

THE INFLUENCE OF CAREER DEVELOPMENT, INCENTIVES AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN JOB SATISFACTION INTERVENTION

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Received : 15 June 2026

Accepted : 20 July 2026

Revised : 19 June 2026

Published : 27 July 2026

Abstract

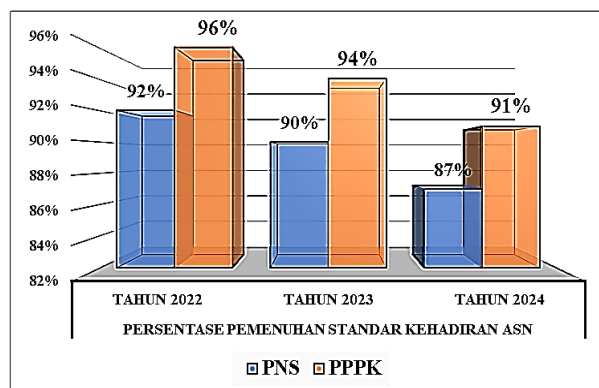
Abstract-Employee performance at the District Regional Secretariat Karimun experience decline between 2022 to 2024, which is seen from indicator Report Accountability Regional Government and Index Professionalism Bureaucracy. Level of satisfaction work also shows decline, reflected from height number absence employee. Development stagnant career and unmet incentives satisfying, result delay during three year Lastly, also contribute to problem this. Besides that, the atmosphere environment work is also lacking harmonious. Mixed method research This limited and intended for research influence development career, incentives and environment Work to performance in intervening satisfaction work. It is hoped that the study scientific This can strengthen existing theories and provide more information accurate about intervening role of satisfaction work on relationships between development career, incentives, and environment Work to performance. The main data collection analyzed with Smart Partial Least Square application uses all over population employees (Census), at the Secretariat District Government Karimun, which has 141 employees. It was concluded that development career influential positive significant to performance and satisfaction Work employees, while incentive own influence positive No significant. Environment Work influential negative significant to performance but positive significant to satisfaction work. Satisfaction work also has an effect positive significant to performance employee. Development career and environment Work in a way positive significant influence performance employees in intervening satisfaction work . Meanwhile incentive influential positive No significant to performance employee. It is recommended that the Karimun Regency Regional Secretariat implement a structured career development program and review the reward and benefit system to ensure transparency and timely disbursement. Create a conducive work environment through good communication and team-building activities.

Keywords: Development Career, Incentives, Environment Work, Employee Performance, Satisfaction Work

1. INTRODUCTION

Achievements performance Regional Secretary (Setda) of the Regency Karimun always experience decline achievements its performance on three year last. Phenomenon This published by the Agency Performance Report District Government (LKJIP) Karimun in 2022 to in 2024, which can seen in the table achievement Key Performance Indicators (KPI) such as following:

Table Regional Secretariat's IKU Achievements Karimun Regency 2022 Until 2024



Year	Indicator	Targ et	Realiz ation	Achieveme nt %
2022	LPPD Value	4.03	3.96	98%
	Bureaucra tic Reform Index	61.00	58.10	95%
2023	LPPD Value	4.05	3.23	80%
	Bureaucra tic Reform Index	71.11	60.00	84%
2024	LPPD Value	4,075	3.29	80%
	Bureaucra tic Reform Index	77.85	77.15	99%

Source : LKJIP Regency Karimun , 2025

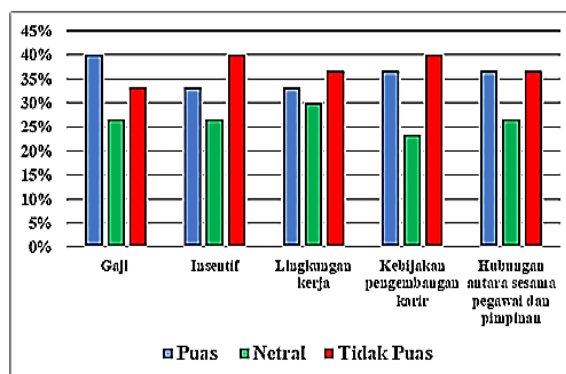
The data above show Regional Secretariat's IKU achievement Regency Karimun on target For realize professional , clean and accountable bureaucracy , 2022 on the indicators Report Implementation Regional Government (LPPD) from the target of 4.03 realized 3.96 or achieved 98%, and the indicators The Bureaucratic Reform Index (IRB) from the target of 61.00 was realized at 58.10 or only reached 95%. Then In 2023, the LPPD indicator from the target of 4.05 was realized at 3.23 or only achieved 80% and the IRB indicator from the target of 71.11 was realized at 60.00 or only reached 84%. Next In 2024, the LPPD indicator from the target of 4,075 was realized at 3.29 or only achieved 80% and the IRB indicator from the target of 77.85 was realized at 77.15 or reached 99%. The data in a way clear show that during three year final There is decline achievements performance Regional Secretariat Regency Karimun.

Related with performance Regional Secretariat Karimun Regency, also found several media reports that employees in the Regency Karimun feel No satisfied Because experience delay giving salary and incentives in the form of allowance income employees (TPP), including as told by Nusaviral.com (2024) and Radarsatu.com (2025). Then related with satisfaction the work of the employees Regional Secretariat Regency Karimun, found data information that shows existence decline level satisfaction Work employees, which is reflected in another way by the decline percentage level the presence of employees, such as picture chart following:

Source: Regional Secretariat Regency Karimun, 2025

Graphic Image Percentage Fulfillment Standard The presence of ASN Setda Karimun Regency 2022 to 2024

The graph above show that There is decline percentage fulfillment standard presence of ASN Regional Secretariat Karimun Regency, during three year Lastly. In 2022 it was 92% and in 2023 it decreased so 90% then in 2024 it will decrease Again so 87%. Then percentage PPPK attendance in 2022 was 96 % and decreased in 2023 so 94% then in 2024 it will decrease Again so 91%. Observation results writers in the field with method give questionnaire simple to 30 ASN employees at the Regional Secretariat Karimun Regency, the results can be informed in the form of chart following:



Source: Primary Data, 2025

Chart Percentage Satisfaction of Regional Secretariat ASN Karimun Regency 2022 to 2024

Chart on show that of the 30 ASN employees at the Regional Secretariat Regency Karimun give statement bring more dominant feel satisfied with the salary given agency, but about incentives, environment work and policy about development career dominated by statements No satisfied, whereas in the condition connection between fellow employee and with leadership in frame achieving work targets, between satisfied and dissatisfied ASN satisfied own balanced dominance. Then results discussion to the respondents said, it was obtained information that, some individual employee of course less than optimal in operate task Work mainly as employee government, with reason forced pursue work side, because feel existence mismatch magnitude income overall received at three year final with need base family. Then there are also those who feel not enough get fair treatment in development career and potential as well as opportunity promotions available at the agency. In addition That part big employees also feel disappointed about incentives provided agency in the form of award and allowance money income employees , who often experience delay during three year final . Then environment Work employees are also lacking not enough conducive, because connection between fellow employee and with leadership in frame achieve less work targets harmonious, with reason Because no satisfied with the policy related development career and giving incentives.

Based on the above information, can identified existence a number of problems in the Regional Secretariat Regency Karimun, among others:

- 1) Decline achievements performance employee, seen from KPI targets for create bureaucracy professional, clean and accountable, which includes improvement LPPD value and index bureaucracy, shows decline during three year final.
- 2) Satisfaction Work employee decreased, visible from decline level presence in three year last. Some employee less than optimal in operate task Because forced look for work side, feel salary received No in accordance with need base family.
- 3) Development fair and caring career superior to potential as well as promotion employee Still considered No satisfied by some employee.
- 4) Incentives provided to employee government, both award and cash allowance, often delayed in three year lastly, causing dissatisfaction and lack optimally implementation task work.Environment Work employee not enough conducive consequence relationship that is not harmonious between employees and leaders, who are influenced by dissatisfaction to policy development career and giving incentives.

Based on identification the above problem, then considered necessary and important held further study about problem performance employees at the regional secretariat Karimun Regency and the problems that affect it, with formulation problems and objectives of the research This is for look for answer question following:

- 1) How is it? influence development career on performance employee?
- 2) How is it? influence performance incentives employee?
- 3) How is it? influence environment work on performance employee?
- 4) How is it? influence development career on satisfaction Work employee?
- 5) How is it? influence incentive in a way direct to satisfaction Work employee?
- 6) How is it? influence environment work on satisfaction Work employee?
- 7) How is it? influence satisfaction work on performance employee?
- 8) How is it? influence development career on performance employees in intervening satisfaction Work?
- 9) How is it? influence performance incentives employees in intervening satisfaction Work ?
- 10) How is it? influence environment Work in a way No direct to performance employees in intervening satisfaction Work?

Result of study This expected can strengthen various theory about role satisfaction Work as intervening variables in development career, incentives, and environment Work to performance employees. Besides that, the result This expected can give more information real. This study is also expected become references and references in the Batam University library as well as enrich results existing research, so that beneficial as material studies and references for future researchers.

Performance

According to Colquitt et al mentioned in Bunyamin (2023: 78). Performance is a group clear and mandatory tasks done by employees to be entitled get rewards and fixed work. Meanwhile, Robbins, as quoted from Silaen et al (2021), stated that performance is achievements employee with standard certain for work said. According to Chairunnisah & Mataram, (2021:30). Performance is what was achieved from efforts and work done For reach objective work . Indra, et al. (2024: 778), performance is results from something task has completed within the specified time. In addition That Wahyudi, et al., (2022: 22). Opinion performance is performance employee in accordance with hope organization . With thus can concluded performance is a series obligation explicit that must be filled a employee with size effort expended individual in work in accordance specified standards . Indicators performance in research This, referring to Surawan, et al (2024: 1081), namely: 1) Increasing the target number and completing work; 2) Creating innovation and creativity in work; 3) Minimize error; 4) Fulfill presence in accordance time; and 5) Work The same with other employees

Satisfaction Work

According to Gronroos, in Zhang, et al (2023: 1103). Satisfaction is comparison between hopes and experiences real. While according to Harahap & Tirtayasa (2020:125). is feeling Good or bad employee on work , as well as a number of the signs . According to Rambli et al (2020: 223), satisfaction Work show How attitude employees at all related matters with Job satisfaction . Afwindra, et al. (2022:339). Work is feeling emotional employee to his work, which shows whether feel positive or negative. This is Can seen from method employee look at work and environment place Work.

According to Hasibuan quoted from Kharisma & Rosia (2022: 36). Satisfaction Work seen from enthusiasm, sense of discipline, and results work achieved. Whereas Kharisma & Rosia (2022: 36). Opinion that satisfaction Work depends on the things that are obtained . Dessler (2020: 646). Feeling satisfied Because Work is how people judge How employee feel about his work, environment work and experience emotional experiences in place work. Besides That Sihite (2024: 1068) Explains satisfaction Work is feeling the inner self that arises related with work someone, can in the form of a feeling of joy or also a feeling of not happy. Meanwhile according to Suriyanti (2020: 646). Satisfaction Work is factor important in reach results Work maximum . in finish his job.

Satisfaction Work in study This is feeling emotions that arise, both positive and negative, related with work carried out by employees. In indicators satisfaction work on research This quoting from Surawan, et al (2024: 1081), namely: 1) Absence: Readiness fulfil standard presence. 2) Compliance salary: Suitability between salary and contribution employees; 3) Work and support colleague work: Satisfaction employee to jobs and support from colleagues; 4) Opportunities promotion: Opportunity For promotion the position given company. (50 Supervision: Appropriate supervision with condition employee.

Development Career

According to Jen & Andani (2021:510). Development career is reflection from advancement of individual status in the organization , according to with level determined career . While according to Nursaumi & Sunarya (2022:1332), is effort improvement knowledge employee, good in a way individual and group. Prahendratno, et al (2023: 109) Development career is a process of increasing status and knowledge individual or group in organization through track career that has been determined . According to Aditya as quoted Andayani, et al, (2024: 212) Development career important for increase performance employee.

According to Viethzal as quoted Ompusunggu, et al. (2024: 792). Development career is effort improvement competence individual in reach level career . According to Siagian as quoted Galla, et al (2020: 344), is change individual for reach level Career. According to Sari et al. (2021: 118) Career is very important in life individual and developed throughout life. Development career in study This show increased status and knowledge individual or group in organization in accordance track careers determined by the Regional Secretariat Regency Karimun. Indicator development career in study This referring to Samsuarni , et al (2021:3). Which states indicator development career is namely: 1) Equation treatment for career; 2) Supervision in development career; 3) Awareness to chance career; 4) Differences interest employee for career and 5) Satisfaction career for employee.

Incentive

According to Hasibuan as quoted by Atmojo (2023: 2). Incentives is addition reply service For high - performing employees above standard . According to Wansah , (2024: 21) Incentives is reward addition For employee on achievement objective certain. According to Kafi , et al. (2025: 2359). Incentives is reward besides wages in accordance achievements performance, aiming for push employees to work good. According to Panggabean , as quoted by Kafi, et al (2025; 2361). Incentives is cash reward for employees who exceed standard work.According to Cashmere as quoted by Hurriyah, et al (2025: 775). Incentives is motivation for push employee increase performance, so that can increase performance in a way significant.

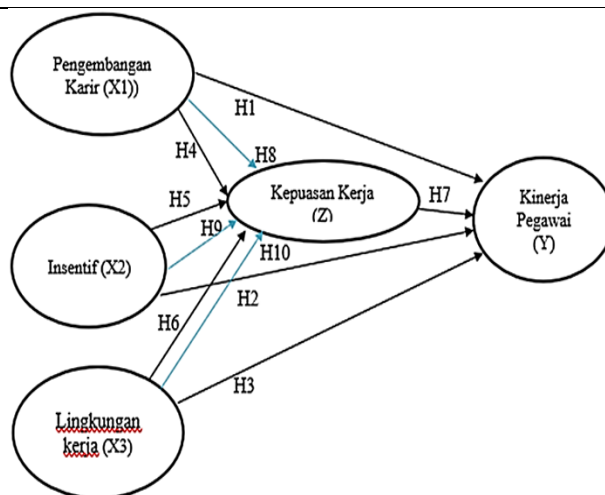
In study This concluded incentive is reward outside salary that given in accordance results performance For motivating employees to achieve and achieve performance high . Indicator incentive in study referring to Hasibuan as quoted by Wansah, (2024: 23), namely: 1) Material Incentives: Given based on results work, in the form of money or goods; 2) Incentives Non-Material: Purposeful motivating employee through certificates, trophies, or awards; 3) Social Incentives: Support from colleague work that improves productivity and enthusiasm Work.

Environment Work

According to Idayati (2020:196). Environment Work is internal factors in organizations that shape culture and environment social For reach purpose . According to Afandi in Astuti , (2020:26). Scope environment Work covering humidity temperature, ventilation, lighting, quietness, cleanliness, and adequacy tool work that impacts performance workers. Nulhakim, et al (2023:369). Opinion that environment Work Can cause passion and increase productivity. Work with motivated people help finish work with right . Surawan , et al (2024: 1081). Environment Work is a place where employees work being, which gives benefits and influences method employee operate task every day. Indra, et al (2024: 779) mentions that environment Work is surrounding factors employees who can impactful and helpful in operate his duties .

Environment work in research This is factors around the employees , which can give benefit or also influence in do his job Indicator environment Work in study This referring to from Siagian quoted Astuti (2020:26-28), that indicator environment Work is : 1) Environment Work Physique consists of from Comfortable and safe building , Equipment adequate work, Facilities supporters Jobs and Places rest and worship; 2) Environment Non- Physical Work in the form of Connection harmonious with colleague work and relationships conducive between members and leaders For achieve work targets.

For chart framework conceptual designed like following :



Framework Chart Image Conceptual

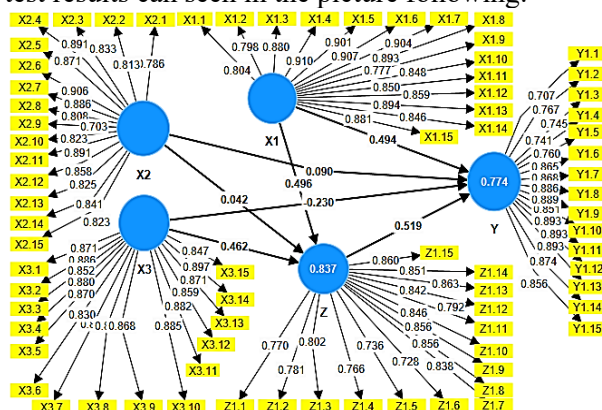
2. RESEARCH METHODS

Study This designed use approach *mix method* with using the results data from questionnaire given to the employees at the Regional Secretariat Regency Karimun. Implementation will starting in November 2025 to April 2026. In study this, the variable consists of from variables free namely: Development Career (X1), Incentives (X2), Environment Work (X3). Besides there it is intervening variables, namely Satisfaction Work (Z), while Employee Performance (Y) is variables bound. Population in study This covers all over ASN and PPPK employees who work at the Secretariat District Government Karimun, with a total of 141 people. All existing population made into as sample through technique census (Sugiyono, 2021), so that there were 141 samples used.

Primary data obtained direct from respondents through method observing, interviewing, and filling in questionnaire. Secondary data obtained through study literature and information related fifth variables studied. Technique analysis for test hypothesis in study This is Analysis Descriptive and PLS (Partial Least Square) Analysis. Method This chosen Because moreeasy in its implementation However still give accurate results. (Duryadi, 2021:31-38).

3. RESULTS AND DISCUSSION

For validity and reliability test results can seen in the picture following:



Source: Smart PLS 2026

Outer Model Test Result Image

From the picture seen that all variables worth *outer loading* more from 0.7, so that criteria *convergent validity* fulfilled as explained by Duryadi (2021:109). After that, the results of the validity test discriminant from mark *cross loading factor*, can seen in the table following:

Cross Loading Value Table

	X1	X2	X3	Y	Z
X1.1	.804	.720	.564	.651	.705
X1.2	.798	.728	.603	.603	.702
X1.3	.880	.703	.568	.707	.709
X1.4	.910	.734	.581	.750	.751
X1.5	.901	.703	.580	.770	.748
X1.6	.907	.739	.547	.766	.744
X1.7	.904	.767	.543	.798	.722
X1.8	.893	.764	.556	.790	.722
X1.9	.777	.645	.727	.701	.785
X1.10	.848	.675	.652	.773	.779
X1.11	.850	.729	.607	.712	.722
X1.12	.859	.783	.626	.719	.715
X1.13	.894	.833	.604	.766	.737
X1.14	.846	.777	.548	.749	.729
X1.15	.881	.785	.592	.770	.724
X2.1	.658	.786	.562	.582	.631
X2.2	.680	.813	.552	.592	.654
X2.3	.677	.833	.551	.549	.612
X2.4	.709	.891	.544	.636	.648
X2.5	.722	.871	.552	.597	.643
X2.6	.770	.906	.607	.661	.707
X2.7	.756	.886	.573	.688	.683
X2.8	.672	.808	.463	.651	.602
X2.9	.664	.703	.621	.631	.664
X2.10	.656	.823	.474	.628	.605

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	X1	X2	X3	Y	Z
X2.1				.76	
1	.806	.891	.586	7	.716
X2.1				.63	
2	.785	.858	.621	1	.688
X2.1				.63	
3	.727	.825	.673	8	.661
X2.1				.66	
4	.744	.841	.651	5	.672
X2.1				.60	
5	.691	.823	.657	0	.667
X3.1				.59	
	.625	.624	.871	3	.740
X3.2				.48	
	.544	.584	.886	5	.713
X3.3				.50	
	.590	.644	.852	7	.718
X3.4				.54	
	.606	.660	.880	2	.741
X3.5				.53	
	.632	.631	.870	6	.727
X3.6				.53	
	.619	.647	.830	9	.721
X3.7				.41	
	.476	.457	.836	8	.616
X3.8				.52	
	.594	.567	.883	0	.727
X3.9				.58	
	.668	.661	.868	9	.758
X3.1				.48	
0	.574	.529	.885	9	.691
X3.1				.50	
1	.593	.592	.882	5	.720
X3.1				.47	
2	.567	.581	.859	0	.732
X3.1				.48	
3	.562	.540	.871	1	.698
X3.1				.57	
4	.645	.642	.897	1	.762
X3.1				.55	
5	.604	.610	.847	0	.729
Y1.1				.70	
	.476	.458	.342	7	.530
Y1.2				.76	
	.549	.482	.352	7	.527
Y1.3				.74	
	.509	.480	.307	5	.503
Y1.4				.74	
	.472	.446	.328	1	.501
Y1.5				.76	
	.519	.486	.309	0	.499
Y1.6				.86	
	.756	.594	.492	5	.666

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	X1	X2	X3	Y	Z
Y1.7	.716	.688	.490	.868	.651
Y1.8	.732	.626	.521	.886	.701
Y1.9	.805	.712	.564	.889	.791
Y1.10	.831	.780	.551	.851	.738
Y1.11	.820	.683	.599	.893	.788
Y1.12	.832	.698	.613	.893	.790
Y1.13	.813	.696	.643	.893	.816
Y1.14	.774	.711	.616	.874	.788
Y1.15	.816	.778	.572	.856	.733
Z1.1	.597	.587	.727	.565	.770
Z1.2	.625	.625	.719	.573	.781
Z1.3	.655	.637	.814	.596	.802
Z1.4	.604	.578	.527	.649	.766
Z1.5	.583	.541	.531	.559	.736
Z1.6	.603	.560	.517	.590	.728
Z1.7	.662	.627	.852	.600	.838
Z1.8	.701	.638	.775	.621	.856
Z1.9	.709	.658	.805	.647	.856
Z1.10	.807	.702	.588	.812	.846
Z1.11	.711	.625	.608	.700	.792
Z1.12	.755	.656	.655	.760	.842
Z1.13	.772	.694	.659	.745	.863
Z1.14	.753	.701	.655	.750	.851
Z1.15	.763	.721	.693	.743	.860

Source : Smart PLS 2026

In the table above, all mark targeted *cross loading* Already morebig from values others, and values standard for every construct more from 0.7, so that show that all manifest items are valid and capable explain variables its latent'

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Table Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
X1	.976	.976	.978	.747
X2	.970	.970	.973	.703
X3	.977	.977	.979	.753
Y	.969	.975	.972	.697
Z	.963	.965	.967	.662

Source : Smart PLS 2026

In the table visible, all mark variables in reliability testing fulfil conditions, because mark *Cronbach's Alpha* as well as *composite reliability* all above 0.7, and the AVE value is also higher from 0.5. From the results study the can concluded that variables used in study This own good quality, good in matter validity and reliability, so that study furthermore can continue with structural model testing. (Duryadi, 2021:126)

Table R Squares

	R Square	R Square Adjusted
Employee Performance (Y)	0.774	0.768
Satisfaction Work (Z)	0.837	0.834

Source : Smart PLS 2026

Seen that mark *R Square* For performance employees (Y) is 0.774, meaning 77.4% of variables performance employee influenced by four variables that is development career, incentives, environment work and satisfaction work, while 22.6% is influenced by other factors that are not including in variables studied. *R Square value* from variables satisfaction work (Z) is 0.837, which means amounting to 83.7% of variables satisfaction Work influenced by three factor that is development career, incentives, and environment work, while 16.3% is influenced by other factors that are not including in variables studied.

Table Construct Crossvalidated Redundancy

	SSO	SSE	Q ² (=1-SSE/SSO)
X1	2115,000	2115,000	
X2	2115,000	2115,000	
X3	2115,000	2115,000	
Y	2115,000	1015.705	0.520
Z	2115,000	960,455	0.546

Source : Smart PLS, 2026

Seen Q2 value for Employee Performance variable (Y) is 0.520 and Satisfaction Work (Z) is 0.546. This is show that the research model own relevant predictions Because second Q2 value variables the more from zero.

Model Fit/ Goodness of Fit Table

	Saturated Model	Estimated Model
SRMR	0.080	0.080
d ULS	18,425	18,425
d G	19,797	19,797
Chi-Square	9272.780	9272.780

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NFI	0.543	0.543
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Source : Smart PLS 2026

Seen SRMR value or *Standardized Root Mean Square*, its value is 0.080 which is more small from 0.10, so that the model can concluded that fulfil model fit criteria. Then NFI value of 0.543 or approaching 0.67 (good / strong), then can concluded goodness of good and strong model. Next after fulfil Terms and Conditions said , the next process hypothesis testing was carried out with procedure *bootstrapping* .

Path Coefficient Test Results Table

	Origin al Sampl e	Mea n	STDE V	T Stati stics	P Val ues
X1 -> Y	.494	.475	.123	4,02 7	.00 0
X2 -> Y	.090	.109	.108	.833	.40 5
X3 -> Y	-.230	-.220	.095	2,41 4	.01 6
X1 -> Z	.496	.493	.093	5,34 1	.00 0
X2 -> Z	.042	.051	.105	.396	.69 2
X3 -> Z	.462	.456	.072	6,39 8	.00 0
Z -> Y	.519	.511	.123	4,22 7	.00 0

Source: Smart PLS 2026

From the data from the influence test results directly above, shown namely: Coefficient correlation development career in a way direct to performance employee show mark original sample of 0.494 which is positive, this show existence good relationship, with T- statistics reached 4,027, which means more of 1.96 and P-Value of 0.000, which indicates number not enough from 0.05, so that results This significant. Next coefficient correlation development incentive in a way direct to performance employee show mark original sample of 0.090, which is positive, this show existence good relationship, with T - statistics reached 0.833, which means not enough of 1.96 and P-Value of 0.405, which indicates number more from 0.05, so that results This No significant. Then Coefficient correlation between environment Work with performance employee show number negative of 0.230, which indicates existence relationship that is negative . T- statistic value of 2,414 shows more numbers big from 1.96, while recorded P- Value of 0.016, which shows number not enough from 0.05, so that results This significant.

Coefficient correlation between development career and satisfaction Work show mark positive 0.496 of sample original , this show existence positive relationship . With T- statistic value amounting to 5,341, which is more big of 1.96, and the P-Value value reached 0.000, which indicates number not enough from 0.05, so that results This significant. Next coefficient correlation incentive show connection direct to level satisfaction Work with mark sample original reached 0.042 which shows connection positive. The T- statistic value obtained is 0.396, which is moresmall of 1.96, and the P-Value value reached 0.692, meaning more from 0.05, then no significant.

Then coefficient correlation between environment work and level satisfaction Work show mark original positive of 0.462, which indicates existence relationship that is positive . With T- statistic value reached 6,398, indicating that its value more of 1.96 and the P-Value is at 0.000, which indicates results not enough from 0.05, then significant. Next Coefficient correlation direct between satisfaction work and performance employee show mark positive of 0.519, which shows existence positive relationship. The t - statistic obtained is 4,227, which is more of 1.96, and the measured P-Value of 0.000, indicating more numbers low from 0.05, then significant.

Specific Test Results Table Indirect Effects

	Original	Mean	STDEV	T Statistics	P Values
X1 -> Z -> Y	.257	.252	.079	3,269	.001
X2 -> Z -> Y	.022	.025	.055	.392	.695
X3 -> Z -> Y	.239	.233	.069	3,448	.001

Source: Smart PLS year 2026

From the analysis influence test results in a way No directly that has been done, it seems that: Coefficient correlation between development career and performance in a way No direct to performance employees at the District Regional Secretariat Karimun through satisfaction Work as intervening variables show mark sample original of 0.257, which indicates existence connection positive. T- statistic value reached 3,269, which means more from 1.96, while the P-Value value was recorded as 0.001, indicating that its value not enough from 0.05, then significant.

Then coefficient correlation between incentives and performance in a way No direct through satisfaction Work as variables intermediary show mark original sample of 0.022, which indicates existence pattern connection positive. With T- statistic value of 0.392, which means not enough from 1.96, while the P-Value value was recorded at 0.695, meaning more from 0.05, then the result stated No significant. Meanwhile that, value coefficient correlation environment Work to performance in a way No direct through satisfaction Work as variables intermediary own mark original sample of 0.239. This also shows pattern connection positive, with a T- statistic of 3.448, which is more from 1.96, as well as the P-Value value is 0.001 which shows number not enough from 0.05, then significant.

Influence Direct Development Career on Performance

From the data from the influence test results directly above, shown namely: Coefficient correlation development career in a way direct to performance employee show mark original sample of 0.494 which is positive, this show existence good relationship, with T- statistics reached 4,027, which means more of 1.96 and P-Value of 0.000, which indicates number not enough from 0.05, so that results This significant. With Thus H1 is accepted. It is concluded development career influential positive significant in a way direct to performance employee Regional Secretariat Regency Karimun .

Findings study This No in tune with findings in the field and results interview with respondents who were assessed understand with problem problem development career in the Regional Secretariat Regency Karimun , which informs that problems in development career said , because existence dissatisfaction employee to fair treatment in career as well as lack of attention from superior direct to potential and opportunities promotion for employee. Initially matter This identified as reason decline achievements performance employee Regional Secretariat Regency Karimun, as expressed in Agency Performance Report District Government (LKJIP) Karimun For 2022 to 2024.

Based on results analysis from study this, which shows that development career own influence significant positive to performance employees, can concluded that although a number of employee feel No satisfied with system development applied career, but its influence to decline achievements performance employee no dominant . With Thus, development career still give impact big to improvement achievements performance employees at the Regional Secretariat Regency Karimun.

Influence Direct Incentive On Performance

Coefficient correlation development incentive in a way direct to performance employee show mark original sample of 0.090, which is positive, this show existence connection good, with T- statistics reached 0.833, which means not enough of 1.96 and P-Value of 0.405, which indicates number more from 0.05, so that results This No significant. With Thus H2 is rejected . It is concluded incentive influential positive No significant in a way direct to performance employee Regional Secretariat Regency Karimun.

Findings study This in tune with field findings and results interview with respondents who were assessed understand with problem problem related incentives at the Regional Secretariat Regency Karimun, which informs that problem related incentive said, because incentives provided by agencies, both in form award and allowance

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income. Often experience delay in payment during three year lastly, causing dissatisfaction among employees, which has an impact negative on optimization implementation task main they as employee government. Problems This identified as one of the reason decline achievements performance employees at the District Regional Secretariat Karimun, as described in the District LKJIP Karimun For 2022 to 2024.

Based on the results analysis from study this, can concluded that incentives that have influence positive No give impact significant in a way direct to performance employee. Then problem related incentives provided by agencies, both in form award and allowance income, often experience delay during three year last. Situation This of course has cause dissatisfaction among employee, who in turn influence performance they in carry out task main as employee government. Therefore that, the implementation incentive moment This Not yet show significant results in increase achievements performance employees, so that performance employees at the Regional Secretariat Regency Karimun Still Far from optimal level. With Thus , the policy giving incentives, good in the form of award and allowance frequent income experience delay , to be factor reason not enough optimally achievements performance employees at the Regional Secretariat Regency Karimun .

Influence Direct Environment Work on Performance

Coefficient correlation between environment Work with performance employee show number negative of 0.230, which shows existence relationship that is negative. T- statistic value of 2,414 shows more numbers big from 1.96, while recorded P- Value of 0.016, which shows number not enough from 0.05, so that results This significant. With Thus H3 is accepted . It is concluded environment Work influential negative significant in a way direct to performance employee Regional Secretariat Regency Karimun.

Findings study This in tune with field findings and results interview with respondents who were assessed understand with problem problem condition environment work at the Regional Secretariat Regency Karimun, which informs that problem related environment lack of work conducive, which is reflected from poor relationship harmonious between employees, as well as between employees and leaders in effort achieve work targets. This is impact from dissatisfaction employee to implementation incentives . Problems This identified as reason decline achievements performance employees at the District Regional Secretariat Karimun, as expressed in the District LKJIP Karimun For 2022 to 2024.

Based on from results analysis study this, found that environment Work own influence significant negative to performance employees at the Regional Secretariat Regency Karimun. Problems that arise related with environment lack of work conducive , which is reflected from relationship that is not harmonious between employee One with others as well as with leadership , has an impact on achieving work targets. This is consequence from dissatisfaction employee to related policies with development career and giving incentives.

Situation This has cause dissatisfaction among employee, who in turn influence performance employee in operate task as employee government. Therefore that, condition environment Work moment This in a way significant influential negative to improvement performance employees. As a result, performance employees at the Regional Secretariat Regency Karimun Still Far from optimal level. This show that environment Work own impact dominant negative to optimization achievements performance employees at the Regional Secretariat Regency Karimun, so that condition the become factor reason not enough optimally results Work employees in agencies the.

Influence Direct Development Career To Satisfaction Work

Coefficient correlation between development career and satisfaction Work show mark positive 0.496 of sample original, this show existence positive relationship. With T- statistic value amounting to 5,341, which is more big of 1.96, and the P-Value value reached 0.000, which indicates number not enough from 0.05, so that results This significant. With Thus H4 is accepted. It is concluded development career influential positive significant in a way direct to satisfaction Work employee Regional Secretariat Regency Karimun.

Findings study This No in tune with results obtained from secondary data about percentage fulfillment standard the presence of ASN at the Regional Secretariat Regency Karimun, which shows decline level presence during three year last. Decline This indicated as reflection from decline satisfaction Work employees. Besides that, the findings in the field and results interview with respondents who were assessed understand with problem problem development career in the Regional Secretariat Regency Karimun, which informs that problems in development career said, because existence dissatisfaction employee to fair treatment in career as well as lack of attention from superior direct to potential and opportunities promotion for employees. Initially , the problem This identified as factors that can cause decline satisfaction performance employee in a way overall .

Based on results analysis study this, which shows that development career own influence positive significant to satisfaction Work employee Regional Secretariat Regency Karimun , can concluded that although a number of employee feel No satisfied with system development applied career , system the still give a big impact on the level satisfaction performance employee. With Thus, development career is not reason dominant from decline level satisfaction Work employee in a way overall.

Influence Direct Incentive To Satisfaction Work

Coefficient value correlation incentive show connection direct to level satisfaction Work with mark sample original reached 0.042 which shows connection positive. The T- statistic value obtained is 0.396, which is more small of 1.96, and the P-Value value reached 0.692, meaning more from 0.05, then No significant . With Thus H5 is rejected. It is concluded incentive influential positive No significant in a way direct to satisfaction Work employee Regional Secretariat Regency Karimun.

Findings study This in tune with secondary data showing percentage fulfillment standard presence Apparatus State Civil Servants (ASN) at the Regional Secretariat Regency Karimun , which recorded decline level presence during three year last. Decline This considered reflect decrease satisfaction Work employees. Besides that , the findings in the field and results interview with respondents who were assessed understand with problem problem development career in the Regional Secretariat Regency Karimun , which informs that problem less than optimal employee performance operate task Work main as employee government . This is due to the need For undergo work side effects, which appear consequence mismatch between salary received and needs base family . Besides that, the incentives provided by the agency, both in form award and allowance income employees, often experience delay during three year last. Problem This identified as factors that can contribute to the decline satisfaction Work.

Based on results analysis study this, which shows that incentive influential positive No significant in a way direct to satisfaction Work employee Regional Secretariat Regency Karimun, can concluded that existence employees who feel mismatch magnitude salary received with need base family and incentives provided agency in the form of award and in the form of allowance money income employee often experience delay during three year lastly, indeed Not yet give impact big on improvement satisfaction performance employee in a way overall . This means policy giving incentives, good in the form of award and allowance frequent income experience delay, to be factor reason not enough optimally level satisfaction performance employees at the Regional Secretariat Regency Karimun in a way overall.

Influence Direct Environment Work To Satisfaction Work

Coefficient correlation between environment work and level satisfaction Work show mark original positive of 0.462, which indicates existence relationship that is positive. With T- statistic value reached 6,398, indicating that its value more of 1.96 and the P-Value is at 0.000 , which indicates results not enough from 0.05, then significant . With Thus H6 is accepted . It is concluded environment Work influential positive significant in a way direct to satisfaction Work employee Regional Secretariat Regency Karimun.

Findings study This No in tune with secondary data showing percentage fulfillment standard the presence of ASN at the Regional Secretariat Regency Karimun, which recorded decline level presence during three year last. Decline This considered reflect decrease satisfaction Work employees. Besides that, the findings in the field and results interview with respondents who were assessed understand with problem problem condition environment work at the Regional Secretariat Regency Karimun, which informs that problem environment Work not enough conducive, which is visible from relationship that is not harmonious Good between employee and between employees and leaders in achieve work targets. This is is impact from existing dissatisfaction. Problems This initially identified as factors that can cause decline satisfaction performance employee in a way overall.

Based on results analysis study this, which shows that environment Work own influence positive and significant in a way direct to satisfaction Work employee Regional Secretariat Regency Karimun, can concluded that although there is a number of employees who experience connection not enough harmonious with colleague Work and with leadership in effort achieve work targets, conditions environment Work still give impact large at the level satisfaction Work employee. With thus, it can stated that environment Work play a role significant in increase satisfaction Work employee Regional Secretariat Regency Karimun.

Influence Direct Satisfaction Work on Performance

Coefficient correlation direct between satisfaction work and performance employee show mark positive of 0.519, which shows existence positive relationship . The t - statistic obtained is 4,227, which is more of 1.96, and the measured P-Value of 0.000, indicating more numbers low from 0.05, then significant . With Thus H7 is accepted. It

is concluded satisfaction Work influential positive significant in a way direct to performance employee Regional Secretariat Regency Karimun. Findings study This No in tune with findings in the field and results interview with respondents who were assessed understand with problem problem satisfaction work at the Regional Secretariat Regency Karimun , which informs that problems with satisfaction Work said , because existence dissatisfaction employee related development career , policy incentives, as well as condition environment lack of work conducive . Initially, things This identified as reason decline achievements performance employee Regional Secretariat Regency Karimun, as expressed in the District LKJIP Karimun For 2022 to 2024.

Based on results analysis conducted in study this, which shows influence positive and significant between satisfaction work and performance employees at the Regional Secretariat Regency Karimun, can concluded that although there is dissatisfaction related development career, policy incentives, and conditions environment work that is considered not enough conducive by some employees, conditions satisfaction Work Still own impact big to improvement performance employee. This means that satisfaction Work contribute significant to optimization achievements performance employees at the Regional Secretariat Regency Karimun. With Thus, the level satisfaction Work employee moment This No become factor reason low achievements performance in the agency.

Influence No Direct Development Career on Performance

From the analysis influence test results in a way No directly that has been done, it seems that: Coefficient correlation between development career and performance in a way No direct to performance employees at the District Regional Secretariat Karimun through satisfaction Work as intervening variables show mark sample original of 0.257, which indicates existence connection positive. T- statistic value reached 3,269, which means more from 1.96, while the P-Value value was recorded as 0.001, indicating that its value not enough from 0.05), then significant. With Thus H8 is accepted . It is concluded development career influential positive significant in a way No direct to performance employee Regional Secretariat Regency Karimun through satisfaction Work as intervening variables.

Based on results analysis in study this, looks that development career have influence significant positive to performance Good in a way direct and No directly. Thing This show that satisfaction Work play a role as partial intervening variable. In addition that, development career also has an influence positive significant to satisfaction work and satisfaction Work it also has an impact positive significant to performance. Development career own huge impact to performance Work employees, and impact This Can strengthened Again Because condition satisfaction Work employee moment This Still Enough Good.

Influence No Direct Incentive on Performance

Coefficient value correlation between incentives and performance in a way No direct through satisfaction Work as variables intermediary show mark original sample of 0.022, which indicates existence pattern connection positive . With T- statistic value of 0.392, which means not enough from 1.96, while The P-Value value was recorded at 0.695, meaning more from 0.05, then the result stated No significant . With Thus H9 is rejected . It is concluded incentive influential positive No significant in a way No direct to performance employee Regional Secretariat Regency Karimun through satisfaction Work as intervening variables.

Based on results analysis conducted in study this , which shows in the analysis connection between incentives and performance , found that connection direct between incentives and performance show influence positive that is not significant . On the other hand, the relationship No direct between incentives and performance show influence significant positive, which indicates that satisfaction Work No functioning as intervening variables. In addition that, the relationship between incentives and satisfaction work also shows influence positive that is not significant, while satisfaction Work influential positive significant to performance. This is means that incentive moment This Not yet give significant impact to performance employees, and influence the Not yet can reinforced by the level satisfaction Work employees at the District Regional Secretariat Karimun. With Thus, incentives Still own impact negative to satisfaction Work employee.

Conclusion of analysis study This supported by the results field findings and results interview with respondents who were assessed understand with problem problem related incentives at the Regional Secretariat Regency Karimun , which informs that problem related incentive said, because existence dissatisfaction employees in the implementation giving incentive in the form of award and allowance frequent income experience delay payment during three year lastly. This is result in employee less than optimal in operate task mainly, because feel There is mismatch between salary received and needs base family. Therefore that, level satisfaction Work employee No capable strengthen connection between incentives for optimization achievements performance employees at the Regional Secretariat Regency Karimun.

Influence No Direct Environment Work On Performance

Coefficient value correlation environment Work to performance in a way No direct through satisfaction Work as variables intermediary own mark original sample of 0.239. This also shows pattern connection positive, with a T-statistic of 3.448, which is more from 1.96, as well as the P-Value value is 0.001 which shows number not enough from 0.05, then significant. With Thus H10 is accepted. It is concluded environment Work influential positive significant in a way No direct to performance employee Regional Secretariat Regency Karimun through satisfaction Work as intervening variables.

Connection direct between environment work and performance own impact significant negative, whereas connection No direct between environment work and performance own impact significant positive. From matter This can concluded that satisfaction Work play a role as intervening variables some. Besides that, the relationship environment Work to satisfaction Work own impact significant positive, as well as satisfaction Work own impact significant positive to performance. This means that the environment Work impact negative on performance employees, but impact positive on satisfaction they. Because that, condition environment good job can increase satisfaction employees, so that strengthen influence environment Work to improvement results Work employees at the Regional Secretariat Regency Karimun.

4. CONCLUSION

In study This concluded yairu:

- 1) Development career influential positive significant to performance employee Regional Secretariat Regency Karimun. Meaning development career has impact big on improvement achievements performance employee Regional Secretariat Regency Karimun.
- 2) Incentive influential positive No significant to performance employee Regional Secretariat Regency Karimun. Meaning policy delay giving incentives by the Regional Secretariat Regency Karimun be one of reason not enough optimally achievements performance employee Regional Secretariat Regency Karimun.
- 3) Environment Work influential negative significant to performance employee Regional Secretariat Regency Karimun. Meaning environment Work impact negative in a way dominant in optimization achievements performance employee Regional Secretariat Regency Karimun.
- 4) Development career influential positive significant to satisfaction Work employee Regional Secretariat Regency Karimun. Meaning development career No become reason dominant decline level satisfaction Work employee.
- 5) Incentive influential positive No significant to satisfaction Work employee Regional Secretariat Regency Karimun. Meaning policy delay giving incentives provided agency in the form of awards and allowances income employees who frequently experience delay during three year Lastly, it has an impact on decreasing level satisfaction Work employee Regional Secretariat Regency Karimun.
- 6) Environment Work influential positive significant to satisfaction Work employee Regional Secretariat Regency Karimun. Meaning environment Work has impact large at the level satisfaction Work Regional Secretariat employees Regency Karimun.
- 7) Satisfaction Work influential positive significant to performance employee Regional Secretariat Regency Karimun. Meaning condition satisfaction Work employee has impact big on improvement achievements performance employee Regional Secretariat Regency Karimun.
- 8) Development career influential positive significant to performance employee Regional Secretariat Regency Karimun through satisfaction Work play a role as partial intervening variable. This means development career has influential big to performance employees and influence the capable strengthened Again by condition part satisfaction Work employee moment This.
- 9) Incentive influential positive No significant to performance employee Regional Secretariat Regency Karimun through satisfaction Work as perfect intervening variable. This means incentive Not yet influential big to performance employee but influence the capable reinforced by conditions satisfaction Work employee moment This in a way perfect, but incentive Still influential No good at satisfaction Work employee Regional Secretariat Regency Karimun
- 10) Environment Work influential positive significant to performance employee Regional Secretariat Regency Karimun through satisfaction Work as partial intervening variable. This means environment Work influential No Good to performance employee but environment Work influential good at satisfaction work, so that condition made make part satisfaction Work capable strengthen influence condition environment Work to improvement achievements performance employee Regional Secretariat Regency Karimun

Based on the identified problems at the Karimun Regency Regional Secretariat and the conclusions of this study, the following recommendations are recommended:

- 1) Optimize career development by implementing a more structured and equitable career development program. Focus more on employee potential by providing equal training and promotion opportunities to improve employee motivation and performance.
- 2) Improve the incentive system by reviewing and revising the reward and benefit system to make it more timely and transparent, as the current incentive system negatively impacts job satisfaction levels, which can hinder efforts to optimize employee performance.
- 3) Improve the work environment by creating a more conducive work environment and facilitating better communication between employees and management. Consider holding team building activities and regular discussion forums to foster more harmonious employee relationships.
- 4) Improve attendance standards by developing policies that encourage disciplined employee attendance, including providing flexible working hours to help employees manage side jobs without disrupting their primary performance.

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