

## Analysis of Work Environment, Job Training and Career Development on the Performance of District Court Employees in the Jurisdiction of the High Court with Job Satisfaction as a Mediating Variable

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### Abstract

The purpose of this study is to prove the significant direct influence of work environment variables, training, career development on employee performance and job satisfaction and to prove the significant indirect influence through mediation of job satisfaction between work environment, training, and career development on employee performance. This study was conducted on employees of the District Court Office in the Riau High Court jurisdiction with a population of all employees of the District Court in the Riau High Court jurisdiction totaling 215 people. The number of samples taken was 138 people where the sampling technique was carried out using probability sampling. The independent variables are work environment (X1), training (X2) and career development (X3), the mediating variable is job satisfaction (Z) and the dependent variable is employee performance (Y). The research data were analyzed using the Structural Equation Model-Partial Least Square (SEM-PLS) method with measurements using a Likert scale. The direct influence hypothesis test obtained a positive and insignificant influence between training (X1) on employee performance (Y), then a positive and significant influence between training (X2), career development (X3), and job satisfaction (Z) on employee performance (Y) and the work environment (X1), training (X2) and career development (X3) had a positive and significant influence on job satisfaction (Z). The indirect influence hypothesis test obtained a positive and significant influence between the work environment variable (X1), job training variable (X2), and career development (X3) on employee performance (Y) mediated by job satisfaction (Z).

## Introduction

An agency wants its operational activities to run according to its goals. In order to realize its goals, the organization needs to make efforts to improve the performance of its employees. This aims for all employees involved in it to grow to be more professional and competent in carrying out tasks or responsibilities in their respective fields (Danang, 2012).

Fatmawati Lestari (2022) stated that in its implementation, an agency is often faced with various obstacles and challenges that can impact employee performance. These obstacles are the speed of development of information, technology and limited human resources in the agency. This can show that the role of Human Resources (HR) is very important in the organization. The success of an organization in maintaining its existence begins with the management of human resources by empowering and maximizing the potential of existing employees to be more productive in their work (Barba Aragón et al., 2014).

With good human resources, it is expected that companies or organizations will be able to optimize and improve employee performance. Likewise with the management of human resources in the District Court, which has transformed from an administrative manager of personnel to a strategic partner of the organization that contributes to achieving performance (Supreme Court Report, 2020).

In the Covid-19 pandemic, organizations must be dynamic and adaptive, including to changes in managing human resources. The Covid-19 pandemic has forced the government to implement a new normal policy. The Supreme Court of the Republic of Indonesia, the state judiciary, has issued Circular Letter Number 1 of 2020 concerning Guidelines for the Implementation of Duties During the Prevention of the Spread of Corona Virus Disease (Covid-19) in the Supreme Court (MA) and the Judicial Bodies Under It (SEMA Number 1 of 2020). SEMA Number 1 of 2020 was then amended by SEMA Number 2 of 2020 and amended again by SEMA Number 3 of 2020.

The regulation stipulates that judges and judicial officers can carry out their official duties by working from home or their residence (Work From Home/WFH). WFH includes the implementation of the trial agenda for examining cases electronically via teleconference. The policy to conduct trials electronically is strengthened by the existence of a cooperation agreement between the Supreme Court, the Attorney General's Office, and the Ministry of Law and Human Rights which agreed to hold trials electronically for criminal cases during the Covid-19 pandemic.

After the pandemic ends, in accordance with Presidential Decree (KEPPRES) Number 17 of 2023 concerning the Determination of the End of the Corona Virus Disease 2019 (COVID-19) Pandemic Status in Indonesia, the Supreme Court still maintains policies that are considered relevant to current conditions such as: electronic trial processes, online attendance, zoom meetings, hybrid training (face-to-face and online). In addition, the Supreme Court also made innovations such as the e-court application for civil trials and e-berpadu for criminal trials, strengthening human resources related to Information Technology (IT) by lifting the functional computer apparatus and IT training for law enforcement officers, improving facilities and infrastructure and internet networks.

The Riau High Court is an appellate court in the jurisdiction of Riau Province. There are 11 (eleven) District Courts under the Riau High Court, namely: 1) Pekanbaru District Court; 2) Dumai District Court; 3) Bangkinang District Court; 4) Bengkalis District Court; 5) Rokan Hilir District Court; 6) Pelalawan District Court; 7) Siak Sri Indrapura District Court; 8) Tembilahan District Court; 9) Rengat District Court; 10) Pasir Pengaraian District Court; 11) Teluk Kuantan District Court. In the District Court institution, in measuring performance, it is seen from the achievement of fair legal services to justice seekers with an assessment of the Employee Performance Targets (SKP) for each employee and the Government Agency Performance Report (LKjIP). This greatly influences the achievement of organizational performance, namely Government Agency Performance Accountability (AKIP) which is supported by the ability of competent HR to realize strategic targets with predetermined indicators.

In order to improve the quality of human resources in the field of public services, the District Court has built an integrity zone that provides a commitment to realizing a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM) through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services. Each employee at the District Court has an important role and main duties and functions based on their respective positions and sub-sections. The District Court is an

institution or organization within the general judicial environment under the Supreme Court of the Republic of Indonesia (MARI) as an independent executor of judicial power to organize trials to uphold law and justice in the District/City Legal Area in each Province.

The reason that underlies this research is related to human resource management at the District Court Office. With the changes in the work environment, both physical and non-physical, after this new normal, employees must be accustomed to using technology in all activities and be able to work together in teams in dividing the workload which has an impact on the implementation of trials and settlement of cases in the judicial environment.

In addition, with the changes, employees are required to improve their competence. By participating in training, in addition to supporting work, it can also affect the career development of the employee, so that the work environment, job training and clear career development can improve the performance of the employee. Another thing that also affects performance is the job satisfaction factor which will later make employees improve and enhance their performance.

### Literature review

Human resource management is the science and art of managing relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company, employees and society (Hasibuan, 2003). Human Resource Management is an approach to managing human problems based on the principle: Human Resources are the most valuable and important assets owned by an organization because the success of an organization is largely determined by the human element, Sedarmayanti (2017) in (Setyaji & Rijanti, 2022). According to Siagian (2008) human resource management is a policy and practice involved in carrying out an aspect of "people" or human resources from a management position, which includes recruitment, screening, rewarding, managing, and evaluating.

The word performance is a translation of the word performance which is defined as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and have been agreed upon together. Hasibuan (2003) states that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. According to Tsauri (2013) states that performance is the level of task implementation that can be achieved by a person by using existing abilities and the limitations that have been set to achieve organizational goals.

According to Ahakwa et al. (2021), organizations can gain more benefits by promoting employees who perform well and are dedicated to their organization with the following performance indicators: Performance is the result of the work of trained employees in certain circumstances. Performance is the result or degree of progress of an employee as a whole in carrying out tasks during a certain period of time relative to other things, such as the quality of work, goals, or standards that have been previously set and decided together. Effective performance is the result of work with fair corporate responsibility without disrupting the organization's regulations and goals. Performance is the result of perfection and quantity of each person in directing their work obligations.

The work environment is the entirety of the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group. The work environment is a place for a number of groups where there are several supporting facilities to achieve company goals in accordance with the company's vision and mission (Aminah, 2021). According to Mangkunegara (2011), employees will be able to achieve maximum performance if they have high achievement

motives. The achievement motive that employees need to have must be grown from within themselves to form a self-strength and if the work environment situation also supports it, performance achievement will be easier, the influence of the work environment is everything or elements that can directly influence (Hurun'in & Kurniawan, 2023). The work environment indicators are as follows (Lelo, 2024):

The physical work environment consists of organizational facilities and resources required by employees and to carry out organizational activities including work facilities, buildings, a conducive atmosphere with average temperature, adequate ventilation, good lighting, adequate work space, and seating that is free from obstructions both on the floor and in traffic lanes. These facilities pose challenges related to the availability of work tools and the general office environment for employees provides many reasons for employees to improve performance and performance.

Consisting of interpersonal and cultural aspects of the workplace collectively influencing how employees interact, communicate, and collaborate within the organization. This includes social dynamics, relationships, and the overall atmosphere of the workplace. For example, appreciating employees with respect and dealing with them transparently and fairly while avoiding bias and nepotism. Overall, positive social interactions foster a conflict-free work environment, work-life balance, support, and effective communication with coworkers and leaders foster a sense of camaraderie and teamwork, thereby contributing to higher levels of job satisfaction which in turn improves performance. Government agencies should be able to reflect conditions that support cooperation between superiors, subordinates or those with the same job status in the agency (Sugiarti, 2022). The conditions that should be created are a family atmosphere, good communication, and self-control. According to Anam & Rahardja (2017), the results of their research are that work facilities, non-physical work environment and job satisfaction affect employee performance. The work environment is everything that is around employees and can influence them in carrying out the tasks given.

Noe (2020) defines training as a process that focuses on the organization's ability to provide facilities for employees to learn and improve competencies related to the employee's field of work. The same thing was conveyed by Barba Aragón et al. (2014) who defined training as part of an organization's activities in improving skills and knowledge that are useful for improving organizational performance more effectively and efficiently so that each employee can understand the work and adapt to changes in the organization's business environment. Planned efforts made so that organizational goals are achieved from the aspect of ability are seen through the mastery of skills, knowledge and attitudes of employees. According to EL Hajjar & Alkhanaizi (2018) there are several training indicators.

According to Robbins & Judge (2013) career development is defined as a means through which an organization can maintain and even increase the productivity of current employee performance and help prepare employees to be more adaptable to work amidst changes in world technology so that they will consistently support organizational goals through HR development. According to Hermawati (2019) career development is a personal improvement carried out by someone to achieve the desired career plan. Furthermore, career development is the preparation of individuals to assume different or higher responsibilities in the organization. Development is usually related to increasing the intellectual or emotional abilities needed to perform better work (Jasrol et al., 2022). The indicators that will be used in career development are as follows (Weng et al., 2010).

## Methods

This research is a quantitative research with data collection methods using surveys and questionnaires. According to (Sahir, 2021), quantitative research is research conducted with research data in the form of numbers and analysis using statistics. Quantitative research is a type of research that explains a phenomenon by collecting numerical data which will then be analyzed using a specially integrated statistical-based method.

According to (Sahir, 2021), population is a generalization area consisting of objects or subjects that are certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in the study was all employees of the District Court in the Riau High Court jurisdiction totaling 215 people. Sampling is the selection of several individuals from the population to estimate the characteristics that have been determined from the entire population (Sahir, 2021). The minimum number of samples follows the calculation using the Slovin Formula, so that the total sample in this study was 138 people. Measurement and calculation of answers from the questionnaire using the Likert scale. Data collected from the results of the survey or questionnaire will be grouped based on variables and types of respondents and then tabulated. Data processing is carried out by calculation using SmartPLS 4.0 software. This study consists of independent variables (free variables) namely work environment (X1), job training (X2), career development (X3), intervening variables namely job satisfaction (Z) and dependent variables (bound variables) namely Performance (Y). The following is a diagram of the research thinking framework:

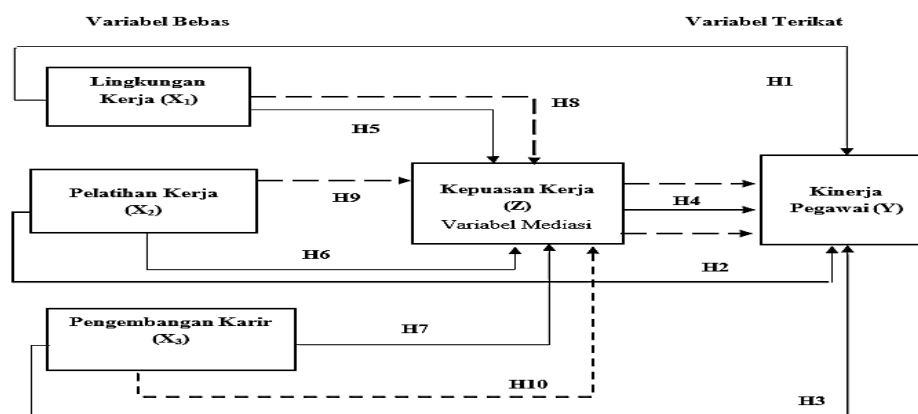


Figure 1. Framework of Thought

The formulation of the hypothesis in this study is as follows:

- H1: The work environment has a significant positive effect on employee performance;
- H2: Job training has a significant positive effect on employee performance;
- H3: Career development has a significant positive effect on employee performance;
- H4: Job satisfaction has a significant positive effect on employee performance.
- H5: The work environment has a significant positive effect on job satisfaction;
- H6: Job training has a significant positive effect on job satisfaction;
- H7: Career development has a significant positive effect on job satisfaction;
- H8: The work environment has a significant positive effect on employee performance mediated by job satisfaction;
- H9: Job training has a significant positive effect on employee performance mediated by job satisfaction;
- H10: Career development has a significant positive effect on employee performance mediated by job satisfaction.

## Results and Discussion

The population in this study was 215 people. The research sample which was the respondents in this study was 183 people with the following characteristics:

Table 1. Respondent Characteristics

No	Characteristics	Description	Amount	Percentage
1.	Gender	Man	70	50.70%
		Woman	68	49.30%
2.	Respondent Age	< 30 Years	30	21.74%
		30 - 40 Years	55	39.86%
		40 - 50 Years	33	23.91%
		> 50 Years	20	14.49%
3.	Years of service	< 5 Years	37	26.80%
		5 - 10 Years	16	11.60%
		11 - 15 Years	33	23.90%
		15 - 20 Years	24	17.40%
		> 20 Years	28	20.30%
4.	Last education	3-year diploma	24	17.39%
		High School	14	10.14%
		Bachelor degree	76	55.07%
		Strata 2	24	17.39%
5.	Work unit	Secretariat	81	58.70%
		Secretariat	57	41.30%
Total			138	100%

Table 2. Validity Test

Variables	Indicator	<i>Loading Factor</i>	Information
Performance (Y)	KN1	0.859	Valid
	KN2	0.844	Valid
	KN3	0.753	Valid
	KN4	0.774	Valid
	KN5	0.814	Valid
	KN6	0.774	Valid
	KN7	0.766	Valid
	KN8	0.839	Valid
	KN9	0.745	Valid
Job Satisfaction (Z)	KP1	0.776	Valid
	KP2	0.728	Valid
	KP3	0.774	Valid
	KP4	0.847	Valid
	KP5	0.807	Valid
	KP6	0.742	Valid
	KP7	0.816	Valid
	KP8	0.801	Valid
Work Environment (X1)	LK1	0.747	Valid
	LK2	0.781	Valid
	LK3	0.781	Valid

	LK4	0.744	Valid
	LK5	0.724	Valid
	LK6	0.800	Valid
	LK7	0.754	Valid
	LK8	0.719	Valid
	LK9	0.728	Valid
	LK10	0.707	Valid
	LK11	0.761	Valid
	LK12	0.718	Valid
Training (X2)	PL1	0.779	Valid
	PL2	0.804	Valid
	PL3	0.830	Valid
	PL4	0.848	Valid
	PL5	0.732	Valid
	PL6	0.770	Valid
	PL7	0.742	Valid
	PL8	0.815	Valid
	PL9	0.810	Valid
	PL10	0.796	Valid
	PL11	0.848	Valid
	PL12	0.847	Valid
	PL13	0.873	Valid
	PL14	0.844	Valid
	PL15	0.739	Valid
Career Development (X3)	PK1	0.776	Valid
	PK2	0.858	Valid
	PK3	0.825	Valid
	PK4	0.769	Valid
	PK5	0.759	Valid
	PK6	0.799	Valid
	PK7	0.811	Valid
	PK8	0.846	Valid
	PK9	0.744	Valid
	PK10	0.797	Valid
	PK11	0.781	Valid
	PK12	0.806	Valid
	PK13	0.721	Valid

In Table 2 above, we can see the value of the outer loading of each instrument and the AVE (Average Variance Extracted) value for each variable that shows the validity of the instrument used in the study. Convergent validity testing is carried out to ensure the nature of the measurement model. All indicators contained in the latent variable are said to have good validity if they have a loading factor greater than 0.70 (Dash & Paul, 2021). Then AVE is the value used to assess the average variance. The AVE value indicates adequate convergent validity, meaning it is able to explain more than half of the variance of the indicator in the average. A good AVE value is greater than 0.5 (Dash & Paul, 2021). Table 2 shows the AVE value obtained, which is above 0.5. This provides the conclusion that all constructs have good and valid convergents.



Table 3. Reliability Test

Variables	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Rule of Thumb	Model Evaluation
Job satisfaction	0.912	0.915	0.929	> 0.70	Reliable
Performance	0.928	0.930	0.940		Reliable
Work environment	0.928	0.932	0.938		Reliable
Training	0.961	0.963	0.965		Reliable
Career Development	0.950	0.951	0.956		Reliable

Source: Research Data Processing (2024)

Reliability test to see internal consistency using PLS software. Reliability test can be done in 2 ways, namely by looking at the cronbachs alpha value and the composite reliability value. The cronbachs alpha value and the expected composite reliability value are more than 0.70 to indicate good and significant reliability (Cheung et al., 2023). Table 3 provides the cronbachs alpha value and the composite reliability value which are greater than 0.70 so that it can be concluded that all variables are significant and reliable.

Table 4. Model Goodness of Fit Values (Model Fit)

	Saturated model	Estimated model
SRMR	0.080	0.080
NFI	0.541	0.541

Source: Research Data Processing (2024)

Table 4 shows the goodness of fit of the model used in this study. The SRMR value obtained is 0.080 and the NFI value is 0.541. The SRMR value is expected to be less than 0.1 and the expected NFI value is in the range of 0 to 1 where the NFI value approaching 1 will indicate the model used is getting better (Hooper et al., 2008). The conclusion given is that the model used in this study is acceptable (fit).

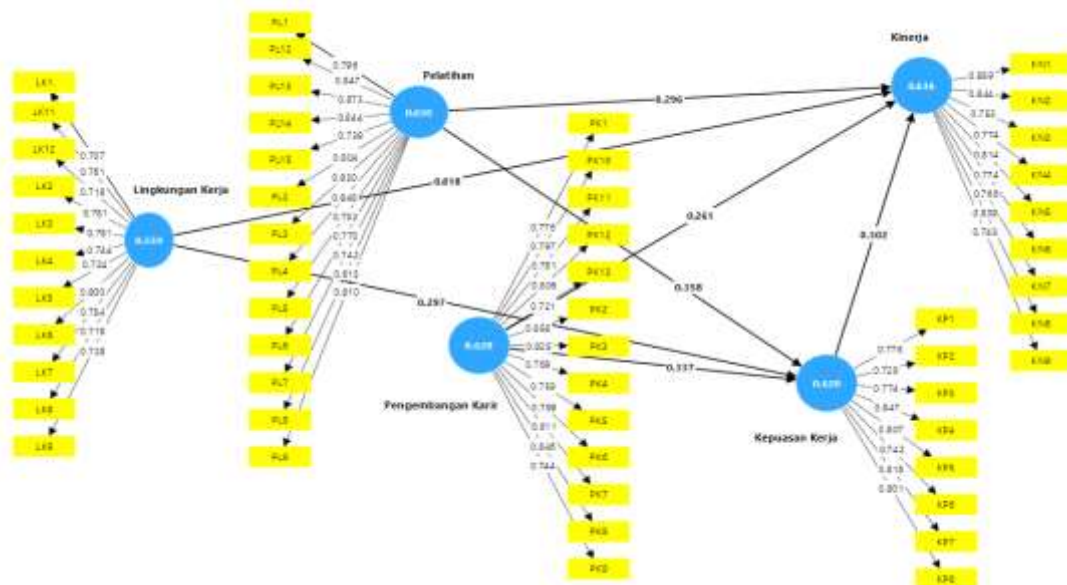


Figure 2. Structural Model Path Diagram

Source: Data Processing Results, 2024



Table 5. Q-Square Test Values'

Variables	Q <sup>2</sup> predict	RMSE	MAE
Job satisfaction	0.807	0.446	0.325
Performance	0.625	0.620	0.468

Source: Research Data Processing (2024)

Table 5 provides the Q-Square value that shows the predictive relevance value. The Q-Square value  $> 0$  will have an effect on predictive relevance and the Q-Square value  $< 0$  will have less effect on predictive relevance. In addition, Q-Square  $> 0.35$  has a large effect, Q-Square  $> 0.15$  has a moderate effect, and Q-Square  $< 0.02$  has a small effect (Fauziyana et al., 2022). The results of the Q-Square test obtained on the variables of job satisfaction (Z) and performance (Y) were respectively 0.807 and 0.625 so that they are considered to have a large influence because Q-Square  $> 0.35$ .

Table 6. Results of the Direct Effect Hypothesis Test

Variable Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Desc
Work Environment (X1) -> Performance (Y)	0.018	0.020	0.100	0.182	0.428	Positive Not Significant (Not accepted)
Training (X2) -> Performance (Y)	0.296	0.292	0.105	2,828	0.002	Significant Positive (Accepted)
Career Development (X3) -> Performance (Y)	0.261	0.267	0.108	2,419	0.008	Significant Positive (Accepted)
Job Satisfaction (Z) -> Performance (Y)	0.302	0.301	0.123	2.445	0.007	Significant Positive (Accepted)
Work Environment (X1) -> Job Satisfaction (Z)	0.297	0.293	0.087	3.426	0.000	Significant Positive (Accepted)
Training (X2) -> Job Satisfaction (Z)	0.358	0.365	0.076	4.687	0.000	Significant Positive (Accepted)
Career Development (X3) -> Job Satisfaction (Z)	0.337	0.335	0.068	4.945	0.000	Significant Positive (Accepted)

Source: Research Data Processing (2024)

Table 6 presents the results of the hypothesis test of the direct influence between the independent and mediating variables on the dependent variable. The first hypothesis (H1) is H1: The work environment (X1) has a positive but insignificant effect on employee performance (Y). The T-Statistic value is 0.182 with a P-Value of 0.428. The original sample value obtained is 0.018 which indicates a positive influence. Hypothesis testing is determined

by the T-Statistic and P-Values where the hypothesis is accepted if the T-Statistic value  $> T$ -Table, which is 1.96 and P-Values  $< 0.05$  (Gelencsér et al., 2024). The results obtained are that the T-Statistic  $< T$ -Table, which is 1.96 and P-Values  $> 0.05$  so that the first hypothesis (H1) is not accepted. This data interprets that the work environment has a positive influence on performance, meaning that the better the work environment, the better the performance will be. This means that the work environment has an influence that is in line with performance. The same thing was obtained from the results of the study by Hurun'in & Kurniawan (2023), namely that the work environment variable does not have a significant effect on employee performance variables. This is because the agency only focuses on employee abilities without considering that the work environment is also important for improving employee performance. Furthermore, there is a positive but insignificant partial influence between the work environment and employee performance and shows that the work environment affects employee performance, but the impact is relatively small, and it is indicated that there are other factors besides the work environment that can affect performance (Armansyah, 2021).

The second hypothesis (H2) is that job training (X2) has a significant positive effect on employee performance (Y) where the T-Statistic value is 2.828 with a P-Value of 0.002. The original sample value obtained is 0.296 which indicates that it has a significant positive effect. The T-Statistic value obtained is greater than the T-Table, which is 1.96 with a P-Value of 0.000 less than 0.05 so that the second hypothesis (H2) can be accepted. This indicates that training if delivered in a trainer's style that is able to keep the atmosphere lively and interesting will encourage employees to receive training with enthusiasm which will then improve employee performance because the ability to absorb the information provided during the training can be well received. This is in line with the findings of Setiawan et al. (2021) which show that training has a significant impact on increasing employee knowledge, skills, and habits, making employee knowledge, skills, and habits better, thereby improving employee knowledge, skills, and habits. The training provided by the company to employees includes matters related to employee work. Good training will explain in detail how the work should be done and how the process is carried out. If employees already understand and master their own work processes, their performance will also increase because they will find it easier to complete their work (Setiawan et al., 2021).

The third hypothesis (H3) is that career development (X3) has a significant positive effect on employee performance (Y). This hypothesis test obtained a T-Statistic value of 2.419 with a P-Value of 0.008. The original sample value obtained was 0.261 which indicates that it has a significant positive effect. The T-Statistic value obtained is greater than the T-Table, which is 1.96 with a P-Value of less than 0.05, so it can be concluded that the third hypothesis (H3) is accepted. The results of this study are supported by research conducted by Ratnasari et al. (2019) that the results of the analysis of career development paths on employee performance obtained a significant path coefficient. so that career development has a significant effect on employee performance. This is also in line with the research of Hosen et al. (2024) in their research, the results obtained that career development has a statistically significant relationship between employees and work performance, meaning that career advancement in many organizations affects employee performance. Employees will develop higher performance by re-engaging expressively in the workplace if the company pays attention to career development programs that are beneficial to the workforce.

The fourth hypothesis (H4) is that job satisfaction (Z) has a significant positive effect on employee performance (Y). This hypothesis test obtained a T-Statistic value of 2.445 with a P-Value of 0.007 and the original sample value obtained was 0.302 which indicates a significant positive effect. The T-Statistic value obtained is greater than the T-Table, which is 1.96 with a

P-Value of less than 0.05, so it can be concluded that the fourth hypothesis (H4) is accepted. In line with research conducted by Elyana Victoria & Edalmen (2024), employee performance is positively and significantly influenced by job satisfaction. This study has shown that employee performance is influenced by job satisfaction. There will be a positive correlation between increased job satisfaction and increased employee performance in the company. Conversely, if job satisfaction decreases, employee performance will also decrease.

The fifth hypothesis (H5) is that the work environment (X1) has a significant positive effect on job satisfaction (Z) where the T-Statistic value is 3.426 with P-Values of 0.000. The original sample value obtained is 0.297 which indicates that it has a significant positive effect. The T-Statistic value obtained is greater than the T-Table, which is 1.96 with P-Values less than 0.05 so that the fifth hypothesis (H5) can be accepted. This is in line with the research of Taheri et al. (2020) which states that the work environment affects job satisfaction, indicating that the work environment that has been implemented by the company can guarantee comfort and tranquility for employees who work. This is also in line with the research of Lelo (2024) with regression results showing a significant and positive impact of the environment on job satisfaction ( $\beta = 0.410$ ;  $p < 0.001$ ), indicating that an increase in the work environment by one unit will increase job satisfaction. To foster a conducive work environment and job satisfaction, it is necessary to prioritize improving the physical work environment that encourages job satisfaction.

The sixth hypothesis (H6) is that job training (X2) has a significant positive effect on job satisfaction (Z). The T-Statistic value is 4.687 with a P-Value of 0.000 and the original sample value obtained is 0.358 which indicates that it has a significant positive effect. However, the T-Statistic value  $< T\text{-Table}$  is 1.96 and  $P\text{-Values} > 0.05$  so that the sixth hypothesis (H6) can be accepted. These results are in line with the research of Setiawan et al. (2021) which shows that training has a positive and significant effect on job satisfaction, meaning that the better the implementation of training, the more positive and significant job satisfaction will be. The more often training is given, the more employees' abilities and expertise will increase job satisfaction. This is reinforced by the research of Handayani et al. (2024) namely training has a positive and significant effect on job satisfaction. If an organization is able to provide training for its employees to support their skills and work, indirectly the officers will feel satisfied with their achievements.

The seventh hypothesis (H7) is that career development (X3) has a significant positive effect on job satisfaction (Z) where the T-Statistic value is 4.945 with P-Values 0.000 and the original sample value obtained is 0.337 which indicates that it has a significant positive effect. The T-Statistic value obtained is greater than the T-Table, which is 1.96 with P-Values 0.000 less than 0.05 so that the seventh hypothesis (H7) can be accepted. This study is supported by the results of the study by Ratnasari et al. (2019) with a path analysis coefficient of 0.268 with a t-count of 4.538 and significant at 0.000  $< 0.05$ , it can be concluded that the path coefficient is significant. So that career development has a significant influence on job satisfaction. This is in line with research conducted by Sari & Rahyuda (2022) there is a significant influence between career development variables and job satisfaction which is indicated by a t-statistic value of 7.212 ( $> 1.96$ ). The path coefficient value of 0.693 means that the influence between career development and job satisfaction shows a positive influence. This means that the more career development increases in employees, the more job satisfaction in employees will increase.

Table 7. Results of Indirect Effect Hypothesis Test

Variable Relationship	Original sample(O)	Sample mean(M)	Standard deviation(S TDEV)	T statistics( O/STDEV )	P values	Information
Work Environment (X1) -> Job Satisfaction (Z) -> Performance (Y)	0.090	0.087	0.044	2,035	0.021	Positive, Significant (Accepted)
Training (X2) -> Job Satisfaction (Z) -> Performance (Y)	0.108	0.111	0.055	1,964	0.025	Positive, Significant (Accepted)
Career Development (X3) -> Job Satisfaction (Z) -> Performance (Y)	0.102	0.100	0.044	2.288	0.011	Positive, Significant (Accepted)

Source: Research Data Processing (2024)

Table 7 presents the results of the hypothesis test of the indirect influence between the independent variables through the mediating variables on the dependent variable. The eighth hypothesis (H8) is that the work environment (X1) has a significant positive effect on employee performance (Y) through job satisfaction (Z). The T-Statistic value is 2.035 with P-Values of 0.021 and the original sample value obtained is 0.090 which indicates that it has a significant positive influence. Hypothesis testing is determined by the T-Statistic and P-Values where the hypothesis is accepted if the T-Statistic value > T-Table is 1.96 and P-Values < 0.05 (Gelencsér et al., 2024). The T-Statistic value > T-Table is 1.96 and P-Values < 0.05, concluding that the eighth hypothesis (H8) can be accepted. The research results obtained are supported by the research of Yonita & Aprilyanti (2022) there is a significant influence of work environment variables on performance through employee job satisfaction. The results of data processing obtained a p value and t count of 0.006 with a regression coefficient of 0.261. These results explain that there is an influence of the work environment through satisfaction on employee performance, meaning that job satisfaction can mediate the influence of the work environment on employee performance. The work environment is everything around workers that can influence them in carrying out the tasks assigned.

The ninth hypothesis (H9) is that training (X2) has a significant positive effect on employee performance (Y) through job satisfaction (Z). The T-Statistic value is 1.964 with P-Values of 0.025 and the original sample value obtained is 0.108. The T-Statistic value < T-Table is 1.96 and P-Values > 0.05 so that the ninth hypothesis (H9) can be accepted. The results of this study are in line with the research of Setiawan et al. (2021) which has a positive and significant effect on employee performance mediated by job satisfaction, meaning that the job satisfaction variable can mediate the effect of training on employee performance. In agreement with the results of the research by Aturrohman & Nainggolan (2022) that the effect of training on performance through job satisfaction, namely training has a positive effect on mediating this satisfaction, shows that the higher the training value, the higher the sense of job satisfaction. Training can be considered as a company tool to increase job satisfaction which will later affect performance, and there needs to be an evaluation of training because training is part of the company's assets (Aturrohman & Nainggolan, 2022).

The tenth hypothesis (H10) is that career development (X3) has a significant positive effect on employee performance (Y) through job satisfaction (Z). The T-Statistic value is 2.288 with a P-Value of 0.011 and the original sample value obtained is 0.102 which indicates a significant

positive effect. The T-Statistic value > T-Table is 1.96 and P-Values <0.05 so that the tenth hypothesis (H10) can be accepted. The research results obtained are supported by Sukanto's research in Sari & Rahyuda (2022) that performance is influenced by career development positively and significantly through satisfaction. This means that if an agency limits the career development of its employees, it will cause dissatisfaction in employees. Dissatisfied employees will experience decreased performance. This is also in line with the research of Sari & Rahyuda (2022) that job satisfaction mediates the influence between career development and employee performance.

In the indirect hypothesis test, it was found that job satisfaction (Z) partially mediates the independent variable (X) against the dependent variable (Y). This is because the independent variable (X), namely the work environment (X1) and career development (X3) on the dependent variable (Y) directly provide a significant positive influence. After the mediating variable is entered into the relationship between the independent variable (X) and the dependent variable (Y), a significant positive influence is still obtained and this is included in the partial mediation criteria. (Munawaroh et al., 2015).

## Conclusion

The work environment has a positive but not significant effect on employee performance. It is necessary to pay attention to what aspects of the work environment need to be improved in order to influence performance optimally. Training directly has a positive and significant impact on employee performance. Effective training provides increased performance through employee desire for increased competence that makes it easier to carry out tasks. Career development directly has a positive and significant impact on employee performance. Career development provides employees with the opportunity to improve their competence and skills through delegation of tasks that will be used as a boost for the agency's ever-growing needs.

Job satisfaction has a positive and significant effect on employee performance. Job satisfaction is very necessary in improving employee performance. This is because it will affect employees in behaving and acting within the organization. Job satisfaction is formed by indicators, namely appreciation, superior attitudes, co-worker relationships, compensation systems, career systems, and work environments so that employees will increasingly show their best performance.

The work environment directly has a positive and significant effect on job satisfaction. A good work environment will provide comfort and avoid many conflicts at work so that employees will get satisfaction which will later increase their competence and performance in the agency. Training has a positive and significant effect on job satisfaction. Good training that is in accordance with the needs of the agency and the information is easily absorbed will create job satisfaction as an increase in self-competence. Furthermore, because of this satisfaction, employees hope to get benefits through the training program they follow. Career development directly has a positive and significant effect on job satisfaction. Career development provides employees with the opportunity to realize career targets that will encourage employee satisfaction with the positions they want and can make their careers more developed.

The work environment through job satisfaction has a positive and significant effect on employee performance. A good work environment will affect job satisfaction which can later improve employee performance. So that with a good environment and coordination, there is a balance of workload among employees which makes employees feel happy at work. Training through job satisfaction affects employee performance. The training that is followed provides satisfaction to employees so that there is an increase in employee abilities that can later affect their performance. It is necessary to pay attention to efforts to increase employee enthusiasm

in increasing their capacity through various training. Career development through job satisfaction has a positive and significant effect on employee performance. Good career development will provide opportunities for employees to improve and achieve career goals so that they will be more motivated to show good and better performance for the organization in the future.

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