

**THE INFLUENCE OF CAREER DEVELOPMENT ON EMPLOYEE
ENGAGEMENT THROUGH JOB SATISFACTION
AS A MEDIATING VARIABLE
(A Study of Permanent Employees at Manufacturing Companies in Madiun
Regency)**

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Abstract

Employee engagement is an important issue for organizations because it reflects employees' involvement, enthusiasm, and dedication to their work. This study aims to examine the effect of Career Development on Job Satisfaction and Employee Engagement, as well as the mediating role of Job Satisfaction in the relationship between Career Development and Employee Engagement among permanent employees of manufacturing companies in Madiun Regency. This study employed a quantitative approach using primary data collected through questionnaires. The data were analyzed using path analysis to examine the direct relationships among the variables and the Sobel test to assess the mediating effect of Job Satisfaction. The results show that Career Development has a positive and significant effect on Job Satisfaction and Employee Engagement. Job Satisfaction also has a positive and significant effect on Employee Engagement. Furthermore, Job Satisfaction significantly mediates the relationship between Career Development and Employee Engagement. The mediation is classified as partial because Career Development continues to have a significant direct effect on Employee Engagement after Job Satisfaction is included in the model. These findings indicate that career development contributes to employee engagement both directly and indirectly through job satisfaction. Therefore, manufacturing companies are encouraged to strengthen career development programs while simultaneously creating working conditions that support employee satisfaction to improve employee engagement.

Keywords: Career Development; Job Satisfaction; Employee Engagement; Social Exchange Theory.

A. INTRODUCTION

Employee engagement has become an important concern for organizations because it is closely related to employees' involvement, enthusiasm, and contribution to their work. The *State of the Global Workplace 2026* report indicates that global employee engagement declined to 20% in 2025, compared with 21% in 2024 and 23% in 2022 and 2023. This decline indicates that a substantial proportion of employees are not fully engaged in their work and presents an important challenge for organizations seeking to maintain productivity and employee commitment (Gallup, 2026). The thesis further notes that low employee engagement is associated with substantial productivity losses at the global level, making employee engagement an important human resource management issue.

This issue is particularly relevant in the manufacturing sector, where employees face production targets, routine work characteristics, and stringent quality requirements. Such conditions may affect employees' psychological states when they are not accompanied by effective human resource management practices. Previous research cited in the thesis indicates that career development can positively influence employee engagement, while higher employee engagement is associated with stronger work enthusiasm and dedication (Mutiarra & Rulianti, 2026; Nafiudin et al., 2025; Tentama & Ermawati, 2021). Therefore, manufacturing companies need to identify organizational factors that can strengthen employee engagement while maintaining a productive workforce.

The issue is also relevant to the manufacturing industry in Madiun Regency. According to the thesis, Madiun Regency has a growing manufacturing sector that absorbs a substantial number of workers, while increasing industrial investment has intensified competition among companies for competent employees. This condition requires companies not only to recruit qualified employees but also to retain and develop the employees they already have. The challenge becomes more important because the 2026 minimum wage in Madiun Regency was reported at Rp2,553,221, which remained lower than the minimum wages of several major

industrial areas in East Java. Consequently, non-financial factors such as career development, organizational support, work environment, and job satisfaction become increasingly relevant to employee management in this context.

One important non-financial factor is career development. Career development involves systematic career planning and career management that enable employees to recognize their potential, skills, interests, and career objectives (Mustaqim & Sary, 2022). In organizational practice, career development can be reflected through training, mentoring, job rotation, promotion opportunities, and performance evaluation that supports employee development. When these opportunities are provided effectively, employees may perceive clearer career prospects and greater organizational support. Previous research has shown that career development and job satisfaction can jointly contribute to employee engagement, while other studies have reported a positive relationship between career development and employee engagement (Mustaqim & Sary, 2022; Muchibi et al., 2022).

However, empirical findings concerning the relationship between career development and employee engagement remain inconsistent. Pangaila et al. (2024) and Singal et al. (2023), as cited in the thesis, found that career development did not have a significant effect on employee engagement. Juanda and Efendi (2024) likewise reported that career development did not have a direct effect but became significant through organizational commitment as an intervening variable. These differences suggest that the effect of career development on employee engagement may depend on organizational context and that a psychological mechanism may explain how the relationship occurs.

Job satisfaction is consequently considered a potential mechanism linking career development to employee engagement. Job satisfaction reflects employees' attitudes and evaluations toward their work and may be influenced by compensation, promotion opportunities, job characteristics, relationships with supervisors, and relationships with colleagues (Robbins & Judge, 2009). Employees who experience greater satisfaction tend to demonstrate more positive

and consistent work attitudes. Nevertheless, findings regarding the relationship between career development and job satisfaction are also inconsistent. Saefullah (2022) and Suhartini and Pebrianti (2023) reported that career development did not significantly affect job satisfaction, whereas Darmawan Natsir et al. (2025), Istikarani et al. (2024), Krisdayani and Kusumayadi (2021), and Widyaningtyas et al. (2023) reported significant effects.

The relationship between job satisfaction and employee engagement likewise requires further examination. Research cited in the thesis generally indicates a positive relationship, including studies by Arifah Zahara and Rahmatsyah Putra (2023) and Djoemadi et al. (2019). However, Nahdiah and Zulvia Khalid (2024) reported that job satisfaction did not significantly affect employee engagement in a particular organizational context. These contrasting findings reinforce the importance of examining the relationship within specific organizational settings.

The relationships among the three variables can be explained through Social Exchange Theory. Blau (1964) conceptualized social exchange as a process in which relationships develop through reciprocal exchanges of tangible and intangible resources, while Cropanzano and Mitchell (2005) emphasized that favorable treatment from one party can generate an obligation for reciprocal responses from the other party. In the organizational context, opportunities for career development can be perceived by employees as organizational investment and support. This perception may generate positive evaluations of their work, reflected in job satisfaction, which can subsequently encourage employees to reciprocate through stronger involvement and engagement with their work and organization.

Although previous studies have examined career development, job satisfaction, and employee engagement, the findings remain inconsistent and the mediating mechanism between career development and employee engagement warrants further examination. The present research addresses this gap by examining job satisfaction as a mediating variable in the relationship between career development and employee engagement among permanent employees of manufacturing companies in Madiun Regency. The use of employees from several

manufacturing companies also provides a broader organizational context than research limited to a single company, while retaining a specific focus on the manufacturing sector in Madiun Regency. The research therefore aims to examine the effect of career development on job satisfaction, the effect of career development on employee engagement, the effect of job satisfaction on employee engagement, and the mediating role of job satisfaction in the relationship between career development and employee engagement. The research is expected to contribute to the understanding of employee engagement from the perspective of Social Exchange Theory and provide practical implications for manufacturing companies in developing more effective career development programs.

B. METHOD

This study employed a quantitative approach with a causal-associative research design. This approach was used to examine the causal relationships among the research variables, including the direct effect of career development on job satisfaction and employee engagement, as well as the indirect effect of career development on employee engagement through job satisfaction as a mediating variable.

The population of this study consisted of permanent employees working in large-scale manufacturing companies in Madiun Regency. This population was selected because permanent employees were considered to have sufficient work experience and familiarity with organizational human resource practices, particularly those related to career development, job satisfaction, and employee engagement. The study involved 100 respondents from five manufacturing companies, namely PT INKA Multi Solusi, PT Global Way Indonesia, PT Dwi Prima Sentosa, PT Asia Prima Konjac, and PT Kaibon Indah, with 20 respondents obtained from each company.

The respondents were selected using purposive sampling based on predetermined criteria. The respondents were required to have permanent employment status, work at one of the

selected large-scale manufacturing companies in Madiun Regency, have a minimum tenure of one year, and be willing to participate by completing the questionnaire. These criteria were applied to ensure that the respondents had adequate experience with their work environment and organizational practices relevant to the variables examined in this study.

The study used 100 respondents, exceeding the minimum sample requirement stated in the research design. The thesis determined the minimum sample size based on a multivariate analysis guideline of five times the number of indicators, resulting in a minimum requirement of 50 respondents. The sample was subsequently increased to 100 respondents to provide sufficient observations for the statistical analysis conducted in the study.

The study used primary data collected through questionnaires distributed directly and through online media to eligible respondents. A total of 100 questionnaires were collected, and all questionnaires were declared suitable for analysis, resulting in a 100% response rate. The questionnaire employed a four-point Likert scale, consisting of Strongly Agree, Agree, Disagree, and Strongly Disagree, which were assigned scores from 4 to 1, respectively.

The research variables consisted of career development as the independent variable, job satisfaction as the mediating variable, and employee engagement as the dependent variable. The measurement instrument contained 38 statement items, comprising 7 items for career development, 18 items for job satisfaction, and 13 items for employee engagement. Career development was measured through career planning and career management, while job satisfaction and employee engagement were measured according to the dimensions specified in the research instrument.

Data analysis was conducted using IBM SPSS Statistics 27. The analytical procedures included instrument testing, classical assumption testing, path analysis, hypothesis testing, coefficient of determination analysis, and mediation analysis using the Sobel test. Path analysis was applied to examine the direct relationships among career development, job satisfaction, and employee engagement, while the Sobel test was employed to determine the significance of the

indirect relationship between career development and employee engagement through job satisfaction.

The reliability of the research instrument was evaluated using Cronbach's Alpha. The analysis produced Cronbach's Alpha values of 0.856 for career development, 0.945 for job satisfaction, and 0.930 for employee engagement. These results indicate that the instruments used to measure all three research variables demonstrated adequate internal consistency.

The significance of the direct relationships was evaluated using the t-test, while the simultaneous effect of the variables in the structural model was examined using the F-test. The coefficient of determination (R^2) was used to assess the explanatory capability of the model. In addition, the Sobel test was employed to evaluate whether job satisfaction significantly mediated the relationship between career development and employee engagement.

C. RESULTS AND DISCUSSIONS

1. Respondent Characteristics

This study involved 100 permanent employees from five large-scale manufacturing companies in Madiun Regency. The respondents were distributed equally across the five companies, with 20 respondents representing each company. The companies included PT INKA Multi Solusi, PT Global Way Indonesia, PT Dwi Prima Sentosa, PT Asia Prima Konjac, and PT Kaibon Indah.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	57	57
	Female	43	43
Age	≤25 years	18	18
	26–35 years	45	45
	36–45 years	27	27
	>45 years	10	10
Education	Senior High School/Equivalent	36	36
	Diploma	15	15
	Bachelor's Degree	39	39
	Master's Degree	10	10
Work Tenure	1–5 years	44	44
	6–10 years	31	31

	11–15 years	15	15
	>15 years	10	10
Position	Staff/Operator	74	74
	Manager/Supervisor/Leader	26	26

Source: Primary data processed by the researcher (2026).

The respondent profile shows that the majority of participants were male employees, employees aged 26–35 years, bachelor's degree holders, and employees with 1–5 years of work experience. Staff or operator positions accounted for the largest proportion of respondents. This composition indicates that the research predominantly represents employees who are directly involved in operational activities within the manufacturing companies studied.

2. Reliability Test

The reliability test was conducted to assess the internal consistency of the instruments used to measure Career Development, Job Satisfaction, and Employee Engagement. Cronbach's Alpha was used as the reliability criterion.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Result
Career Development	7	0.856	Reliable
Job Satisfaction	18	0.945	Reliable
Employee Engagement	13	0.930	Reliable

Source: SProcessed primary data (2026).

The results show that the Cronbach's Alpha coefficients for Career Development, Job Satisfaction, and Employee Engagement were 0.856, 0.945, and 0.930, respectively. All coefficients exceeded the reliability criterion used in the study. Therefore, the instruments demonstrated adequate internal consistency and were considered appropriate for further analysis.

3. Path Analysis and Hypothesis Testing

Path analysis was used to examine the direct relationships between Career Development, Job Satisfaction, and Employee Engagement. The first structural model assessed the effect of Career Development on Job Satisfaction, while the second structural model examined the effects of Career Development and Job Satisfaction on Employee Engagement.

Table 3. Path Analysis and Hypothesis Testing

Hypothesis	Relationship	Beta	t	p	Decision
H1	Career Development → Job Satisfaction	0.681	9.216	<0.001	Supported

H2	Career Development → Employee Engagement	0.791	11.220	<0.001	Supported
H3	Job Satisfaction → Employee Engagement	0.488	6.916	<0.001	Supported

Source: Processed primary data (2026).

The first hypothesis was supported because Career Development had a positive and significant effect on Job Satisfaction, as indicated by a path coefficient of 0.681, a t -value of 9.216, and a significance value below 0.05. The finding indicates that employees who perceive better career development opportunities tend to experience greater satisfaction with their jobs.

The second hypothesis was also supported. Career Development had a positive and significant effect on Employee Engagement, with a coefficient of 0.791 and a t -value of 11.220. This result suggests that career development contributes directly to employees' involvement and enthusiasm toward their work.

The third hypothesis showed that Job Satisfaction positively and significantly affected Employee Engagement. The coefficient was 0.488, with a t -value of 6.916 and a significance value below 0.05. Thus, employees with more favorable evaluations of their work tend to exhibit stronger engagement.

4. Coefficient of Determination

The coefficient of determination was used to assess the explanatory power of the structural models. In the first model, the R^2 value was 0.464. This means that Career Development explained 46.4% of the variation in Job Satisfaction, while the remaining 53.6% was explained by factors outside the model. In the second model, the R^2 value reached 0.881, indicating that Career Development and Job Satisfaction jointly explained 88.1% of the variation in Employee Engagement.

The substantially higher R^2 value in the Employee Engagement model indicates that the combination of Career Development and Job Satisfaction provides strong explanatory power for employee engagement in the research context.

5. Mediation Analysis

The mediating effect of Job Satisfaction was examined using the Sobel test. The analysis used the coefficient and standard error of the paths connecting Career Development to Job Satisfaction and Job Satisfaction to Employee Engagement. The coefficient for the first path was 0.869 with a standard error of 0.094, while the coefficient for the second path was 0.319 with a standard error of 0.046.

The Sobel test produced a value of 5.547, which exceeded the critical value of 1.96. Therefore, Job Satisfaction significantly mediates the relationship between Career Development and Employee Engagement. Because the direct effect of Career Development on Employee Engagement remained significant after Job Satisfaction was included, the mediation was classified as partial mediation.

Table 4. **Mediation Test Results**

Mediation Path	Coefficient	Standard Error
Career Development → Job Satisfaction (a)	0.869	0.094
Job Satisfaction → Employee Engagement (b)	0.319	0.046
Sobel Test	5.547	
Critical Value	1.960	
Conclusion	Partial Mediation	

Source: Primary data processed by the researcher (2026).

The mediation result provides evidence that Job Satisfaction functions as an important mechanism through which Career Development contributes to Employee Engagement. However, the significant direct relationship between Career Development and Employee Engagement indicates that the contribution of Career Development is not entirely dependent on Job Satisfaction.

6. Discussions

The findings show that Career Development has a positive and significant effect on Job Satisfaction. Employees who perceive greater opportunities for career planning, development, and advancement tend to report higher job satisfaction. This result is consistent with several previous studies cited in the thesis, although some studies have reported different findings. From the perspective of Social Exchange Theory, career development can be perceived as organizational support that encourages employees to develop positive attitudes toward their work.

Career Development also has a positive and significant effect on Employee Engagement. Employees who receive opportunities to develop their careers tend to demonstrate greater involvement and enthusiasm in their work. This finding supports previous research by Muchibi et al. (2022), Nafiudin et al. (2025), and Tentama and Ermawati (2021), although contrasting results have been reported by Juanda and Efendi (2024), Pangaila et al. (2024), and Singal et al. (2023). The positive result in this study suggests that career development can strengthen employees' connection with their work, particularly within the manufacturing context.

Job Satisfaction has a positive and significant effect on Employee Engagement. Employees who evaluate their work more positively tend to show stronger involvement and dedication. This finding supports the results of Arifah Zahara and Rahmatsyah Putra (2023) and Djoemadi et al. (2019). Job satisfaction can encourage employees to respond positively to their work environment, which is reflected in greater engagement.

Finally, Job Satisfaction significantly mediates the relationship between Career Development and Employee Engagement. The Sobel test value of 5.547 exceeded the critical value of 1.96, confirming a significant indirect effect. Because Career Development continued to have a significant direct effect on Employee Engagement, the mediation is classified as partial.

Overall, the findings indicate that career development contributes to employee engagement both directly and through job satisfaction. These results support Social Exchange Theory, suggesting that organizational investment in employee development can generate positive employee responses through greater satisfaction and stronger engagement.

D. CONCLUSIONS

This study examined the relationships between Career Development, Job Satisfaction, and Employee Engagement among permanent employees of large-scale manufacturing companies in Madiun Regency. Based on the results of the analysis, all proposed hypotheses were supported.

Career Development has a positive and significant effect on Job Satisfaction. This finding indicates that better career development opportunities are associated with higher levels of employee satisfaction. Career Development also has a positive and significant effect on Employee Engagement, demonstrating that opportunities for career growth can encourage employees to become more involved and engaged in their work.

Furthermore, Job Satisfaction has a positive and significant effect on Employee Engagement. Employees who experience greater satisfaction with their work tend to demonstrate stronger engagement in carrying out their responsibilities. The mediation analysis also confirms that Job Satisfaction significantly mediates the relationship between Career Development and Employee Engagement. Because the direct effect of Career Development on Employee Engagement remains significant, Job Satisfaction functions as a partial mediator.

Overall, the findings indicate that Career Development contributes to Employee Engagement both directly and indirectly through Job Satisfaction. These results support the application of Social Exchange Theory in explaining how organizational investment in employee development can generate positive employee responses through greater job satisfaction and stronger engagement. The findings also highlight the importance of integrating career development practices with efforts to create a satisfying work experience in manufacturing organizations.

E. SUGGESTIONS

Based on the findings of this study, manufacturing companies in Madiun Regency are encouraged to strengthen career development programs by providing employees with clearer career pathways, opportunities for training and skill development, and transparent career management and promotion processes. Such programs can help employees perceive greater opportunities for professional growth within the organization and may subsequently strengthen their job satisfaction and engagement.

Companies are also advised to pay greater attention to factors that contribute to employee job satisfaction. Career development should be accompanied by adequate supervisory support, clear communication, recognition of employee contributions, and a work environment that enables employees to carry out their responsibilities comfortably. Because Job Satisfaction was found to partially mediate the relationship between Career Development and Employee Engagement, improving employee satisfaction can strengthen the effectiveness of career development initiatives in increasing engagement.

For employees, active participation in career development programs is encouraged. Employees can take advantage of training, development opportunities, and career planning provided by the organization to improve their competencies and prepare for future career opportunities. Active involvement may also help employees develop a stronger sense of direction and attachment to their work.

For future researchers, further studies are recommended to examine other factors that may influence Employee Engagement because the present model does not explain the entire variation in employee engagement. Future research may consider additional organizational or individual variables and involve a broader population or different industrial sectors to provide a more comprehensive understanding of the factors affecting Employee Engagement. Researchers may also consider using longitudinal designs or different analytical approaches to provide deeper evidence regarding the relationships among Career Development, Job Satisfaction, and Employee Engagement.

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