

**THE INFLUENCE OF CAREER DEVELOPMENT, WORK DISCIPLINE, AND
WORK MOTIVATION ON EMPLOYEE SATISFACTION**

*(Study on Employees of PT. Bank Permata, Tbk. Kuningan Area, Jakarta Lima, South
Jakarta)*

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Abstract - This study aims to determine and analyze the effect of career development, work discipline, and work motivation on job satisfaction of employees of PT. Bank Permata, Tbk. Kuningan Jakarta Lima Area, South Jakarta. The research method used is a survey method, using a questionnaire as a data collection tool. The population in this study were all employees of PT. Bank Permata, Tbk. Kuningan Jakarta Lima Area, South Jakarta. The sample used was 76 samples. The analysis tool used is SPSS. In general, it is concluded that there is a positive influence on career development, work discipline, and work motivation on job satisfaction a PT. Bank Permata, Tbk. Kuningan Jakarta Lima Area, South Jakarta.

Keywords: Career Development, Work Discipline, Work Motivation, Job Satisfaction.

Abstrak— Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh pengembangan karir, disiplin kerja, dan motivasi kerja terhadap kepuasan kerja karyawan PT. Bank Permata, Tbk. Area Kuningan Jakarta Lima, Jakarta Selatan. Metoda penelitian yang digunakan adalah metoda survei, dengan menggunakan kuesioner sebagai alat pengumpulan datanya. Populasi dalam penelitian ini adalah semua karyawan PT. Bank Permata, Tbk. Area Kuningan Jakarta Lima, Jakarta Selatan. Sampel yang digunakan adalah 76 orang sampel. Alat analisis yang digunakan adalah SPSS. Secara umum disimpulkan bahwa terdapat pengaruh positif pengembangan karir, disiplin kerja, dan motivasi kerja terhadap kepuasan kerja di PT. Bank Permata, Tbk. Area Kuningan Jakarta Lima, Jakarta Selatan.

Kata Kunci: Kualitas Produk, Harga, Sikap Konsumen, Keputusan Pembelian

PRELIMINARY

Background

We have previously seen that management is the process of planning, organizing, leading and controlling the efforts of organizational members and the process of using various other organizational resources in order to achieve organizational goals as set (Stoner & Wankel., 1993). In Human Resource Management, employee career development and management can be trained through training held within an organization. In addition, by holding job evaluations, it can also help employees to be able to further improve their performance in managing Human Resources (HR). We must remember from the concept of Human Resource Management (HRM) that humans are not machines or tools. So that in Human Resource Management we know how to manage the relationships and roles of human resources, so that they can achieve the desired goals in a company where they work.

Every company in carrying out its activities must have a goal to be achieved, to achieve or realize these goals every company must be good at choosing a strategy, especially human resource planning which in essence is focused on certain steps taken by management. Due to the availability of permanent workforce to occupy positions and the right time in order to achieve the stated goals and objectives. Companies in increasing their productivity carry out a form of activity, namely the placement of workers or employees who have different levels of competence. This difference in ability is determined based on the results of the recruitment (recruitment) and qualifications (qualification) of the company. Even for promotion, it is determined based on the job placement itself. Which, according to (Hasibuan, Malayu SP, 2018: 69) career development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to the needs of the job / position through education and training.

One of the things that affects employee job satisfaction is discipline. Work discipline itself is one of several factors that affect employee job satisfaction. Because without discipline, all activities that will be carried out will produce unsatisfactory results and are not in accordance with expectations. This can result in a lack of achievement of the goals and objectives of the organization or company and can also hinder the running of the organization's programs. (According to Rivai, 2009: 825) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable norms.

The relationship between employees and leaders is a factor that also influences his efforts to obtain employee job satisfaction. A bad relationship between leaders and employees can cause its own mistakes for employees. Apart from career development and work discipline, motivation is no less important in improving employee performance. Motivation can drive someone to carry out an activity in order to get the best results. According to (Hasibuan Malayu S.P, 2013: 191) motivation is a stimulant for a person's desire to work, each motive has a specific goal to be achieved. Therefore, it is not surprising that employees who have high work motivation usually have high performance and job satisfaction as well.

DISCUSSION

Theoretical basis

Human Resource Management (HRM)

According to (Hasibuan, 2013) defining human resource management is the science and art that regulates the relationship and role of the workforce to be effective and efficient in helping the realization of company, employee and community goals. According to (Mangkunegara, 2013: 2) says that human resource management is a planning, organizing, coordinating, implementing and supervising procurement, development, providing remuneration, integrating maintenance and segregating labor in order to achieve organizational goals. According to (Handoko, 2011: 4) human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals.

Career development

Career development is all efforts made to improve technical, theoretical, conceptual and moral abilities in accordance with the needs of a job or position through education and training. (Hasibuan, 2013) states that career development refers to staff and personnel problems in the long-term educational process using a systematic and organized procedure in which managers learn conceptual and theoretical knowledge for general purposes, which corresponds to changes in the work environment which are usually in the form of mutations. work. According to (Stone in Kadarisman, 2012: 322) states that employee career development is the process and activities of preparing an employee for a position in an organization or company, which will be carried out in the future. With this development includes the understanding that the company or HR manager has prepared a plan in advance about the ways that need to be done to develop an employee's career during his work. According to (Dubrin in Mangkunegara, 2013: 77) suggests that career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally.

Work Discipline

According to (Rivai and Sagala, 2013: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as a person's willingness to obey all applicable social rules and norms in a company. According to (Rivai and Sagala, 2013: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as a person's willingness to obey all applicable social rules and norms in a company. Discipline must be emphasized in a corporate organization. Without the support of good employee discipline, it is difficult for the company to achieve its goals. So, discipline is the key to the success of a company in achieving its goals. According to (Rivai and Sagala, 2013: 824) the better the discipline exercised by employees in a company, the greater the work performance that can be generated. Conversely, without good discipline, it is difficult for companies to achieve optimal results.

Work motivation

Motivation is the driving force for someone to contribute as much as possible for the success of the organization to achieve its goals. With the understanding that the achievement of organizational goals means that the personal goals of the members of the organization concerned are achieved. According to (Hasibuan, 2013: 143) says that work motivation is the provision of a driving force that creates a person's enthusiasm for work so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. According to (Rivai, 2011: 455) states that work motivation is saying that the notion of work motivation is a series of attitudes and values that influence individuals to achieve specific things according to

individual goals. According to (Mangkunegara, 2011: 93) motive is a need for an employee that needs to be fulfilled by the employee to adapt to their environment.

Job satisfaction

According to (Davis in Mangkunegara, 2013: 117), argues that "job satisfaction is the favorableness or unfavorableness with employees view their work" (job satisfaction is the feeling of supporting or not supporting employees at work). According to (Sutrisno, 2014: 73) job satisfaction is quite an interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction allows efforts to increase their happiness in life. For industry, research on job satisfaction is carried out in an effort to increase production and the effect of costs through improving employee attitudes and behavior. Society will certainly enjoy the maximum capacity yield from the industry and the increase in human value in the context of work. Furthermore, job satisfaction is an assessment of a job whether it is fun or not to do. Meanwhile, according to (Hasibuan, 2017: 202) job satisfaction is a pleasant emotional attitude to love work.

Relationship Between Research Variables

In this research I analyzed whether Career Development (X1), Work Discipline (X2), Work Motivation (X3), Job Satisfaction (Y) at PT Bank Permata, Menara Kadin Branch Office, South Jakarta. The dependent variable used in this study is Job Satisfaction (Y), and the independent variables are Career Development (X1), Work Discipline (X2), Work Motivation (X3).

Relationship between Career Development and Job Satisfaction

According to (Nugraha and Rozak, 2017) it is known that there is a positive and significant effect of career development on job satisfaction. This means that if there is an increase in career development, it will be followed by an increase in job satisfaction. With good career development, job satisfaction will be better. With the development of a career in a company, it will have a positive impact on the feelings of an employee who works seriously and serves the company.

Relationship of Work Discipline to Job Satisfaction

Discipline in work is a factor that must be possessed by employees who want to achieve job satisfaction. Work discipline can be in the form of punctuality in work, obedience to the tasks assigned to him, and good use of facilities. The current paradigm of institutions that want to develop and advance really needs employees who are highly disciplined in their work. Those who have high enthusiasm, obey the rules set by the institution, are creative and can make good use of the facilities are expected to be able to compete in national, regional and international competitions.

Relationship between Work Motivation and Job Satisfaction

(Winardi in Natta, et. Al, 2017: 119), said that motivation is a potential power in humans, which can be developed by themselves, or developed by a number of external forces whose core revolves around monetary rewards and non-monetary rewards, which can affect their work results positively or negatively, whichever depends on the situation and condition of the person concerned.

Relationship of Career Development, Work Discipline, and Work Motivation on Job Satisfaction

With the development of a career in a company, it will have a positive impact on the feelings of an employee who works seriously and serves the company. For employees, career development means a lot to themselves so that they make themselves feel satisfied with what they do at work. Discipline in work is a factor that must also be owned by employees who want to

achieve satisfaction in their work. Work discipline can be in the form of punctuality in work, obedience to the tasks assigned to him, and good use of facilities. In addition, with high work discipline from employees, they will be able to feel the work results that have been occupied, and will be able to feel satisfaction at work. Employee job satisfaction is the main concern of an agency because someone's reason for becoming a member of the organization is to get job satisfaction. Therefore motivating factors for employees is very important because with motivation will arise a morale and job satisfaction of employees, resulting in high work productivity of employees.

Hypothesis Development

The hypothesis is a temporary answer to the formulation of the problem that still has to be proven through research (Sugiyono, 2017: 159). Hypotheses cannot just happen but are developed with a relevant theory or with the logic of the results of previous research. The hypothesis is developed using theory, because it verifies the existing phenomena, thus based on previous research and theoretical concepts collected above, the researcher intends to take the hypothesis:

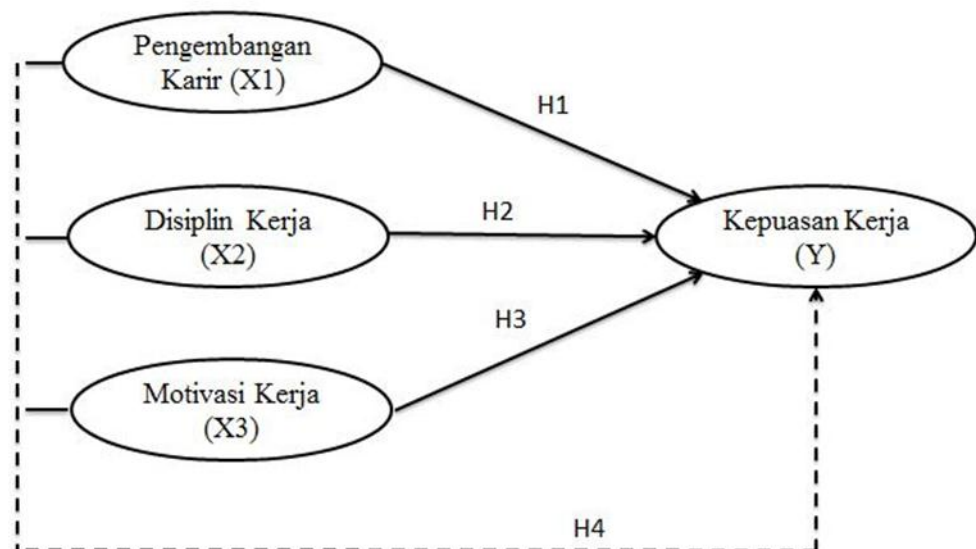
H1: Career development is thought to affect the job satisfaction of employees of PT. Bank Permata, Tbk.

H2: Work Discipline is thought to affect the job satisfaction of employees of PT. Bank Permata, Tbk.

H3: Motivasi Kerja diduga berpengaruh terhadap kepuasan kerja karyawan PT. Bank Permata, Tbk.

H4: Career Development, Work Discipline, and Work Motivation are thought to have an effect on job satisfaction of employees of PT. Permata Bank.

Kerangka Konseptual Penelitian



Gambar 1. Kerangka Konseptual

Source: Theory Study Based on Figure 1. Career development, work discipline, and motivation simultaneously and partially influence job satisfaction.

RESEARCH METHODS

Research Strategy

The strategy used in this research is associative. Associative strategy is a method of examining an object which has the aim of knowing the effect of two or more variables. This strategy was chosen because this study aims to determine the effect of variable X1 (career development), variable X2 (work discipline), and variable X3 (work motivation) with variable Y (job satisfaction) in PT. Bank Permata Tbk. Kuningan Jakarta lima area.

Research population

According to (Sugiyono, 2015: 80) population is a generalization area consisting of objects / subjects / which have certain qualities and characteristics determined by the researcher to study and then draw conclusions. In writing this thesis, the authors determine the population is employees or employees of PT. Bank Permata Tbk. Kuningan Jakarta Lima area as many as 76 respondents.

Research Samples

According to (Sugiyono, 2015-81) the sample is part of the number and characteristics of the population. When the population is large and the research is not possible to study everything in the population. For this reason, the sample taken from the population must be truly representative (representative). In writing this thesis, the authors determine the sample is employees or employees of PT. Bank Permata Tbk. Kuningan Jakarta Lima area as many as 76 respondents. The sampling technique used was saturated sampling technique. According to (Sugiyono, 2015: 85) defines saturated sampling, namely: "The technique of determining the sample when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people, or if the study wants to make generalizations with very few errors. Another term saturated sample is census, where all members of the population are sampled. " So from the explanation of the sample technique above the writer does not determine the sample, because all members of the population will be studied.

Data and Data Collection Methods

Data source

The data source used is primary data. Primary data is data that is collected directly in accordance with the original source based on the research topic. Primary data collection methods in research using interviews and questionnaires.

The type of data used in this study is primary data. According to (Sugiyono, 2017: 187) the definition of primary data is the source of data that directly provides data to data collectors. Pimer data sources are individual respondents, focus groups, the internet can also be a primary data source if the questionnaire is distributed via the internet. In this study, primary data is known from the results of filling out questionnaires by medical personnel and employees at the Menteng District Health Center, Central Jakarta. The goal is to determine career development, work discipline, and work motivation on job satisfaction of employees of PT. Bank Permata, Tbk, Jakarta Lima area, South Jakarta.

Data Collection Methods

The data collection method used in this study was carried out by field research. Field research is research conducted to obtain data directly from the company that is the object of research, in the following ways:

- a. Interview, namely getting information by asking directly to employees of PT. Bank Permata Tbk. Kuningan Jakarta lima area.
- b. Questionnaires, namely by distributing a list of written statements (questionnaires) to employees (respondents) at PT. Bank Permata Tbk. Kuningan Jakarta lima area. This

data collection is based on the answers or responses of respondents to the statements submitted.

Operational Variables

This research has independent variables and dependent variables. Independent variables are factors that cause an influence. While the dependent variable is a factor that is influenced by the independent variable. Below is a description of the variables used in the study:

The dependent variable: Job satisfaction

Independent variables: career development, work discipline, and work motivation.

Data analysis method

Data analysis is an activity after data from all respondents or other data sources have been collected. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables of all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation and performing calculations to test the proposed hypothesis (Sugiyono 2013: 142). The scale commonly used in questionnaires and is the scale most widely used in survey research. The name of this scale is taken from the name Rensis Likert, who published a report explaining its use. (Sugiyono, 2013: 143) argues that the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. The answer to each instrument item that uses a Likert scale has a positive gradient. There are five weighting categories on a Likert scale as follows:

Tabel 1 Skala Model *Likert*

Scale	Information	Positive Statement
1	Strongly agree	4
2	Agree	3
3	Disagree	2
4	Strongly Disagree	1

Source: Sugiyono (2013: 93)

Descriptive Statistical Analysis

Descriptive statistics is the field of statistics that studies the methods of collecting, arranging, and presenting data for a study. Activities included in this category are collecting or collecting data, grouping or grouping data, determining value and statistical functions, and the latter including the production of graphs and images..

According to Sugiyono (2013: 206) what is meant by descriptive statistical analysis is statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. The statistics used in this study are the mean (mean), median, mode, standard deviation, etc. The variables of this study regarding organizational culture, discipline and performance, each item of the questionnaire has five answers with different weights / scores. .

Verification Analysis

The verification method is checking whether or not it is explained to test a method with or without improvements that have been implemented elsewhere by overcoming problems that are similar to life. Verification means testing the theory by testing a hypothesis whether it is accepted or rejected. According to Sugiyono (2013: 55), verification analysis is a research method that aims to determine the relationship between two or more variables. This method is used to test the truth of a hypothesis.

Data processing

The data collected from the tabulated questionnaire will then be processed using the SPSS (Statistical Product and Service Solution) version 25.0 program. To produce the output there is a statistical analysis in the form of a coefficient of determination and hypothesis testing.

Presentation of Data

The resulting data will be presented in tabular form, the goal is to make the data easy to read and understand.

Research Instrument Test

The research instrument is a tool used to measure observed natural and social phenomena. This phenomenon is specifically called the research variable. The number of research instruments depends on the number of research variables that are determined to be studied. In addition, research instruments play an important role in quantitative research because the quality of data used in many ways is determined by the quality of the instruments used. Here are some tests that will be used in the research instrument test.

Validity test

The validity test is a degree of accuracy between the data that actually occurs and the data collected by the researcher. Validity is one of the degrees of accuracy or reliability of the measurement of the instrument regarding the content of the question (Sugiyono, 2012: 124). The test technique used is the correlation technique through the Product correlation coefficient. Moment. The ordinal score of each question item being tested for validity is correlated with the ordinal score of the whole item. If the correlation coefficient is positive, then the item is declared valid, whereas if it is negative then the item is invalid and will be removed from the questionnaire or replaced with a statement of improvement. How to find the correlation value is as follows:

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}} \quad (1)$$

Where:

r = correlation coefficient

n = number of samples

$\sum X$ = Total item score

$\sum Y$ = The total score of answers

$\sum X^2$ = Sum of squares of item score

$\sum Y^2$ = The sum of the squares of the total answer score

$\sum XY$ = The sum of the multiplication of an item's answer score by the total score

The minimum requirement to be considered a valid instrument item is the validity index value ≥ 0.3 (Sugiyono, 2012: 115) and if the Product Moment correlation coefficient $> r$ table. Therefore, all statements that have a correlation level below 0.3 must be corrected because they are considered invalid.

Validity of Instrument Per item for Career Development (X1)

Based on the results of the validity test, it can be concluded that in the Career Development variable (X1), 14 (fourteen) statement items are declared valid because the $r_{count} > r_{critical}$ value, so all of these statements can be used for data collection.

Validity of Instrument Per item for Work Discipline (X2)

Based on the results of the validity test, it can be concluded that in the Work Discipline variable (X2), 12 (twelve) statement items were declared valid because the $r_{count} >$ critical value, so that all of these statements could be used for data collection.

Validity of Instrument Per item for Work Motivation (X3)

Based on the results of the validity test as listed in table 4.6, it can be concluded that in the Work Motivation variable (X3), 10 (ten) statement items are declared valid because the $r_{count} >$ critical value, so that all of these statements can be used for data collection.

Instrument Validity Per item for Job Satisfaction (Y)

Based on the results of the validity test as shown in table 4.7, it can be concluded that in the Job Satisfaction variable (Y), 7 (seven) statement items are declared valid because the $r_{count} >$ critical value, so that all of these statements can be used for data collection.

Reliability Test

The reliability test aims to see to what extent the measurement results using the same object will produce the same data (Sugiyono, 2012: 130). The reliability test was carried out by the split half method with the Cronbach's Alpha (α) statistical test using the help of the SPSS 25.0 program provided that it is said to be reliable if the Cronbach's Alpha value is > 0.60 .

Table 2. Instrument Reliability Test Results

No.	Variabel	Cronbach's Alpha	Ketetapan	Keterangan
1	Pengembangan Karir (X ₁)	0,748	0,60	Reliabel
2	Disiplin Kerja (X ₂)	0,747	0,60	Reliabel
3	Motivasi Kerja (X ₃)	0,753	0,60	Reliabel
4	Kepuasan Kerja (Y)	0,763	0,60	Reliabel

Sumber: Hasil Pengolahan Data SPSS v 25.0 (2020)

From table 2 above it can be seen that the two variables above have Cronbach's Alpha > 0.60 , thus it can be concluded that all items in the indicator are reliable..

Statistical Analysis of Data**R² test (coefficient of determination)****Correlation Coefficient and Partial Determination of Career Development (X1) on Job Satisfaction (Y).**

The results show that the partial determination coefficient of 0.436 can be interpreted that the effect of career development on job satisfaction is 43.6% or in other words 43.6% of variations in job satisfaction variables can be explained by career development variables, while the remaining 56.4% is the influence of variables. others who were not included in this research model.

Correlation Coefficient and Partial Determination of Work Discipline (X2) on Job Satisfaction (Y).

The results show that the partial determination coefficient of 0.197 can be interpreted that the effect of work discipline on job satisfaction is 19.7% or in other words 19.7% of variations in job satisfaction variables can be explained by work discipline variables, while the remaining 80.3% is the influence of variables. others who were not included in this research model.

Correlation Coefficient and Partial Determination of Work Motivation (X3) on Job Satisfaction (Y).

The results show that the partial determination coefficient of 0.201 can be interpreted that the effect of work discipline on job satisfaction is 20.1% or in other words 20.1% of variations in job satisfaction variables can be explained by work motivation variables, while the remaining 79.9% is the influence of variables. others who were not included in this research model.

Correlation Coefficient and Simultaneous Determination of Career Development (X1), Work Discipline (X2), Work Motivation (X3) with Job Satisfaction (Y)

Table 3 Correlation Coefficient and Simultaneous Determination of Career Development (X1), Work Discipline (X2), Work Motivation (X3) and Job Satisfaction (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	0,797	0,789	1,08638
a. Predictors: (Constant), Motivasi Kerja (X3), Disiplin Kerja (X2), Pengembangan Karir (X1)				

Sumber: Hasil Pengolahan Data SPSS v 25.0 (2020)

Based on Table 3, the results of the data calculation of the multiple correlation coefficient with SPSS Version 25.0 obtained a multiple correlation coefficient value of 0.893, which means that career development, work discipline, and work motivation have a strong relationship to employee job satisfaction at PT. Bank Permata, Tbk. Kuningan Jakarta Lima Area, South Jakarta means that career development, work discipline, and work motivation are simultaneously given according to employee expectations, so that employee job satisfaction increases very strongly. the better the career development, work discipline, and work motivation provided will create job satisfaction. In general, the research results show that career development, work discipline, and work motivation are important factors in order to obtain a high level of employee job satisfaction.

The results of the calculation of the simultaneous coefficient of determination with the value of Adjusted R² = 0.789 so that it is interpreted that the effect of career development, work discipline, and work motivation simultaneously on employee job satisfaction is 78.9% or in other words 78.9% of variations in job satisfaction variables can be explained. by the variable career development, work discipline, and work motivation simultaneously, while the remaining 21.1% is the influence of other variables not included in this research model.

Hypothesis test

Partial Hypothesis Testing (t test)

Partial hypothesis testing (t test) is to determine whether each independent variable consisting of (X1, X2, X3) has a significant positive effect with the dependent variable (Y) if done separately.

Table 4 Partial Hypothesis Results (t test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,135	1,496		-,090	,928
	Pengembangan Karir (X1)	,193	,056	,378	3,421	,001
	Disiplin Kerja (X2)	,233	,049	,384	4,750	,000
	Motivasi Kerja (X3)	,158	,092	,220	1,706	,092

a. Dependent Variable: Kepuasan Kerja (Y)

Source: Results of SPSS v 25.0 (2020) Data Processing

Interpretation of Research Results (t test)

- i. i. If the sig value < 0.05 , or $t_{count} > t_{table}$, then there is an effect of variable X on Y.
- ii. ii. If the sig value ≥ 0.05 , or $t_{count} < t_{table}$ then there is no effect of variable X on variable Y.

$$t_{table} = t(\alpha/2 ; n-k-1) = t(0,025 ; 72) = 1,993 \quad (2)$$

First Hypothesis Testing (H1)

The sig value is known. For the effect of X1 on Y is equal to 0.001 < 0.05 and the value of t_{count} 3.421 $> t_{table}$ 1.993, so it can be concluded that H1 is accepted, which means that there is an effect of X1 on Y. Proving that partially there is a significant effect on career development and employee job satisfaction.

Second Hypothesis Testing (H2)

The sig value is known. For the effect of X2 on Y is equal to 0.000 < 0.05 and the value of t_{count} 4.750 $> t_{table}$ 1.993, so it can be concluded that H2 is accepted, which means that there is an effect of X2 on Y. Proving that partially there is a significant effect of work discipline on employee job satisfaction.

Third Hypothesis Testing (H3)

The sig value is known. For the effect of X3 on Y is equal to 0.092 > 0.05 and the value of t_{count} 1.706 $< t_{table}$ 1.993, so it can be concluded that H3 is rejected, which means that there is no influence of X3 on Y. Proving that partially there is no significant effect of work motivation on employee job satisfaction.

Table 5.Partial Hypothesis Results (t test)

Variabel	T		Sig.		Kesimpulan
	t _{hitung}	t _{tabel}	hasil	$\alpha = 5\%$	
Pengembangan Karir (X ₁)	3,421	> 1,993	0,001	< 0,05	H ₀ ditolak dan H _a diterima, Berpengaruh Signifikan
Disiplin Kerja (X ₂)	4,750	> 1,993	0,000	< 0,05	H ₀ ditolak dan H _a diterima, Berpengaruh Signifikan
Motivasi Kerja (X ₃)	1,706	< 1,993	0,092	> 0,05	H ₀ diterima dan H _a ditolak, tidak Berpengaruh Signifikan

Source: Results of SPSS v 25.0 (2020)

Simultaneous Hypothesis Testing (Test F)

Simultaneous hypothesis testing (F test) is to determine whether each independent variable consisting of (X₁, X₂, X₃) has a significant effect on the dependent variable (Y) if done together.

Table 6. Simultaneous Results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	334,446	3	111,482	94,459	,000 ^b
	Residual	84,975	72	1,180		
	Total	419,421	75			
a. Dependent Variable: Kepuasan Kerja (Y)						
b. Predictors: (Constant), Motivasi Kerja (X ₃), Disiplin Kerja (X ₂), Pengembangan Karir (X ₁)						

Source: Results of SPSS v 25.0 (2020) Data Processing

Interpretation of Research Results (Test F)

- i. i. If the value is sig. <0.05, or Fcount > Ftable, then there is an effect of variable X simultaneously on variable Y.
- ii. ii. If the value is sig. > 0.05, or Fcount < Ftable, then there is no effect of variable X simultaneously on variable Y.

$$F_{\text{tabel}} = F(k ; n-k) = F(3 ; 73) = 2,73 \quad (3)$$

Fourth Hypothesis Testing (H4)

Based on the output in table 6, it is known that the sig value. For the effect of X1, X2, and X3 simultaneously on Y is 0.000 <0.05 and the value of Fcount is 94.459 > Ftable 2.73, so it can be concluded that H4 is accepted, which means that there is an effect of X1, X2, and X3 simultaneously on Y. This proves that simultaneously there is a significant influence between career development, work discipline, and work motivation on job satisfaction of employees of PT. Bank Permata, Tbk.

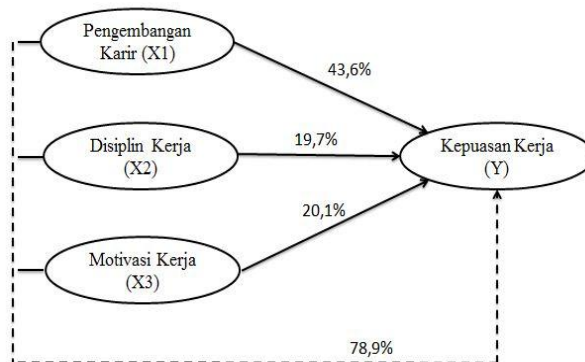
Table 7 Conclusion of Simultaneous Hypothesis Results (Test F)

Variabel	F		Sig.		Kesimpulan
	F _{hitung}	F _{tabel}	hasil	$\alpha = 5\%$	
Pengembangan Karir (X ₁), Disiplin Kerja (X ₂), Motivasi Kerja (X ₃)	94,459	> 2,73	0,000	<0,05	H ₀ ditolak dan H _a diterima, Berpengaruh Signifikan secara bersama-sama.

Source: Results of SPSS v 25.0 (2020) Data Processing

Research Findings

Figure 2. Results of research findings



Effect of Career Development on Employee Job Satisfaction

This study found that career development has a significant effect on employee job satisfaction by 43.6%. This is in accordance with the research of Riyan Nugraha (2017). and Dede

Abdul Rozak (2017) who found that Career Development has a significant effect on employee job satisfaction. It can be concluded that the better the career, the better the employee satisfaction of PT. Bank Permata, Tbk.

The Effect of Work Discipline on Employee Job Satisfaction

This study shows that work discipline has a significant effect on employee job satisfaction by 19.7%. This is in accordance with research (David, 2018), (Shirly, 2018) (Mauritz D.S Lumentut, 2015), (Lucky O.H Dotulong 2015) which found that Work Discipline has a significant effect on employee job satisfaction. It can be concluded that the better the discipline, the more employee satisfaction of PT. Bank Permata, Tbk.

Effect of Work Motivation on Employee Job Satisfaction

This research shows that work motivation does not have a significant effect on employee job satisfaction by 20.1%. This is not in accordance with the research of Sagung Binda Karmita, I Wayan Gede Supartha and Putu Saroyini Pratini (2015) Nining Ratnaningsih (2017). It can be concluded that motivation has no effect on job satisfaction of employees of PT. Bank Permata, Tbk. It is because there are other elements in a person who cannot receive motivation for himself so that it will not increase job satisfaction.

The Influence of Career Development, Work Discipline, and Work Motivation on Employee Job Satisfaction

This study is known in the test results of the coefficient of determination to get a value of 78.9%, which means that in career development, work discipline, and work motivation have a strong relationship to job satisfaction, and based on the description previously explained, the F test results show that the three variables independent simultaneously affect job satisfaction of 94.459 with $\alpha = 5\%$. It can be concluded that there is a career development at PT. Bank Permata, Tbk. With employee discipline and motivation for employees will increase job satisfaction for employees of PT. Bank Permata, Tbk.

Conclusions, Implications and Limitations of the Research

Conclusion

Based on the results of the analysis carried out, the conclusions that can be put forward are as follows:

1. Partially there is a significant effect, career development on job satisfaction of employees of PT. Bank Permata, Tbk. and the contribution of influence is 43.6%. Thus, an increase in employee career development will increase job satisfaction in employees so that it can make employees more productive in helping the company to be more advanced.
2. Partially there is a significant effect, work discipline on job satisfaction of employees of PT. Bank Permata, Tbk. and the contribution of influence was 19.7%. Thus the existence of discipline in employees, it will increase job satisfaction for employees so that the company can believe that the tasks given to employees will be completed properly.
3. Partially there is no significant effect, work motivation on job satisfaction of employees of PT. Bank Permata, Tbk. and influence contribution of 20.1%. Because there are other elements in a person who cannot receive motivation for himself so that it will not increase job satisfaction. With demikian perusahaan agar mencari cara lain untuk meningkatkan taraf kepuasan kerja karyawan yang ada di PT. Bank Permata, Tbk.

4. Based on simultaneous research, it is known that career development, work discipline and work motivation have a positive and significant effect on job satisfaction of employees of PT. Bank Permata, Tbk. and the contribution of influence was 78.9%. Thus, an increase in career development, work discipline, and work motivation for employees will increase job satisfaction for employees, so that employees can work more effectively and productively to help advance the company to be even better.

Suggestion

Based on the research results, here are some suggestions to improve the job satisfaction of employees of PT. Bank Permata, Tbk. As follows:

1. Doing promotions for employees who are already capable and good at work, many employees who expect their careers to increase work at PT. Bank Permata, Tbk. Employees should be included in training so that the skills and abilities of employees develop to be able to work more effectively.
2. Making sufficiently heavy sanctions so that employees are better trained to be disciplined, so as to improve employee attendance which can harm the company.
3. Hold a job training again or family gathering so that employees can be motivated in other ways so that employees can work better.

Limitations and further research development

The limitations of this study are:

1. This research was conducted at PT. Bank Permata, Tbk. Kuningan Jakarta Lima Area, South Jakarta. So it is necessary to add a broad research object.
2. This study uses independent variables, namely career development, work discipline, and work motivation and the dependent variable is employee job satisfaction. In addition, the research indicators used in research can be added with other indicators outside of this research that are relevant to the research to be carried out.

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