about limited compensation, the absence of formal recognition or reward systems, and an uneven distribution of workload. As a result, job satisfaction appears to be influenced more by social factors than by structured managerial policies.

All informants agreed that employee performance is strongly influenced by both career development and job satisfaction. Employees who feel valued and perceive clear career prospects tend to demonstrate higher productivity and responsibility. Conversely, those who feel neglected often perform at a minimal level. This issue is further exacerbated by the absence of a transparent and structured performance evaluation system.

Table 1. Observation Results at the Tukka District Office During Working Hours

Observed Aspect	Observation Results
Career Development	Employees generally arrive on time; however, not all appear consistently productive throughout the day.
Work System	The work environment is relatively conducive, with good interpersonal relationships and no visible conflicts.
Attendance and Discipline	No documents, notice boards, or visible training agendas were found in the office.
Work Atmosphere	Administrative processes remain largely manual, with limited utilization of technology in public service delivery.
Performance Evaluation	No observable performance appraisal system or performance-based reward mechanism was identified.

Description of Respondents' Characteristics

The respondents' demographic profile includes the distribution of age, gender, educational background, and length of service. Based on the research findings, the characteristics of the respondents are described as follows:

Table 2. Frequency and Percentage Distribution by Age

No	Age (Years)	Civil Servants (ASN)		(Hamlet Heads) Kepling/Kadus	
		Number (Persons)	Percentage (%)	Number (Persons)	Percentage (%)
1	18 – 30	12	33,3	4	11,1
2	31 – 40	3	8,3	6	16,7
3	41 – 50	3	8,3	4	11,1
4	51 – 58	2	5,6	2	5,6
Total		20	55,6	16	44,4

Based on age distribution, most respondents with civil servant (ASN) status fall within the 18–30 years age range, totaling 12 individuals (33.3%). This is followed by 3 individuals (8.3%) aged 31–40 years, 3 individuals (8.3%) aged 41–50 years, and 2 individuals (5.6%) aged 51–58 years.

Meanwhile, respondents serving as neighborhood or hamlet heads (Kepling/Kadus) consist of 4 individuals (11.1%) aged 18–30 years, 6 individuals (16.7%) aged 31–40 years, 4 individuals (11.1%) aged 41–50 years, and 2 individuals (5.6%) aged 51–58 years.

Table 3. Frequency and Percentage Distribution by Gender

NO	Gender	Number (Persons)	Percentage %
1	Male	29	80,56%
2	Female	7	19,44%
	Total	36	100 %

Based on Table 3, of the 36 research respondents, the majority were male, totaling 29 individuals (80.56%), whereas female respondents accounted for 7 individuals (19.44%).

Table 4. Frequency and Percentage Distribution by Educational Level

NO	Educational Level	Number (Persons)	%
1	Bachelor's Degree (S-1)	1	2,78%
2	Senior High School (SMA/Equivalent)	35	97,22%
	Total	36	100 %

Based on Table 4, the majority of respondents have a senior high school (SMA/equivalent) educational background, totaling 35 individuals (97.22%), while only 1 respondent (2.78%) holds a bachelor's degree (S-1).

Overall, the demographic data indicate that the workforce is predominantly male, relatively young (particularly among civil servants), and largely composed of employees with a senior high school educational background.

Results of Validity and Reliability Testing of Research Instruments

Table 5. Results of Instrument Validity Testing for Research Variables

Item No.	r-count	r-critical	Conclusion
Career Development (X₁)			
P01	0.447	0,30	Valid
P02	0.689	0,30	Valid
P03	0.686	0,30	Valid
P04	0.711	0,30	Valid
P05	0.558	0,30	Valid
P06	0.418	0,30	Valid
P07	0.581	0,30	Valid
P08	0.648	0,30	Valid
P09	0.749	0,30	Valid
P10	0.402	0,30	Valid
Job Satisfaction (X₂)			
Item 1	0,627	0,30	Valid
Item 2	0,591	0,30	Valid
Item 3	0,682	0,30	Valid
Item 4	0,551	0,30	Valid
Item 5	0,579	0,30	Valid
Item 6	0,517	0,30	Valid
Item 7	0,642	0,30	Valid
Item 8	0,407	0,30	Valid
Item 9	0,527	0,30	Valid
Item 10	0,402	0,30	Valid
Employee Performance (Y)			
Item 1	0,688	0,30	Valid
Item 2	0,665	0,30	Valid
Item 3	0,486	0,30	Valid

Item No.	r-count	r-critical	Conclusion
Item 4	0,542	0,30	Valid
Item 5	0,661	0,30	Valid
Item 6	0,637	0,30	Valid
Item 7	0,196	0,30	Valid
Item 8	0,715	0,30	Valid
Item 9	0,532	0,30	Valid
Item 10	0,368	0,30	Valid

Based on the validity test results, the calculated correlation coefficients (r-count) for the variables of Career Development (X₁), Job Satisfaction (X₂), and Employee Performance (Y) are generally greater than the critical value of 0.30. Therefore, it can be concluded that the questionnaire items used in this study are valid and appropriate for data collection.

Table 6. Results of Reliability Testing of Research Instruments

No	Variable	Cronbach's alpha	Interpretation
1	Career Development	0,832 > 0,60	Highly Reliable
2	Job Satisfaction	0,745 > 0,60	Highly Reliable
3	Employee Performance	0,737 > 0,60	Highly Reliable

Based on Table 6, at a 5% significance level, the Cronbach's Alpha coefficients for all research variables exceed the minimum threshold of 0.60. Therefore, it can be concluded that the questionnaire instruments demonstrate satisfactory internal consistency and are considered reliable. Consequently, the instruments are appropriate for distribution to respondents and suitable for use as research measurement tools.

Table 7. Distribution of Response Frequencies and Scores for Variable X₂

Item No.	Frequency of responses										Total (n)	Total Score	
	STS		TS		KS		S		SS				
	Fe	Se	Fe	Se	Fe	Se	Fe	Se	Fe	Se	Fe	Se	
1	3	3	5	10	8	24	9	36	11	55	36	128	3,56
2	2	2	5	10	10	30	7	28	12	60	36	130	3,61
3	1	1	7	14	11	33	11	44	6	30	36	122	3,39
4	2	2	3	6	9	27	10	40	12	60	36	135	3,75
5	2	2	5	10	7	21	11	44	11	55	36	132	3,67
6	4	4	6	12	9	27	14	56	3	15	36	114	3,17
7	3	3	6	12	4	12	13	52	10	50	36	129	3,58
8	3	3	4	8	8	8	12	48	9	45	36	112	3,11
9	4	4	6	12	10	30	12	48	4	20	36	114	3,17
10	1	1	8	16	11	33	9	36	7	35	36	121	4,19
Total Mean Score:												35,19	
Average Mean												3,52	

Fe = Frequency of responses

Se = Score (frequency × Likert scale value for X₂)

Based on Table 7, the Job Satisfaction variable (X₂) falls within the “good” category, with an overall average score of 3.52 on the Likert scale. This indicates that respondents generally perceive their level of job satisfaction as relatively positive.

Among the items, Item 4 shows one of the highest mean scores (3.75), suggesting strong agreement with statements related to that aspect of job satisfaction. Conversely, Items 6, 8, and 9 show comparatively lower mean values, indicating areas where job satisfaction may require improvement.

Overall, the findings suggest that although job satisfaction among employees is categorized as good, certain aspects still need managerial attention to further enhance employee well-being and organizational performance.

Tabel 8. Distribution of Response Frequencies and Scores for Variable Y

Item No.	Frequency of responses										Total (n)	Average Mean	
	STS		TS		KS		S		SS				
	Fe	Se	Fe	Se	Fe	Se	Fe	Se	Fe	Se			
1	0	0	6	12	6	18	15	60	9	45	36	135	3,75
2	2	2	2	4	4	12	21	84	7	35	36	137	3,81
3	0	0	6	12	7	21	14	56	9	45	36	134	3,72
4	1	1	3	6	3	9	25	100	4	20	36	136	3,78
5	2	2	4	8	4	12	21	84	5	25	36	131	3,64
6	2	2	3	6	5	15	21	84	5	25	36	132	3,67
7	3	3	1	2	7	21	16	64	9	45	36	135	3,75
8	0	0	4	8	4	12	19	76	9	45	36	141	3,92
9	3	3	5	10	9	27	13	52	6	30	36	122	3,39
10	2	2	5	10	10	30	11	44	8	40	36	126	3,50
Total Mean Score												36,92	
Average Mean												3,69	

Based on the data presented in Table 8, it can be concluded that the Employee Performance variable (Y) falls within the “good” category, with an average score of 3.69. This indicates that, overall, respondents perceive employee performance to be at a relatively satisfactory level.

Results of Classical Assumption Testing

To ensure that the multiple linear regression model meets the criteria of the Best Linear Unbiased Estimator (BLUE), several classical assumptions must be satisfied, one of which is the assumption of normality. Based on the test results, the residual data distribution exhibits a normal pattern, indicating that the regression model satisfies the normality assumption. This is evidenced by the distribution of data points that cluster around the diagonal line and follow its direction, suggesting that the standardized residual values are normally distributed. Therefore, the normality requirement is fulfilled, and the regression model employed in this study can be considered statistically valid and appropriate for further analysis.

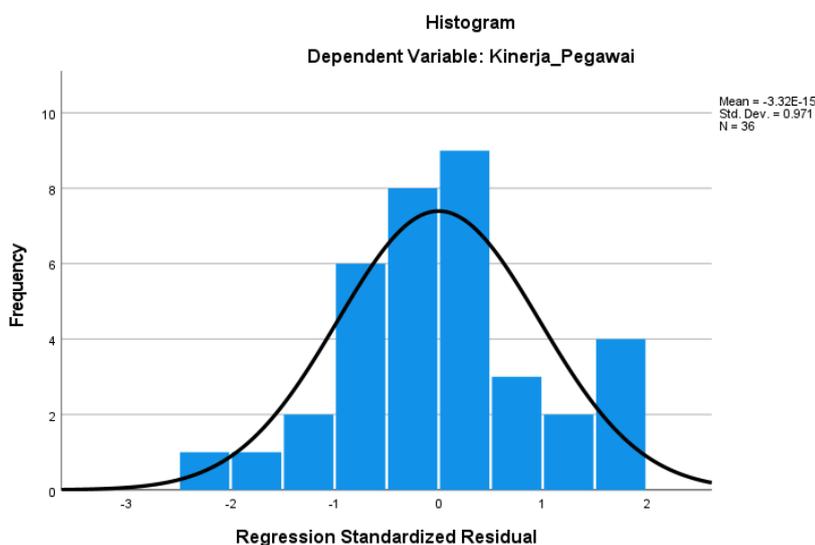


Figure 1. Normality Histogram Test

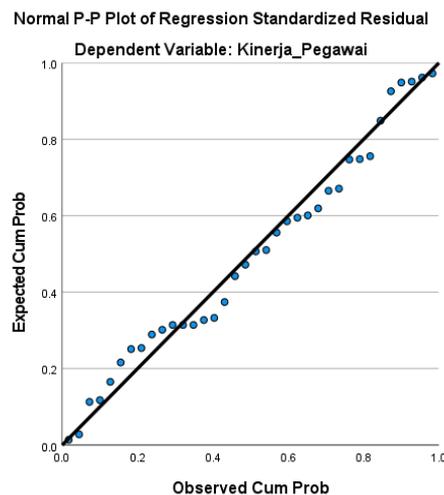


Figure 2. Normal Probability Plot (P–P Plot) Test

The results of the Kolmogorov–Smirnov test indicate a significance value of $0.678 > 0.05$, demonstrating that the residual data are normally distributed and that the regression model satisfies the normality assumption. Furthermore, a multicollinearity test was conducted to determine whether a high correlation exists among the independent variables in the regression model. The tolerance values for the independent variables were 0.651, exceeding the minimum threshold of 0.10, while the Variance Inflation Factor (VIF) values were 1.536, well below the maximum acceptable limit of 10. These findings indicate that the regression model is free from multicollinearity issues, and therefore, the independent variables do not exhibit problematic intercorrelations that could bias the regression estimates.

Heteroscedasticity Test

The heteroscedasticity test was conducted to examine whether the variance of the residuals in the regression model remains constant across observations. If the residual variance is constant, the condition is referred to as homoscedasticity; if it varies across observations, it is known as heteroscedasticity. A good regression model should not exhibit heteroscedasticity.

The test results indicate that the residual points are randomly scattered both above and below the zero value on the Y-axis, suggesting the absence of heteroscedasticity. Therefore, the regression model can be considered free from heteroscedasticity and appropriate for further analysis. To confirm this finding, the Glejser statistical test was also performed. The results show that the variables of career development and job satisfaction are not statistically significant in predicting the absolute residual values, with probability values of 0.108 and 0.094, respectively, both exceeding the 5% significance level (0.05). Thus, the regression model does not exhibit heteroscedasticity.

Coefficient of Determination (R²)

The coefficient of determination is reflected in the Adjusted R Square value. The test results indicate that the independent variables simultaneously explain 65% of the variance in the dependent variable. This means that 65% of the variation in employee performance can be explained by career development and job satisfaction, while the remaining 35% is influenced by other factors not examined in this study.

Simultaneous Test (F-Test)

The results of the simultaneous F-test show a significance value of 0.000, which is lower than the 5% significance level (0.05). This result indicates that the null hypothesis (H₀) is rejected, and there is a statistically significant linear relationship between career development (X₁) and job satisfaction (X₂) and employee performance (Y).

Based on the ANOVA results, the calculated F-value (F_{count}) is 6.968 with 2 degrees of freedom for regression and 28 degrees of freedom for residual, while the F-table value at the 5% significance level is 3.28. Since F_{count} > F_{table}, career development and job satisfaction simultaneously have a positive and

significant effect on employee performance at the Tukka District Government Office, Central Tapanuli Regency.

Partial Test (t-Test)

The partial test results indicate that the calculated t-value (tcount) for the career development variable is 2.652, which is greater than the t-table value of 2.02, with a significance value of $0.000 < 0.05$. This means that H_1 is accepted, and career development partially has a positive and significant effect on employee performance at the Tukka District Government Office.

Similarly, the calculated t-value for the job satisfaction variable is 3.726, which is greater than the t-table value of 2.02, with a significance value of $0.000 < 0.05$. Therefore, the alternative hypothesis is accepted, indicating that job satisfaction also partially has a positive and significant effect on employee performance.

Multiple Linear Regression Equation

Based on the results of the determination test, simultaneous test, and partial test, the multiple linear regression equation in this study is as follows:

$$Y = 17.2 + 0.299X_1 + 0.312X_2$$

The constant value of 17.2 indicates that when career development (X_1) and job satisfaction (X_2) are equal to zero, the employee performance score remains at 17.2. The regression coefficient for career development (0.299) indicates a positive relationship with employee performance, meaning that an increase in career development is associated with an increase in employee performance. Similarly, the regression coefficient for job satisfaction (0.312) indicates a positive relationship with employee performance, implying that higher levels of job satisfaction are associated with improved employee performance at the Tukka District Government Office, Central Tapanuli Regency.

Discussion

The Effect of Career Development on Employee Performance

The findings indicate that career development has a significant effect on employee performance at the Tukka District Government Office. Based on the partial t-test results, the calculated t-value (2.652) exceeds the t-table value (2.028), with a significance level of $0.008 < 0.05$, confirming a positive and statistically significant effect of career development on performance.

Descriptive analysis further reveals that employees' perceptions of career development fall within the high category, with an average index score of 3.70, although its practical implementation in daily activities has not yet been fully optimized. These findings are consistent with human resource management theory, which posits that career development programs—including training, mentoring, promotion opportunities, and structured career planning—enhance employee competence, motivation, and productivity.

Therefore, career development is empirically demonstrated to be a crucial factor in improving employee performance. Management is thus encouraged to continuously strengthen and systematize relevant career development programs to enhance employees' contributions toward achieving organizational objectives.

The Effect of Job Satisfaction on Employee Performance

The partial t-test results show that job satisfaction has a significant effect on employee performance, with a calculated t-value of 3.726, exceeding the t-table value (3.28), and a significance level of $0.000 < 0.05$. This indicates that higher levels of job satisfaction are associated with higher levels of employee performance.

Job satisfaction encompasses several dimensions, including relationships with supervisors and colleagues, salary, career advancement opportunities, working conditions, and recognition. These factors influence employees' loyalty, motivation, and dedication. The descriptive analysis indicates an average index score of 3.52, categorized as good, suggesting that most employees are generally satisfied with their working conditions. However, improvements in recognition systems and work environment quality could further enhance employee motivation.

These results align with human resource management theory and prior empirical studies, which emphasize that job satisfaction contributes positively to productivity, organizational commitment, and

performance. Accordingly, management should continuously optimize the determinants of job satisfaction to achieve higher levels of employee performance.

The Simultaneous Effect of Career Development and Job Satisfaction on Employee Performance

The regression analysis demonstrates that career development and job satisfaction simultaneously exert a positive effect on employee performance. The coefficient of determination (Adjusted R²) of 0.65 indicates that 65% of the variation in employee performance is explained by these two variables, while the remaining 35% is influenced by other factors not examined in this study, such as leadership and work discipline.

The ANOVA results show that the calculated F-value (6.98) exceeds the F-table value (3.26) at $\alpha = 0.05$, confirming a statistically significant simultaneous effect.

Partially, job satisfaction emerges as the more dominant variable in influencing employee performance compared to career development. This finding suggests that enhancing employee satisfaction is a key strategic approach to maximizing performance at the Tukka District Government Office.

CONCLUSION

Based on the research findings, career development and job satisfaction simultaneously exert a positive effect on employee performance, with a contribution of 65% (Adjusted R² = 0.65) and an F-value of 6.98 exceeding the F-table value of 3.26. Partially, job satisfaction emerges as the more dominant variable in enhancing employee performance (t-value = 3.726) compared to career development (t-value = 2.652), although both variables are statistically significant. The multiple linear regression equation, $Y = 17.254 + 0.257X_1 + 0.318X_2$, indicates that both independent variables have a positive directional influence on employee performance. To improve employee performance, management is advised to optimize career development by designing structured and transparent training, mentoring, and promotion programs that are implemented fairly and accompanied by periodic evaluations to assess their effectiveness. In addition, job satisfaction should be enhanced through the provision of proportional rewards and incentives, the creation of a conducive work environment, the fostering of harmonious working relationships, and greater attention to employee welfare. Supporting factors such as leadership quality and work discipline should also be strengthened. Furthermore, career development and job satisfaction initiatives should be systematically integrated into comprehensive human resource management policies. Employees are likewise encouraged to take advantage of career development opportunities, maintain positive relationships with colleagues and supervisors, and actively participate in organizational activities to enhance both their competencies and personal job satisfaction.

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