



## The Influence of Career Development and Work Environment on Employee Performance Through Job Satisfaction at Bank Negara Indonesia Muara Bungo Branch

Wulan Sari<sup>1\*</sup>, Zahari MS<sup>2</sup>, Sudirman Sudirman<sup>3</sup>

<sup>1</sup> Master of Management Program, Batanghari University, Jambi, Indonesia, email: [ws220589@gmail.com](mailto:ws220589@gmail.com)

<sup>2</sup> Master of Management Program, Batanghari University, Jambi, Indonesia

<sup>3</sup> Master of Management Program, Batanghari University, Jambi, Indonesia

Corresponding Author: Wulan Sari<sup>1</sup>

**Abstract:** This research aims to determine and analyze the influence of career development and work environment on employee performance through job satisfaction for employees at Bank BNI Muara Bungo Branch. The method used in this research is descriptive verification and quantitative methods. In this research, the sampling technique used was a nonprobability sampling approach with a purposive sampling method. Based on the approach, it can be seen that the number of samples is 77 people. This research uses the PLS analysis method. Based on the description of career development, work environment, job satisfaction and employee performance at Bank BNI Muara Bungo Branch, it shows that career development is in the good category. Then the Work Environment shows the good category. Next, Job Satisfaction is in the satisfied category. Meanwhile, employee performance is in the high category. Based on the research results, Career Development has a positive and significant effect on Job Satisfaction, Work Environment has a positive and significant effect on Job Satisfaction, Career Development has a positive and significant effect on Employee performance, Work Environment has no significant effect on Employee performance, Job Satisfaction has a positive and significant effect on Employee performance, Career Development have a positive and significant effect on Employee performance through Job Satisfaction, Work Environment has a positive and significant effect on Employee performance through Job Satisfaction at Bank BNI Muara Bungo Branch.

**Keyword:** Career Development, Work Environment, Job Satisfaction, Employee Performance

### INTRODUCTION

The improvement of employee performance is a strategy implemented by a company to realize its goals by carrying out its processes. This is because the progress of an

institution depends on the performance of its employees. Performance (work achievement) is the result of the quality and quantity of work achieved by an employee in carrying out their duties based on the responsibilities assigned to them (Mangkunegara, 2017).

PT. Bank Negara Indonesia (Persero), Tbk (hereinafter referred to as "BNI" or "Bank") was initially established in Indonesia as the central bank under the name "Bank Negara Indonesia" based on Government Regulation in Lieu of Law No. 2 of 1946 dated July 5, 1946. Subsequently, under Law No. 17 of 1968, BNI was designated as "Bank Negara Indonesia 1946," and its status became a State-Owned Commercial Bank. Furthermore, BNI's role as a bank entrusted with improving the economy of the people and participating in national development was reaffirmed by Law No. 17 of 1968 concerning Bank Negara Indonesia 1946. The latest amendment to BNI's Articles of Association includes the comprehensive revision of the entire Articles of Association in accordance with Deed No. 35 dated March 17, 2015, before Notary Fathiah Helmi, S.H., which received approval from the Minister of Law and Human Rights of the Republic of Indonesia, as evidenced by Decree No. AHU-AH.01.03-0776526 dated April 14, 2015.

At present, 60 percent of BNI's shares are owned by the Government of the Republic of Indonesia, while the remaining 40 percent is owned by the public, both individuals and domestic and foreign institutions. BNI is currently recognized as the fourth-largest national bank in Indonesia, based on total assets, total loans, and total third-party funds. In providing integrated financial services, BNI is supported by several subsidiary companies, namely BNI Multifinance, BNI Sekuritas, BNI Life Insurance, BNI Ventures, BNI Remittance, and Bank Mayora.

This results in PT. Bank Negara Indonesia (Persero) Tbk, with the government's decision as its owner, undoubtedly providing a solid foundation for the company to become a healthy commercial bank capable of competing with other banks and demonstrating optimal corporate performance, as demanded by shareholders. However, achieving optimum company performance must be accompanied by the quality of service provided by employees to customers, which must also be optimal, as demanded by management.

Based on the number of employees at Bank BNI Muara Bungo Branch from 2018 to 2022, there has been a tendency for an increase each year. The highest number of employees is in the position of security guards, totaling 12 individuals. A decrease in the number of employees occurred in 2020, with a reduction of 2 individuals. Meanwhile, the total number of employees in 2022 is 77 individuals.

Based on previous research, it has been found that factors influencing employee performance include career development, work environment, and job satisfaction. One such study was conducted by Budy and Hartini (2017) in their research titled "The Influence of Career Development and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at Sinjaraga Santika Sport Company

Based on the research conducted by Yuniharto (2022), the results indicate a positive and significant influence of career development on employee performance. Similarly, the findings of the study conducted by Hutauruk et al (2023) state that there is a positive and significant influence of career development on employee performance.

Based on the number of employees at Bank BNI Muara Bungo Branch who have undergone career development through job promotions over the last five years, there are a total of 54 individuals. According to this data, it is observed that there are relatively few employees receiving job promotions each year. In 2020, there were only 7 promotions out of a total of 67 employees, representing 10.45% of the workforce. The decrease in the number of employee promotions may have an impact on the performance of employees at Bank BNI Muara Bungo Branch. Besides career development, another factor that can

influence employee performance at Bank BNI Muara Bungo Branch is the work environment

According to Estiana et al. (2023) in their research on the impact of the work environment on performance, the results show a significant influence of the work environment on employee performance. Thus, it can be concluded that a good work environment will create good performance as well. This is supported by the findings of a study conducted by Sari (2023) on the Influence of Work Environment and Work Discipline on Employee Performance, which indicates that the work environment variable has a significant effect on employee performance. If employees enjoy the work environment where they work, they will be comfortable in their workplace, engage in activities, and use work time effectively. On the contrary, an inadequate work environment can decrease employee performance.

Based on the physical work environment at Bank BNI Muara Bungo Branch from 2018 to 2022, it is observed that there are 29 items that are either non-functional or inadequately functioning. The type of item that is most inadequately functioning is PC computers or laptops, as well as printers, with each having a total of 5 units in disrepair. Items such as computers or laptops and printers, which are essential work tools, should ideally be in good condition and function properly. The malfunction of these items can adversely affect the performance of employees.

Yunarsih (2017) reveals that one of the important and influential factors in improving performance is employee job satisfaction. Job satisfaction reflects an individual's feelings toward their work and everything encountered in their career development. Similarly, Muslimin (2020) states that employee job satisfaction must be considered by organizations because it can influence performance, making employees feel motivated to give their best efforts and contribute collectively to achieving organizational goals.

Based on the research conducted by Marbun (2022), it is stated that job satisfaction has a significant influence on employee performance. Similarly, a study by Umamy et al. (2021) asserts that job satisfaction significantly affects employee performance. However, the findings of the research conducted by Ulfa et al. (2022) state that job satisfaction does not have a significant influence on employee performance.

Based on the data above, it can be observed that employees at Bank BNI have leave entitlements and receive overtime pay, as indicated in the table above with leave and overtime requests that are neither approved nor rejected by the company. In the year 2022, there were 312 leave requests out of a total of 77 employees, with only 278 days being approved by the company, and the rest being processed by the company. Regarding overtime requests, there were 147 requests, but only 110 were approved by the company. The approval or disapproval of leave and overtime requests significantly affects the job satisfaction of employees at Bank BNI Muara Bungo Branch. If leave and overtime requests are fully approved by the company, employees will indirectly feel satisfied with what they have received from the company.

Based on the achievement of the number of customers observed through lending, it can be seen that, on average, for the period from 2018 to 2022, the company did not reach the targets set. For the distribution of four types of loans, the average percentages are as follows: KUR loans at only 84.06%, BCM at 81.98%, GRIA at 81.76%, and BB at 81.65%. The overall average achievement is only 81.48%.

Furthermore, it is observed that the achievement of the number of customers based on funding, on average, for the period from 2018 to 2022 did not reach the targets set by Bank BNI Muara Bungo Branch. For the three types of savings, the average percentages are as follows: giro savings at only 74.70%, deposits at 70.63%, and regular savings at 70.83%. The overall average achievement is only 72.24%.

Therefore, based on the aforementioned explanation, the researchers are intrigued to investigate "The Influence of Career Development and Work Environment on Employee Performance Through Job Satisfaction at Bank Negara Indonesia Muara Bungo Branch." The aim is to enhance and expand the existing body of knowledge, catering to a broader audience and particularly benefiting fellow researchers. It is anticipated that this paper will serve as a foundation for enhancing employee performance at Bank Negara Indonesia Muara Bungo Branch.

## METHODS

The method used in this research is a descriptive-verification and quantitative method. According to Sugiyono (2016), verificative method is defined as a research method through verification to test hypotheses from descriptive research results using statistical calculations, thereby obtaining proof that shows whether the hypotheses are rejected or accepted. Meanwhile, quantitative can be interpreted as a research method based on positivist philosophy, used to study a specific population or sample, the sampling technique is generally done randomly, data collection uses research instruments, and data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. The analysis tool used is PLS analysis. There are several reasons that contribute to the use of PLS in a study. In this research, these reasons include: First, PLS (Partial Least Square) is a data analysis method based on the assumption that the sample size does not have to be large, i.e., the number of samples less than 100 can be analyzed, and residual distribution. Second, PLS can be used to analyze theories that are still considered weak because PLS can be used for prediction. Third, PLS allows algorithms to use ordinary least square (OLS) analysis, resulting in algorithm calculation efficiency (Ghozali & Latan, 2015). Fourth, in the PLS approach, it is assumed that all measures of variance can be used for explanation.

## RESULT AND DISCUSSION

### Convergent Validity Testing

The results of the initial model calculations for the study, using SmartPLS 3.0 software, are shown in the following figure:

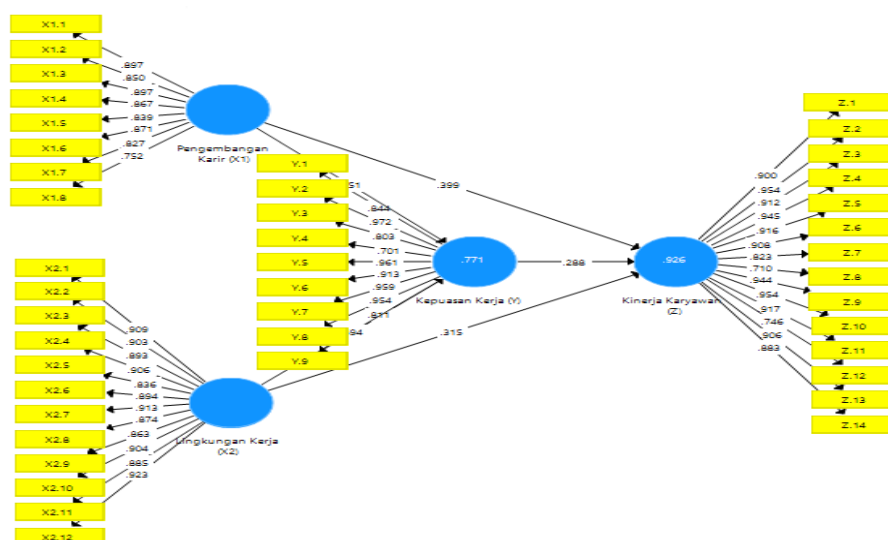


Figure 1. Results of Initial Research Model Calculations

The testing of outer loadings is conducted to demonstrate that an indicator on a construct will have a higher loading factor on the construct it forms than the loading factor

with other constructs. Based on Figure 1, it shows that there are still loading factors below 0.70.

Next, we proceed to another measure to establish convergent validity at the construct level, which is the average variance extracted (AVE). The criterion in the measurement model (outer model) states that AVE is considered to meet convergent validity when its value is greater than 0.50. The AVE values are as follows:

**Table 1. Mark Average Variance Extracted**

Variable	AVE value	Information
Career Development (X1)	0,725	Valid
Work Environment (X2)	0,796	Valid
Work Satisfaction (Y)	0,782	Valid
Employee Performance (Z)	0,792	Valid

Source: Smart PLS Version 3.0 (2023)

Table 1 shows that all AVE values are above 0.5, indicating that the AVE values for each construct or indicator in the research variables can be considered valid. Based on this, it can be concluded that the constructs have passed the validity test at the convergent validity stage.

The next step is to conduct a discriminant validity test using Cross-loadings. An indicator is considered to meet discriminant validity if the cross-loading value of the indicator on its variable is the highest compared to other variables, or if its cross-loading value is greater than 0.7. The results of the discriminant validity test are as follows:

**Table 2. Cross Loading**

	Development Career (X1)	Work Environment (X2)	Work Satisfaction (Y)	Employee Performance (Z)
X1.1	.897	.870	.741	.849
X1.2	.850	.817	.630	.820
X1.3	.897	.847	.661	.798
X1.4	.867	.846	.690	.853
X1.5	.839	.789	.649	.754
X1.6	.871	.816	.602	.782
X1.7	.827	.852	.688	.781
X1.8	.752	.785	.780	.725
X2.1	.920	.909	.761	.861
X2.2	.915	.903	.703	.891
X2.3	.916	.893	.721	.842
X2.4	.911	.906	.738	.907
X2.5	.866	.836	.693	.804
X2.6	.916	.894	.697	.889
X2.7	.862	.913	.765	.845
X2.8	.812	.874	.851	.819
X2.9	.790	.863	.860	.816
X2.10	.856	.904	.758	.826
X2.11	.810	.885	.869	.834
X2.12	.866	.923	.790	.853
Y.1	.666	.722	.844	.731
Y.2	.744	.799	.972	.830
Y.3	.680	.726	.803	.713
Y.4	.704	.750	.701	.729
Y.5	.739	.792	.961	.819
Y.6	.673	.732	.913	.768
Y.7	.744	.797	.959	.821

Y.8	.732	.788	.954	.812
Y.9	.677	.730	.811	.745
Z.1	.803	.847	.877	.900
Z.2	.866	.886	.855	.954
Z.3	.908	.901	.807	.912
Z.4	.855	.865	.850	.945
Z.5	.916	.908	.813	.916
Z.6	.904	.885	.703	.908
Z.7	.763	.770	.643	.823
Z.8	.603	.660	.638	.710
Z.9	.845	.865	.846	.944
Z.10	.860	.877	.856	.954
Z.11	.902	.894	.796	.917
Z.12	.732	.769	.711	.746
Z.13	.841	.858	.767	.906
Z.14	.814	.833	.750	.883

Source: Smart PLS Version 3.0 (2023)

Based on Table 2, it can be observed that all indicators in the research variable have cross-loading values greater than 0.7. From the obtained results, it can be stated that the indicators used in this study have good discriminant validity in constructing their variables, as all indicators have cross-loading values greater than those of other variables. Based on the results obtained, it can be concluded that the indicators used in this study have good discriminant validity in constructing their respective variables.

The values of composite reliability and Cronbach's Alpha for each variable can be seen in Table 3 as follows

**Table 3. Composite Reliability**

Variable	Composite Reliability	Information	Cronbach Alpha	Information
X <sub>1</sub>	.955	Reliable	.945	Reliable
X <sub>2</sub>	.979	Reliable	.977	Reliable
Y	.970	Reliable	.963	Reliable
Z	.981	Reliable	.979	Reliable

Source: Smart PLS Version 3.0 (2023)

Based on Table 3, the results of the composite reliability and Cronbach's Alpha tests show that the values for all variables can be considered reliable because they have composite reliability values greater than 0.70. This means that all variables can be deemed reliable, trustworthy, and the research data can be used to produce the best results.

**Inner Model Evaluation**

In assessing the model with PLS, it starts by looking at the R-Square for each dependent latent variable. Table 4 presents the estimation results of R-square using SmartPLS 3.0:

**Table 4. R-Square Value**

Variable	R-Square
Job Satisfaction (Y)	0,771
Employee Performance (Z)	0,926

Source: Smart PLS Version 3.0 (2023)

Table 4 shows the results for the R-square values, with Job Satisfaction at 77.1 percent and Employee Performance at 92.6 percent. This indicates a strong influence of Career

Development and Work Environment on Job Satisfaction. Similarly, the impact of Career Development and Work Environment on Employee Performance is also considered strong.

The calculated Q square in this study is  $0.98 > 0$ , meaning that the model in this research is considered predictive or relevant.

**Hypothesis test**

The hypothesis testing results are based on the Inner Model testing (structural model) using bootstrapping in SmartPLS 3.0 to determine whether a hypothesis can be accepted or rejected. This involves considering the significance values between constructs in terms of t-statistics and p-values. To understand the overall influence of exogenous variables on endogenous variables, the indirect effect can be examined. The bootstrapping output results in SmartPLS 3.0 are shown in the following table:

**Table 5. Result for Inner Weights**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Career Development (X1) -> Job Satisfaction (Y)	0,751	0,752	0,224	3.355	0,001
Work Environment (X2) -> Job Satisfaction (Y)	1,594	1,595	0,209	7.636	0,000
Career Development (X1) -> Employee Performance (Z)	0,399	0,414	0,164	2.434	0,015
Work Environment (X2) -> Employee Performance (Z)	0,315	0,284	0,223	1.413	0,158
Job Satisfaction (Y) -> Employee Performance (Z)	0,288	0,303	0,113	2.539	0,011
Career Development (X1) -> Job Satisfaction (Y) -> Employee Performance (Z)	0,216	0,218	0,083	2.618	0,009
Work Environment (X2) -> Job Satisfaction (Y) -> Employee Performance (Z)	0,459	0,475	0,163	2.822	0,005

Source: Smart PLS Version 3.0 (2023)

Hypothesis testing results were conducted based on the Inner Model testing (structural model) using bootstrapping in SmartPLS 3.0 to determine whether a hypothesis can be accepted or rejected. This involved examining the significance values between constructs in terms of t-statistics and p-values. The overall influence of exogenous variables on endogenous variables can be seen through the indirect effect. The bootstrapping output results in SmartPLS 3.0 are presented in the following table:

**Influence of Career Development on Job Satisfaction**

The hypothesis testing results show that the relationship between Career Development and Job Satisfaction indicates a path coefficient of 0.751. With a T-statistic value of 3.355, greater than 1.96 ( $3.355 > 1.96$ ), and a P-value of 0.001, less than 0.05 ( $0.001 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Job Satisfaction.

**Influence of Work Environment on Job Satisfaction**

The hypothesis testing results show that the relationship between Work Environment and Job Satisfaction indicates a path coefficient of 1.594. With a T-statistic value of 7.636, greater than 1.96 ( $7.636 > 1.96$ ), and a P-value of 0.000, less than 0.05 ( $0.000 < 0.05$ ). With

these results, it can be stated that the Work Environment variable has a positive and significant impact on Job Satisfaction.

### **Influence of Career Development on Employee Performance**

The hypothesis testing results show that the relationship between Career Development and Employee Performance indicates a path coefficient of 0.399. With a T-statistic value of 2.434, greater than 1.96 ( $2.434 > 1.96$ ), and a P-value of 0.015, less than 0.05 ( $0.015 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Employee Performance.

### **Influence of Work Environment on Employee Performance**

The hypothesis testing results show that the relationship between Work Environment and Employee Performance indicates a path coefficient of 0.315. With a T-statistic value of 1.413, less than 1.96 ( $1.413 < 1.96$ ), and a P-value of 0.158, greater than 0.05 ( $0.158 > 0.05$ ). With these results, it can be stated that the Work Environment variable does not have a significant impact on Employee Performance.

### **Influence of Job Satisfaction on Employee Performance**

The hypothesis testing results show that the relationship between Job Satisfaction and Employee Performance indicates a path coefficient of 0.390. With a T-statistic value of 2.335, greater than 1.96 ( $2.335 > 1.96$ ), and a P-value of 0.020, less than 0.05 ( $0.020 < 0.05$ ). With these results, it can be stated that the Job Satisfaction variable has a positive and significant impact on Employee Performance.

### **Influence of Career Development on Employee Performance Through Job Satisfaction**

The hypothesis testing results show that the relationship between Career Development and Employee Performance through Job Satisfaction indicates a path coefficient of 0.216. With a T-statistic value of 2.618, greater than 1.96 ( $2.618 > 1.96$ ), and a P-value of 0.009, less than 0.05 ( $0.009 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Employee Performance through Job Satisfaction.

### **Influence of Work Environment on Employee Performance Through Job Satisfaction**

The hypothesis testing results show that the relationship between Work Environment and Employee Performance through Job Satisfaction indicates a path coefficient of 0.459. With a T-statistic value of 2.822, greater than 1.96 ( $2.822 > 1.96$ ), and a P-value of 0.005, less than 0.05 ( $0.005 < 0.05$ ). With these results, it can be stated that the Work Environment variable has a positive and significant impact on Employee Performance through Job Satisfaction.

## **Discussion**

### **Descriptive Analysis**

Based on the results of the description of Career Development, Work Environment, Job Satisfaction and Employee Performance at Bank BNI Muara Bungo Branch, it can be seen in the following table:

**Table 6.** Descriptive Analysis Results Per Variable

No	Variable	Average Score	Total Score	Category
1	Career Development (X1)	308	2.466	Good
2	Work Environment (X2)	315	3.778	Good



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3	Job Satisfaction (Y)	315	2.837	What?
4	Employee Performance (Z)	311	5.353	Height

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Source: Smart PLS Version 3.0 (2023)

The Career Development indicates an average score of 308 and a total of 2466, categorizing it as good. This implies that the career development possessed by the leaders at Bank BNI Branch Muara Bungo is considered good. Subsequently, the Work Environment shows an average score of 315 and a total of 3,778, categorizing it as good. This means that the employees at Bank BNI Branch Muara Bungo have a good working environment. Furthermore, Job Satisfaction indicates an average score of 315 and a total of 2,837, categorizing it as satisfied. This means that employees feel satisfaction in working at Bank BNI Branch Muara Bungo. Meanwhile, Employee Performance indicates an average score of 311 and a total score of 5353, categorizing it as high. This implies that employees work at Bank BNI Branch Muara Bungo with high performance.

### **The Influence of Career Development on Job Satisfaction.**

The hypothesis testing results indicate that the relationship between the Career Development variable and Job Satisfaction reveals a path coefficient of 0.751. With a statistical T value of 3.355, greater than 1.96 ( $3.355 > 1.96$ ), and a P value of 0.001, less than 0.05 ( $0.001 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Job Satisfaction. This result is consistent with Lisdiani (2017), who stated that career development has a significant impact on job satisfaction. Similarly, research by Bahri & Chairatun Nisa (2017) indicates that career development has a positive effect on job satisfaction, meaning that career development can enhance employee job satisfaction.

The impact of Career Development on Job Satisfaction is due to employees having education and qualifications as work support. Employees hold positions that align with their education, and they joined this company because it matches their skills. Some employees moved to this company because they had worked in the previous company for a long time. Employees have the opportunity to pursue a good career, receive job promotions based on performance, and undergo career development due to their work experience. Employees also receive evaluations from superiors for career advancement based on their work experience.

### **The Influence of the Work Environment on Job Satisfaction**

The results of hypothesis testing indicate that the relationship between the Work Environment variable and Job Satisfaction reveals a path coefficient of 1.594. With a statistical T value of 7.636, greater than 1.96 ( $7.636 > 1.96$ ), and a P value of 0.000, less than 0.05 ( $0.000 < 0.05$ ). With these results, it can be stated that the Work Environment variable has a positive and significant impact on Job Satisfaction. This result is consistent with Ismail et al. (2021), who state that the work environment significantly and positively influences job satisfaction. In other words, the better the work environment, the higher the job satisfaction of employees.

The impact of the Work Environment on Job Satisfaction is because employees feel comfortable working with adequate facilities and suitable job fields. The relationships between employees and their colleagues are very harmonious, employees respect each other, have a high level of concern for each other, and feel that cleanliness in the workplace contributes to their comfort at work. Employees also feel comfortable in their workspace, the lighting (sunlight and electricity) at the workplace meets their needs, the company provides a

mosque facility for worship, work equipment is well-maintained, ensuring employees have the necessary tools to perform their duties. The workplace is secure, and the presence of security personnel in the work environment makes employees feel at ease and secure while working, with the security personnel having appropriate safety equipment.

### **The Influence of Career Development on Employee Performance.**

The results of the hypothesis testing indicate that the relationship between the Career Development variable and Employee Performance shows a path coefficient of 0.399. With a statistical T value of 2.434, greater than 1.96 ( $2.434 > 1.96$ ), and a P value of 0.015, less than 0.05 ( $0.015 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Employee Performance. This result is in line with research conducted by Hutauruk et al. (2023) and Yuniarto (2022), stating that there is a positive and significant influence of career development on employee performance.

The impact of Career Development on Employee Performance is because employees have education and qualifications as work support. Employees hold positions that align with their education, and they joined this company because it matches their skills. Some employees moved to this company because they had worked in the previous company for a long time. Employees have the opportunity to pursue a good career, receive job promotions based on performance, and undergo career development due to their work experience. Employees also receive evaluations from superiors for career advancement based on their work experience, resulting in Career Development having a significant impact on Employee Performance.

### **The Influence of the Work Environment on Employee Performance**

The results of the hypothesis testing indicate that the relationship between the Work Environment variable and Employee Performance shows a path coefficient of 0.315. With a statistical T value obtained at 1.413, smaller than 1.96 ( $1.413 < 1.96$ ), and a P Value of 0.158, greater than 0.05 ( $0.158 > 0.05$ ). With these results, it can be stated that the Work Environment variable does not have a significant impact on Employee Performance. This result contradicts the research conducted by Martha (2013), whose findings on the influence of the work environment on employee performance showed a significant impact.

The lack of influence of the Work Environment on Employee Performance is due to some employees not feeling comfortable working with adequate facilities and in suitable job fields. Additionally, there is no harmonious relationship with colleagues. Furthermore, employees are perceived to lack respect for their colleagues, lack a high level of concern for other employees, feel discomfort in their workspace, and experience inadequate lighting (sunlight and electricity) at the workplace that does not meet their needs. Also, workplace security is not guaranteed.

### **The Influence of Job Satisfaction on Employee Performance.**

The results of the hypothesis testing indicate that the relationship between the Job Satisfaction variable and Employee Performance shows a path coefficient of 0.390. With a statistical T value obtained at 2.335, greater than 1.96 ( $2.335 > 1.96$ ), and a P Value of 0.020, less than 0.05 ( $0.020 < 0.05$ ). With these results, it can be stated that the Job Satisfaction variable has a positive and significant impact on Employee Performance. This result is consistent with the research conducted by Marbun (2022), stating that job satisfaction

significantly influences employee performance. Similarly, research by Umamy et al. (2021) states that job satisfaction significantly affects employee performance. Therefore, it can be concluded that Job Satisfaction is one of the determining factors of Employee Performance.

The impact of Job Satisfaction on Employee Performance is because employees are satisfied with the opportunities available in their jobs to interact with others. Employees are content because they can adapt to the work environment. They are satisfied with the implemented working hours, have sufficient freedom to do what they want in their jobs, are content with the promotion opportunities, the salary provided, monthly incentives, and annual bonuses received in their jobs.

### **The Influence of Career Development on Employee Performance Through Job Satisfaction**

The hypothesis testing shows that the relationship between the Career Development variable and Employee Performance through Job Satisfaction indicates a path coefficient of 0.216. With a statistical T value obtained at 2.618, greater than 1.96 ( $2.618 > 1.96$ ), and a P value of 0.009, less than 0.05 ( $0.009 < 0.05$ ). With these results, it can be stated that the Career Development variable has a positive and significant impact on Employee Performance through Job Satisfaction. This result aligns with the findings of Budy & Hartini (2017), stating that Career Development has a positive and significant impact on Employee Performance through Job Satisfaction.

The influence of Career Development on Employee Performance through Job Satisfaction is because employees have education and qualifications as work support. Employees hold positions that align with their education, and they joined this company because it matches their skills. Some employees moved to this company because they had worked in the previous company for a long time. Employees have the opportunity to pursue a good career, receive job promotions based on performance, and undergo career development due to their work experience. Employees also receive evaluations from superiors for career advancement based on their work experience.

### **The Influence of the Work Environment on Employee Performance Through Job Satisfaction**

The results of the hypothesis testing indicate that the relationship between the Work Environment variable and Employee Performance through Job Satisfaction shows a path coefficient of 0.459. With a statistical T value obtained at 2.822, greater than 1.96 ( $2.822 > 1.96$ ), and a P value of 0.005, less than 0.05 ( $0.005 < 0.05$ ). With these results, it can be stated that the Work Environment variable has a positive and significant impact on Employee Performance through Job Satisfaction. This result is consistent with Budy & Hartini (2017), who stated that the Work Environment does not have a significant impact on Employee Performance.

The influence of the Work Environment on Employee Performance through Job Satisfaction is due to the comfort that employees feel in their work, supported by well-equipped facilities and job fields. Additionally, the relationships between employees and their colleagues are perceived as highly harmonious, where employees can mutually respect each other, and there is a high level of concern for each other. Furthermore, the clean workspace makes employees feel comfortable and at ease, with appropriate lighting (sunlight and electricity) at the workplace meeting their needs. Company-provided facilities, such as a

mosque, significantly assist employees in practicing their religious activities. The work equipment is well-maintained, ensuring employees have the necessary tools to perform their duties. Workplace security is guaranteed, with security personnel in the work environment providing a sense of calm to employees, and these security personnel are equipped with safety gear.

## CONCLUSION

1. Based on the description of Career Development, Work Environment, Job Satisfaction, and Employee Performance at Bank BNI Branch Muara Bungo, it is evident that Career Development shows an average score of 308 and a total of 2466, categorizing it as good. This means that the Career Development led by the leaders at Bank BNI Branch Muara Bungo is considered good. Next, the Work Environment indicates an average score of 315 and a total of 3,778, categorizing it as good. This implies that the employees at Bank BNI Branch Muara Bungo have a good work environment. Furthermore, Job Satisfaction indicates an average score of 315 and a total of 2,837, categorizing it as satisfied. This means that employees feel satisfaction in working at Bank BNI Branch Muara Bungo. As for Employee Performance, it shows an average score of 311 and a total score of 5353, categorizing it as high. This implies that employees at Bank BNI Branch Muara Bungo work with high performance.
2. Career Development has a positive and significant impact on Job Satisfaction at Bank BNI Branch Muara Bungo, meaning that Career Development can enhance Job Satisfaction.
3. The Work Environment has a positive and significant impact on Job Satisfaction at Bank BNI Branch Muara Bungo, indicating that the Work Environment can increase Job Satisfaction.
4. Career Development has a positive and significant impact on Employee Performance at Bank BNI Branch Muara Bungo, signifying that Career Development can enhance employee performance.
5. The Work Environment does not have a significant impact on Employee Performance at Bank BNI Branch Muara Bungo, implying that the Work Environment cannot improve employee performance.
6. Job Satisfaction has a positive and significant impact on Employee Performance at Bank BNI Branch Muara Bungo, meaning that Job Satisfaction can enhance employee performance.
7. Career Development has a positive and significant impact on Employee Performance through Job Satisfaction at Bank BNI Branch Muara Bungo, signifying that Career Development can improve employee performance through employee Job Satisfaction.
8. The Work Environment has a positive and significant impact on Employee Performance through Job Satisfaction at Bank BNI Branch Muara Bungo, indicating that the Work Environment can enhance employee performance through employee Job Satisfaction.

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