

## **The Influence of Career Development, Communication and Discipline on Employee Job Satisfaction at PT. Anra**

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**Keywords** : Career Development, Communication, Discipline and Job Satisfaction.

**Abstract** : *The researcher chose PT Anra as the location of the research. The research objects are employees who work at PT Anra. High job satisfaction will be a driving factor in supporting employees so that it can be a motivation to perform their best. Performance has decreased, presumably due to career development, communication, discipline and job satisfaction of employees in the company. Career development is a transfer of positions given to employees in the form of demotion or transfer of positions given. Career development is needed to make employees have a new work flow and work experience in a particular job field. The process of exchanging information in carrying out work can be referred to as. Discipline is a form of willingness that employees have in following the work regulations set by the company. With high discipline, the company will be able to form a good work culture among employees. This study uses a saturated sampling technique. The population use determination was 114 people and for testing the validity data was taken from the branch office. Theories used to support research are human resource management theories related to career development, communication, discipline and job satisfaction. The approach taken by researchers uses quantitative in all methods used. The data collected through the process of interviews, questionnaires and documentation study. The analysis used includes methods of multiple linear regression, coefficient of determination and simultaneous test (F-test) ( $23,524 > 3,12$ ) on the value of the partial test (t-test) ( $2,717 > 1,976$ ), ( $3,473 > 1,976$ ) and ( $6,761 > 1,976$ ). The conclusion of the final results in this study, the variables career development, communication and discipline simultaneously and partially have a significant positive effect on job satisfaction with the coefficient of determination with a ratio of 37.4%.*

### **1 INTRODUCTION**

In the competitive world of business that is increasingly competitive, companies need employees who have the potential and have good performance who can assist the company in taking the right strategies and actions in improving its business. Employees are one of the human resources owned by the company to support the sustainability of the company.

Job satisfaction is a pleasant or unpleasant feeling that is felt by employees in seeing their work. High job satisfaction will be a driving factor in supporting employees so that it can be a motivation to perform their best. Based on the results of interviews and data observations made, there were employees who submitted their resignation from the company because they felt uncomfortable at work. The number of resignations made by dominant employees occurred in March and September 2019 as many as 3 people. Meanwhile, resignations also occurred in other months, such as January, June, August and November. Employee resignation shows a decrease in job satisfaction that employees have in carrying out work.

Career development is a transfer of positions given to employees in the form of demotion or job transfer. Career development is needed to make employees have a new work flow and work experience in a particular job field. Based on the results of interviews and data observations conducted, there were quite a few employees who received promotions even though they had worked for a long time at the company. This is because career development in companies often involves an element of closeness to the leader. This shows that employees do not have the opportunity to develop their career according to their work results.

Communication is the process of exchanging information by employees in carrying out work processes. Smooth communication will determine the success of employees in completing the planned work. Based on the results of interviews and data observations made, there are still frequent errors in the communication flow made by employees, resulting in errors in the process of completing work. This of course will make it difficult for employees to achieve the work targets expected by the company.

Discipline is a form of willingness that employees have in following the work regulations set by the company. With high discipline, the company will be able to form a good work culture among employees. Based on the results of interviews and data observations conducted, employees are still not properly disciplined. This can be seen from the number of absences that still frequently occur and employees often do not attend on time according to work hours. The lowest attendance was in June at 92.50%. Employees who have not been able to be disciplined will interfere with the work targets given by the company.

## 2 LITERATURE REVIEW

### **Theory of the Influence of Career Development on Job satisfaction**

According to Hamali (2016: 204), the level of position will affect in determining the level of satisfaction in accepting responsibility and carrying out work

According to Widodo (2015: 177), promotion as part of career development is closely related to determining employee job satisfaction.

According to Priansa (2016: 302), the work environment affects job satisfaction in this case regarding work, co-workers and positions. This is closely related to job satisfaction.

### **Theory of Influence of Communication on Job satisfaction**

According to Bangun (2012: 362), communication becomes a process in determining the role of employees in the organization. Employees who have a good communication model will make the company able to support existing decision making. This will certainly make communication relationships important in supporting job satisfaction.

According to Silalahi (2011: 274), the communication process is useful for providing motivation to employees in determining policies and models that are carried out in improving their performance and job satisfaction.

According to Siswandi (2011: 174), organizations must consider communication as a necessary medium in supporting the performance of employees. There is no good model when it comes to neglecting communication,

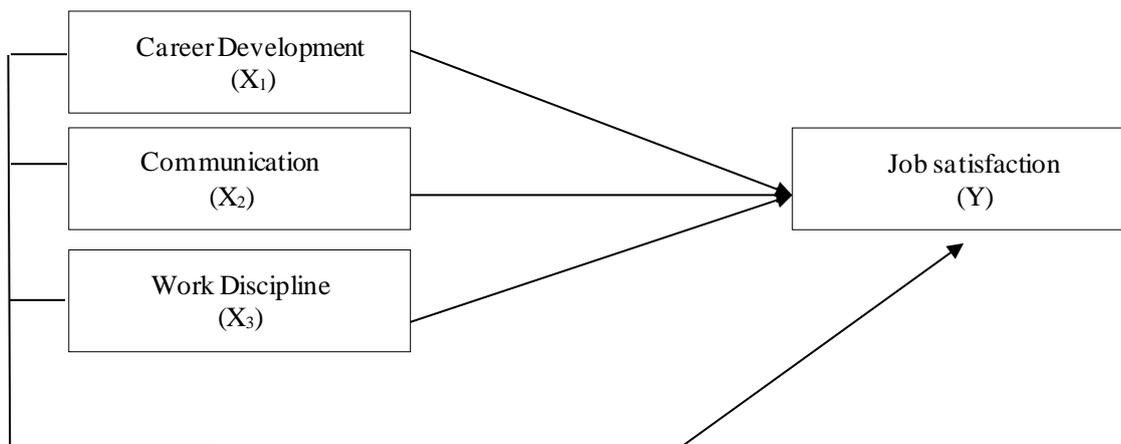
### **The Theory of the Effect of Discipline on Job satisfaction**

According to Hasibuan (2016: 203), work discipline has a significant impact on job satisfaction. The model of job satisfaction forms a good work discipline. Job satisfaction that is not achieved from work due to low employee discipline.

According to Darmawan (2013: 41), a good discipline model must be followed by the behavior of the employees themselves. With disciplinary reasons is to increase job satisfaction

According to Hartatik (2014: 185), discipline is something that must be done in order to achieve organizational goals. With good work personnel, the company will find it easy to create a good organization in carrying out work and achieving specified work targets.

## **Conceptual Framework**



**Figure 1. Conceptual Framework**

According to Siregar (2014: 65), a hypothesis is a temporary statement that is still weak in truth, so it needs to be tested for its truth. Based on the conceptual framework that has been stated, the research hypothesis is formulated as follows:

H1: Career development that affects employee job satisfaction at PT. Anra

H2: Communication has an effect on employee job satisfaction at PT. Anra

H3: Work Discipline affects employee job satisfaction at PT. Anra

H4: Career Development, Communication and Work Discipline affect employee job satisfaction at PT. Anra

### 3 METHODOLOGY

#### Approach, Type and Nature of Research

According to Sugiyono (2012: 13), this method is a scientific or scientific method because it meets scientific principles, namely concrete or empirical, objective, measurable, rational and systemic. This method contains research data in the form of numbers and analysis using statistics. This type of research is a type of quantitative descriptive research. The nature of this research is descriptive explanatory.

#### Population

The population in this study were permanent employees at PT. ANRA with a total of 114 employees.

#### Sample

According to Sugiyono (2011: 85), "Saturated sampling is a sampling technique when all members of the population are the sample". The number of samples used by the researcher was 114 permanent employees of PT. ANRA while 30 respondents were used to test the validity and reliability taken from the PT ANRA branch located on Jl. Ahmad Yani No.97A Sibolga which is a branch company.

#### Data collection technique

The data collection techniques used are:

1. Interview (Interview)
2. List of questions (Questionare).
3. Documentation study.

#### Types and Sources of Data

The data sources needed in this study are:

1. Primary data.
2. Secondary data

### Identification and Operational Definition of Research Variables

The identification and operational definition of the research variables can be seen in the Table 1.

### Validity Test

According to Torang (2013: 290) "Testing for significant or insignificant by comparing the calculated r value with the r table value for degree of freedom = n-k, in alpha 0.05 we get r table of 0.361. If r count for r for each question item is positive and is greater than r table, then the question item is said to be valid

### Reliability Test

According to Priyatno (2013: 30) decision making for reliability testing is as follows:

1. Cronbach's alpha <0.6 = poor reliability.
2. Cronbach's alpha 0.6-0.79 = acceptable reliability.
3. Cronbach's alpha 0.8 = good reliability.

### Normality Test

According to Sujarweni (2015: 52), the normality test aims to determine the distribution of data in the variables to be used in the study. Data that is good and suitable for use in research are data that have a normal distribution.

#### 1. Test Statistics

The normality of the data can be seen using the Kolmogorov Smirnov normal test, namely:

1. If sig > 0.05 then it is normally distributed
2. If sig < 0.05 then the distribution is not normal

#### 2. Test Graphics

A histogram graph that compares the observed data with a distribution that is close to the normal distribution. However, just looking at the histogram can be misleading especially for a small sample size. A more reliable method by looking at probability plots that compare the cumulative distribution of the normal distribution. If the distribution of residual data is normal, then the line representing the actual data will follow the diagonal line.

### Multicollinearity Test

According to Sujarweni (2015: 185), a multicollinearity test is needed to determine whether there are independent variables that have similarities between the independent variables in a model. If the independent variable is declared there is no multicollinearity if TOL (tolerance) > 0.1 and VIF < 10.

### Heteroscedasticity Test

According to Sujarweni (2015: 186), the heteroscedasticity test aims to test the difference in residual variance from one observation period to another.

#### 1. Test Graphics

How to predict the presence or absence of heteroscedasticity in a model can be seen with a scatter plot image pattern, regression that does not occur heteroscedasticity if the data points are spread above and below or around the number 0, the data points do not collect only above or below. only, the distribution of data points should not form a wavy pattern that widens then narrows and re-widens and the distribution of data points is not patterned.

#### 2. Statistical test

According to Sujarweni (2015: 226), the heteroscedasticity test can be done using the Glejser test, namely by testing the level of significance. The Glejser test criteria, namely if sig > 0.05 then heteroscedasticity does not occur and if sig < 0.05 then heteroscedasticity occurs.

#### Research Model

Referring to the research objectives and hypotheses, the research model used is multiple linear regression analysis. With the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Job Satisfaction

X1 = Career Development

X2 = Communication

X3 = Work discipline

a = Constant

b<sub>1,2,3</sub> = Independent Variable Regression Coefficient

e = Standard error

### **Coefficient of Determination**

According to Sujarweni (2015: 164), the coefficient of determination (R<sup>2</sup>) is used to determine the percentage change in the dependent variable (Y) caused by the independent variable (X). If the coefficient of determination (R<sup>2</sup>) is greater, then the percentage change in the dependent variable (Y) caused by the independent variable (X) is getting higher.

### **Simultaneous Hypothesis Testing (F-Test)**

According to Sunyoto (2013: 137), the F test is used to determine the effect of the independent variable on the dependent variable together. The research criteria for the hypothesis in the F test are:

1. H<sub>0</sub> is accepted if  $F_{count} \leq F_{table}$  for a significant level  $\alpha = 5\%$
2. H<sub>a</sub> is accepted if  $F_{count} > F_{table}$  for the significant level  $\alpha = 5\%$

### **Partial Hypothesis Testing (t-test)**

According to Sunyoto (2013: 135-136), the t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable. With the decision making criteria are:

1. H<sub>0</sub> is accepted if  $-t_{table} \leq t_{count} \leq t_{table}$  (with a significant level  $\alpha = 5\%$ )
2. H<sub>1</sub> is accepted if  $t_{count} < -t_{table}$  or  $t_{count} > t_{table}$  (with a significant level  $\alpha = 5\%$ ).

## **4 FINDINGS AND DISCUSSION**

### **Descriptive Statistics**

It can be seen that the descriptive statistics of career development variables with a sample of 114 respondents had an average of 32.46 with a minimum value of 19 with the serial number of the questionnaire 42 and a maximum value of 44 with the serial number of the questionnaire 17,88,97,106 with a standard deviation of 6.41235.

Descriptive statistics of communication variables with a sample of 114 respondents had an average of 33.64 with a minimum value of 22 with the serial number of the questionnaire 22 and a maximum value of 47 with the serial number of the questionnaire 89 with a standard deviation of 5.60677.

The descriptive statistics of the discipline variable with a sample of 114 respondents had an average of 33.76 with a minimum value of 20 with the questionnaire serial number 66 and a maximum value of 44 with the questionnaire serial number 76 with a standard deviation of 5.07868.

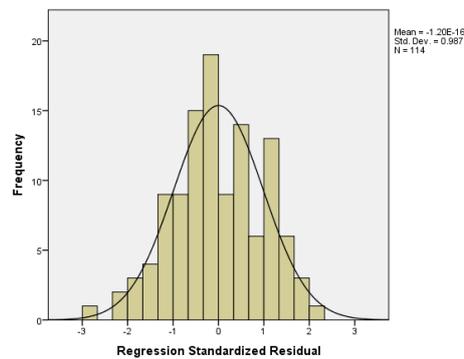
Descriptive statistics of the variable job satisfaction with a sample of 114 respondents had an average of 34.07 with a minimum value of 21 with the serial number of the questionnaire 59 and a maximum value of 46 with the serial number of the questionnaire 8 with a standard deviation of 5.13140.

### **Normality test**

There are two ways to detect whether the residuals are normally distributed or not, namely:

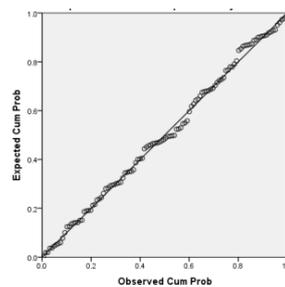
1. Test chart.

One of the easiest ways to see residual normality is to look at a histogram graph that compares the observed data with a distribution that is close to the normal distribution.



**Figure 2. Histogram**

The histogram graph in Figure 3 shows the real data to form curves that tend to be symmetrical (U), not to the left or right, so it can be said that the data is normally distributed.



**Figure 3. P-P Plot**

Figure 3. The P-P Plot Normality Graph shows that the data spreads around the diagonal line, the spread is mostly close to the diagonal line. This means that the data is normally distributed.

## 2. Statistical test

The statistical normality test can use the Kolmogorov-Smirnov (K-S) non-parametric statistical test, which is listed in Table 3.

Table 3. shows the results of the normality test using the Kolmogorov Smirnov test shows a significant value of  $0.518 > 0.05$ . Thus, the Kolmogorov Smirnov test results show that the data is normally distributed.

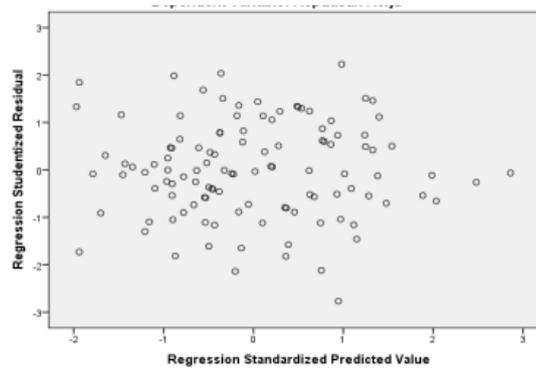
## Multicollinearity Test

The multicollinearity test results are listed in table 4.

Table 4 shows that the tolerance value for the free variable career development is  $0.869 > 0.1$ , the communication free variable is  $0.879 > 0.1$  and the discipline free variable is  $0.836 > 0.1$ , while the VIF value for the career development free variable is  $1.151 < 10$ , the free variable for communication is  $1.137 < 10$  and the free variable for discipline is  $1.196 < 10$ , that there is no correlation between the independent variables between career development, communication and discipline.

## Heteroscedasticity Test

The heteroscedasticity test aims to test the difference in residual variance from one observation period to another. There are several ways to detect the presence or absence of heteroscedasticity:



**Figure 4. Scatterplot**

The scatterplot graph shows that the dots spread with an unclear pattern both above and below the zero (0) on the Y axis, do not converge in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity in the regression model.

Table 5. The above shows the significant value of the career development independent variable (X1) of 0.560, the communication free variable (X2) of 0.070 and the discipline free variable (X3) of 0.294. Thus, from the results of the Gletjer test, it is found that the significant value is above 0.05 that there is no heteroscedasticity problem.

### Research Model

The regression model used is as follows:

$$\text{Job Satisfaction} = 3.339 + 0.166 \text{ Career Development} + 0.242 \text{ Communication} + 0.510 \text{ Discipline} + e$$

The explanation of the multiple linear regression above is:

1. The constant 3,339 states that if the independent variables of career development, discipline and communication are not there or constant, the dependent variable is job satisfaction at 3.339 units.
2. The regression coefficient for the independent variable career development is 0.166 and is positive, this means that if each increase in the independent variable of career development 1 unit will increase the dependent variable job satisfaction by 0.166 units with the assumption that the other variables are constant.
3. The regression coefficient for the independent variable of communication is 0.242 and is positive, this means that if each increase in the free variable of communication by 1 unit will increase the dependent variable of job satisfaction by 0.242 units with the assumption that the other variables are constant.
4. The regression coefficient for the discipline free variable is 0.510 and has a positive value, this means that if each increase in the discipline-free variable 1 unit will increase the dependent variable job satisfaction by 0.510 units assuming the other variables are constant.

### Hypothesis Determination Coefficient

Following are the results of testing the coefficient of determination, namely:

Table 7. The coefficient of determination test results obtained Adjusted R Square value of 0.374, this means 37.4% of the variation in the dependent variable, namely job satisfaction which can be explained by the variation of the independent variables, namely free career development, communication and discipline, while the remaining 62.6% is explained by the variable. others that were not examined in this study, such as job descriptions, job communication, punishment and so on.

### Simultaneous Hypothesis Testing (Test F)

The results of simultaneous hypothesis testing are:

Table 8. degrees of freedom 1 (df1) = k - 1 = 3 - 1 = 2, and degrees of freedom 2 (df2) = nk = 144 - 3 = 141, where n = number of samples, k = number of variables, then the value of F table at the level confidence significance of 0.05 is 3.12. The test results simultaneously obtained the value of F count (23.524) > F table (3.12) and a significance probability of 0.000 < 0.05, meaning that Ho is rejected and Ha is accepted, that is

simultaneously career development, discipline and communication have a positive and significant effect on satisfaction. work at PT. Anra

### **Partial Hypothesis Testing (t test)**

The partial results of hypothesis testing are:

The t-table value for the 0.05 probability in degrees of freedom (df) =  $144 - 3 = 141$  is 1.97693. Thus the results of partial hypothesis testing can be explained as follows:

1. The partial results of the hypothesis testing for career development variables obtained  $t_{count} > t_{table}$  or  $2.717 > 1.97693$  and the significant obtained was  $0.008 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, that is, career development had a positive and significant effect on job satisfaction. at PT. Anra
2. The results of the partial hypothesis testing of the communication variable obtained  $t_{count} > t_{table}$  or  $3.473 > 1.97693$  and the significant obtained was  $0.001 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, namely that partially communication had a positive and significant effect on job satisfaction at PT. Anra
3. The results of partial hypothesis testing of the discipline variable obtained  $t_{count} > t_{table}$  or  $6.761 > 1.97693$  and the significant obtained was  $0.040 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, namely that partially discipline had a positive and significant effect on job satisfaction at PT. Anra.

### **Effect of Career Development on Job Satisfaction**

The results of the partial hypothesis testing of the career development variable obtained  $t_{count} > t_{table}$  or  $2.717 > 1.97693$  and the significant obtained was  $0.006 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, i.e. partially career development had a positive and significant effect on job satisfaction. PT. Anra

The results of this study are in accordance with Parimita's (2016) research, entitled "The Influence of Career Development and Motivation on Employee Job Satisfaction at PT Pos Indonesia", that there is a positive and significant influence on career development on job satisfaction.

This agrees with Widodo's theory (2015: 177), promotion as part of career development is closely related to determinants of employee job satisfaction.

Of the 10 questions given to respondents, it was found that on average the majority of respondents answered career development value 4 (very influential) was 41.4%. This means that career development is very influential on employee job satisfaction. The career development process given to employees will have an impact on employee satisfaction and quality of work in carrying out work.

### **Effect of Communication on Job Satisfaction**

The results of the partial hypothesis testing of the communication variable obtained  $t_{count} > t_{table}$  or  $3.473 > 1.97693$  and the significant obtained was  $0.006 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, that is, communication partially had a positive and significant effect on job satisfaction at PT. Anra

The results of this study are in accordance with the results of Seidy's (2018) study, entitled "The Effect of Communication and Compensation on Job Satisfaction of Radio RRI Office Employees", that there is a positive and significant influence on communication on job satisfaction.

This agrees with Siswandi's theory (2011: 174), in any organization of any type and moving in any field, the presence of communication is absolutely necessary. There is no effective performance if communication is neglected.

Of the 10 questions given to respondents, it was found that on average the majority of respondents answered career development value 4 (very influential) was 47%. This means that communication is very influential on employee job satisfaction. The flow of communication that exists between employees will determine the ability of employees to carry out their work properly and smoothly.

### **The Effect of Discipline on Job Satisfaction**

The results of partial hypothesis testing of the discipline variable obtained  $t_{count} > t_{table}$  or  $6.761 > 1.97693$  and the significant obtained was  $0.006 < 0.05$ , meaning that  $H_0$  was rejected and  $H_a$  was accepted, that is, discipline partially had a positive and significant effect on job satisfaction at PT. Anra

The results of this study are in accordance with the results of Wulandari's (2016) study, entitled "The Effect of Communication and Compensation on Employee Satisfaction at PT Muara Krakatau", that there is a positive and significant influence on discipline on job satisfaction.

This agrees with Darmawan's (2013: 41) theory, that effective discipline should be directed at their behavior, and not at employees because the reason for discipline is to increase job satisfaction.

Of the 10 questions given to respondents, it was found that the average majority of respondents answered career development value 4 (very influential) was 47.1%. This means that discipline is very influential on employee job satisfaction. With strict discipline, employees are able to carry out all work in accordance with the regulations and have good ethics in the company's work environment.

## 5 CONCLUSION

The test results from the first hypothesis of career development obtained a value of  $2.717 > 1.97693$  and a significant value of  $0.008 < 0.05$ , meaning that partially career development has a positive and significant effect.

The test results of the second hypothesis of communication obtained a value of  $3.473 > 1.97693$  with a significant value obtained at  $0.001 < 0.05$ , meaning that partially communication has a positive and significant effect.

The test results from the hypothesis of the three disciplines obtained a value of  $6.761 > 1.97693$  with a significant value of  $0.000 < 0.05$ , meaning that partially discipline has a positive and significant effect.

The test results simultaneously obtained the value of  $F_{count} (23.524) > F_{table} (3.12)$  and a significant value of  $0.000 < 0.05$ . The coefficient of determination test results showed 37.4% which is explained in career development, communication and discipline.

The results of the study strengthen the hypothesis put forward by the researcher on the research hypothesis.

It is suggested to be able to publish the results of this research which later can be used as a reference for future researchers.

Career development needs to be done more equitably, with the communication needed to help get a better direction in carrying out work and the application of better disciplinary rules in shaping better work outcomes.

It is recommended to add another variable.

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## TABLE

**Table 1. Operational Definition of Research Variables**

Variable	Operasional Definition	Indicator	Measurement
Career Development (X1)	The process of increasing individual employability that is achieved in order to achieve the desired career.	1. 1. Performance 2. 2. Loyalty 3. 3. Known career development 4. 4. Subordinate 5. 5. Development opportunities 6. Source: Notoatmodjo (2015: 169)	Likert Scale
Communication (X3)	Communication is a process of delivering information from the sender to the recipient of the message using various effective media so that the message can be clearly and easily understood by the recipient of the message.	1. 1. Clarity 2. 2. Accuracy 3. 3. Context 4. 4. Groove 5. 5. Culture 6. Source: Umam (2012: 229-230)	Likert Scale
Work Discipline (X3)	Discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms.	1. 1. Exemplary leadership 2. 2. Remuneration 3. 3. Justice 4. 4. Penalties 5. 5. Assertiveness	Likert Scale

		6. Source: Hasibuan (206:194)	
Job Satisfaction (Y)	Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work.	1. 1. Leadership 2. 2. Management policy 3. 3. Compensation 4. 4. Awards 5. 5. Environmental atmosphere 6. Source: Edison, Anwar and Komariyah (2016:214-215)	Likert Scale

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Career development	114	19.00	44.00	32.4649	6.41235
Communication	114	22.00	47.00	33.6404	5.60677
Discipline	114	20.00	44.00	33.7632	5.07868
Job satisfaction	114	21.00	46.00	34.0702	5.13140
Valid N (listwise)	114				

Table 3. Kolmogorov Smirnov's Statistical Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		114
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.00505037
Most Extreme Differences	Absolute	.052
	Positive	.045
	Negative	-.052
Test Statistic		.052
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 4. Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Career development	.953	1.049
	Communication	.954	1.048
	Discipline	.995	1.005

a. Dependent Variable: Job satisfaction

Table 5. Glejser Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	3.328	2.184		1.524	.130
	Career development	.046	.036	.124	1.302	.196
	Communication	-.080	.041	-.187	-1.960	.052
	Discipline	.031	.044	.066	.708	.480

a. Dependent Variable: absut

**Table 6. Multiple Linear Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.339	3.750		.890	.375
	Career development	.166	.061	.207	2.717	.008
	Communication	.242	.070	.265	3.473	.001
	Discipline	.510	.075	.504	6.761	.000

a. Dependent Variable: Job satisfaction

**Table 7. Coefficient of Determination**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 <sup>a</sup>	.391	.374	4.05930

a. Predictors: (Constant), Communication, Discipline, Career Development

b. Dependent Variable: Job satisfaction

**Table 8. Simultaneous Test (Test F)**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1162.870	3	387.623	23.524	.000 <sup>b</sup>
	Residual	1812.568	110	16.478		
	Total	2975.439	113			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Communication, Discipline, Career Development

**Table 9. Partial Test (t test)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.339	3.750		.890	.375
Career development	.166	.061	.207	2.717	.008
Communication	.242	.070	.265	3.473	.001
Discipline	.510	.075	.504	6.761	.000

a. Dependent Variable: Job satisfaction