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## The Influence of Career Development, Job Training, and Workload on Job Satisfaction (Study on Employees of PT. XYZ)

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### ABSTRACT

*This study aims to analyze the influence of career development, job training, and workload on employee job satisfaction at PT. XYZ. This study uses a quantitative approach by combining primary and secondary data. Primary data were obtained by distributing questionnaires to permanent employees who were the research sample, while secondary data were collected through relevant literature studies. The population in this study included all employees of PT. XYZ, and the sampling technique used was a saturated sampling technique, so that all 40 permanent employees were sampled. Data analysis was carried out using the Partial Least Square (PLS) method processed using SmartPLS software version 4.0. The results of this study indicate that career development has a positive and significant influence on employee job satisfaction. In addition, job training also has a positive and significant influence on job satisfaction. Workload has also been shown to have a positive and significant influence on employee job satisfaction.*

**Keywords:** Career Development; Job Training; Workload; Job Satisfaction.

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## INTRODUCTION

Human resource management is a very important thing In managing an organization or company, the success or failure of a company's operations is highly dependent on the management of its resources (Soelton et al., 2021).

This research was conducted at PT. XYZ, a trading company, with the aim of analyzing factors influencing employee job satisfaction. The work decision variable was chosen because, based on interviews with the company's HR department and a survey conducted by the researcher, several employees expressed dissatisfaction with their jobs.

This research is crucial to understand the causes of declining job satisfaction at the company. The results are expected to make a significant contribution to PT. XYZ's efforts to improve employee job satisfaction and drive improved company performance.

Sapar's (2022) research revealed that organizations that fail to provide job satisfaction to their employees risk decreased productivity, increased turnover, and high employee absenteeism. This can also lead to increased workplace accidents and declining employee physical and mental health.

The following is employee turnover data PT. XYZ for the 2021-2023 period as supporting data for this research:

**Table 1** PT Turnover Data. XYZ Period 2021-2023

Year	Number of Employees Entered	Number of Employees Leaving	Number of Employees at the Beginning of the Year	Year-End Employee Count	Turnover
2021	3	9	60	54	13%
2022	2	8	54	48	14%
2023	2	10	48	40	20%

Source: HR PT. XYZ

Based on the data in Table 1, PT. XYZ experienced a significant increase in employee turnover. This can be seen from the data: 13% in 2021, 14% in 2022, and 20% in 2023, with 10 employees leaving. The table shows that employee turnover intention was also high in 2023.

This turnover rate is considered quite high because it exceeds the 10% standard. Yuda & Ardana (in Meira et al., 2024) stated that employee turnover is considered normal if it ranges from 5-10 percent per year and is considered high if it exceeds 10 percent per year, and is considered high if it reaches 10%. According to research (A. Lestari et al., 2021), a high turnover rate affects job satisfaction, so the data in Table 1 supports the low level of satisfaction at PT. XYZ.

**Table 2** Employee Satisfaction Pre-survey Results

Statement	Yes	Persentase	No	Persentase	No, in trial	Persentase
I feel satisfied at PT. XYZ	6	23.1 %	17	65.3 %	3	11.6 %

Source : 2024 Data processing results

Based on table 1.2 , the level of cake distribution and job satisfaction above shows the results that employees who work at PT . XYZ answered that 6 people felt satisfied with their work ,

while 3 employees answered neutral and 17 employees answered that they felt dissatisfied with their work.

## LITERATURE REVIEW

### Job satisfaction

According to Handoko (2020), job satisfaction is an employee's positive or negative opinion of their job. This feeling is reflected in their positive behavior toward their work and all aspects of their work environment. Therefore, job satisfaction is also related to employees' sense of belonging and loyalty because it reflects their affective views or feelings about the organization or company.

### Career Development

According to Sutrisno (2019), career development is personal improvement undertaken to achieve a career plan. In other words, a company or management organization has developed a plan in advance regarding the steps necessary to develop an employee's career while working.

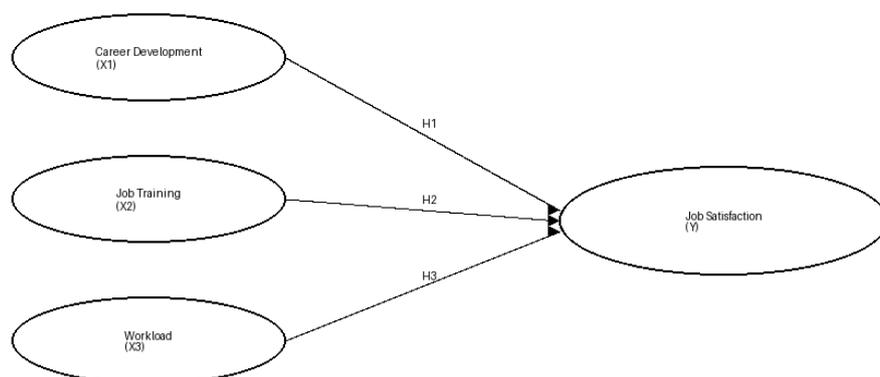
### Job Training

According to Hasibuan (2017), job training is a short-term educational process carried out using systematic and organized procedures, designed to improve individual skills, knowledge and competencies effectively and efficiently.

### Workload

According to (Koesomowidjojo, 2017), workload is defined as the process of determining the number of working hours required by human resources to complete a task within a certain time period. Workload is not only about the number of tasks or responsibilities assigned, but also includes considerations regarding resource deployment and deadline setting.

Figure 1 Framework



Description:

1. Independent variables, namely variables whose values are not directly related to other values, variables are given the symbol (X), including:  
X1 : Career Development  
X2 : Job Training  
X3 : Workload

2. The dependent variable, namely the variable whose value depends on another variable, is given the symbol (Y).  
Y : Job Satisfaction

## **METHOD**

### **Research Design**

In this study, the research design used is a causal research design, according to Sugiyono (2019) causal research is research that aims to find out about causal relationships due to the existence of independent variables (free variables) and dependent variables (bound variables).

### **Population and Sample**

According to Arikunto (2019), if the population is less than 100 people, then the sample is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. The population in this study amounted to 40 employees, so the sample used was 40 employees because it used a saturated sample.

### **Data collection technique**

The primary data in this study were collected through the distribution of questionnaires, both online and in printed form, which were given directly to all respondents. The questionnaire items were formulated by adapting and modifying research instruments that had previously been tested for validity. Respondents' answers were measured using a Likert scale with five levels of assessment, where 1 represents "strongly disagree" and 5 means "strongly agree." Meanwhile, secondary data were obtained from various relevant literature sources, such as reference books, scientific journal articles, and organizational documents related to the research variables.

### **Data Analysis Methods**

The analysis technique used is Partial Least Squares - Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 4.0. The data analysis steps include:

## **RESULTS AND DISCUSSION**

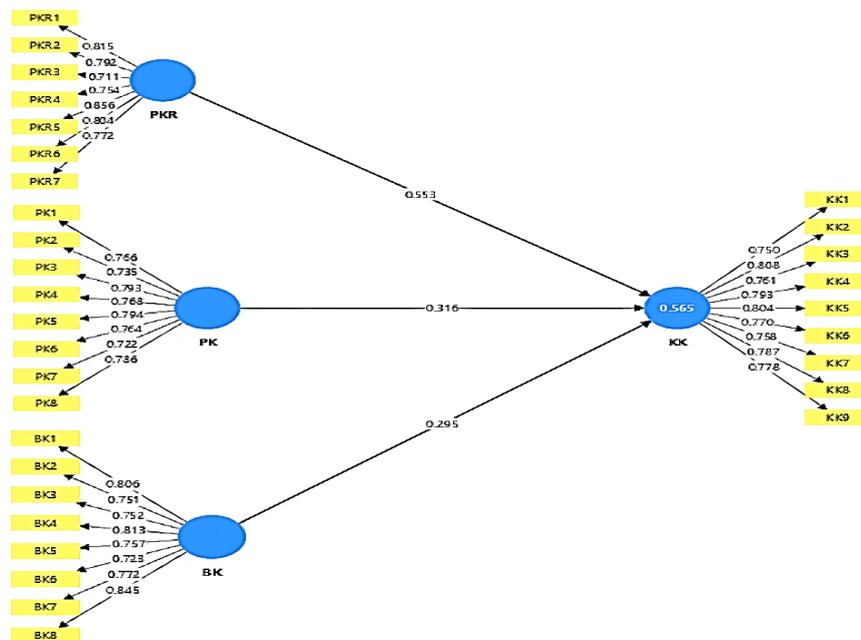
### **Data Quality Test Results**

#### **1. Outer Model**

##### **a. Convergent Validity**

Convergent validity measures the extent to which indicators of a single construct have a high correlation with each other. According to Ghazali (2023), indicators are said to meet convergent validity if the outer loading value is  $> 0.7$ .

Figure 1 PLS Algorithm Results



Source: PLS Output 2025

In Figure 2, the results show that all indicators have outer loading values above 0.7, so all indicators are categorised as valid. Thus, it can be concluded that the measurement model has met the convergent validity criteria.

Table 3 Convergent Validity Test Results

Variabel	Indicator	Outer Loading	Information
Career Development (X1)	PKR1	0.815	VALID
	PKR2	0.792	VALID
	PKR3	0.711	VALID
	PKR4	0.754	VALID
	PKR5	0.856	VALID
	PKR6	0.804	VALID
	PKR7	0.772	VALID
Job Training (X2)	PK1	0.766	VALID
	PK2	0.735	VALID
	PK3	0.793	VALID
	PK4	0.768	VALID
	PK5	0.794	VALID
	PK6	0.764	VALID
	PK7	0.722	VALID
	PK8	0.786	VALID
Workload (X3)	BK1	0.806	VALID
	BK2	0.751	VALID
	BK3	0.752	VALID
	BK4	0.813	VALID
	BK5	0.757	VALID
	BK6	0.723	VALID
	BK7	0.772	VALID
	BK8	0.845	VALID

Variabel	Indicator	Outer Loading	Information
Job Satisfaction (Y)	KK1	0.750	VALID
	KK2	0.808	VALID
	KK3	0.761	VALID
	KK4	0.793	VALID
	KK5	0.804	VALID
	KK6	0.770	VALID
	KK7	0.758	VALID
	KK8	0.787	VALID
	KK9	0.778	VALID

Source: PLS Output 2025

### b. Discriminant Validity

Discriminant validity aims to ensure that a construct is truly distinct from other constructs.

**Table 4** Results of Discriminant Validity Test (Cross Loading)

Indicator	Career Development	Job Training	Workload	Job Satisfaction
PKR1	0.815	0.311	0.044	0.510
PKR2	0.792	0.165	0.194	0.521
PKR3	0.711	0.182	-0.069	0.382
PKR4	0.754	0.127	-0.192	0.342
PKR5	0.856	0.384	0.055	0.605
PKR6	0.804	0.123	0.085	0.539
PKR7	0.772	0.270	-0.153	0.582
PK1	0.165	0.766	-0.142	0.306
PK2	0.262	0.735	-0.115	0.408
PK3	0.264	0.793	-0.215	0.391
PK4	0.225	0.768	-0.436	0.228
PK5	0.200	0.794	-0.191	0.326
PK6	0.272	0.764	-0.034	0.282
PK7	0.100	0.722	0.058	0.221
PK8	0.264	0.786	-0.040	0.346
BK1	-0.015	-0.044	0.806	0.251
BK2	-0.059	-0.119	0.751	0.101
BK3	-0.011	0.008	0.752	0.111
BK4	0.121	-0.024	0.813	0.197
BK5	-0.098	-0.347	0.757	0.099
BK6	-0.074	-0.200	0.723	0.135
BK7	-0.026	-0.327	0.772	0.088
BK8	0.058	-0.221	0.845	0.290
KK1	0.437	0.275	0.265	0.750
KK2	0.484	0.311	0.319	0.808
KK3	0.338	0.073	0.354	0.761
KK4	0.479	0.456	0.072	0.793
KK5	0.449	0.366	0.302	0.804
KK6	0.452	0.436	-0.022	0.770
KK7	0.519	0.307	0.134	0.758
KK8	0.626	0.462	0.107	0.787
KK9	0.668	0.229	0.196	0.778

Source: Output PLS 2025

Table 3 shows that all indicators show higher cross-loading values for their respective constructs compared to other constructs, so that discriminant validity through the cross-loading method is achieved.

Discriminant validity can also be tested by comparing the square root of the AVE value of each construct with the correlation between constructs. If the square root of the AVE value is greater than the correlation with other constructs, then the discriminant validity is considered good.

**Table 5** AVE Results

Variables	Average variance extracted (AVE)
Career Development	0.620
Job Training	0.587
Workload	0.606
Job Satisfaction	0.607

Source : Output PLS 2025

Based on Table 4, it is evident that all constructs have AVE values above 0.5, with an average value of 0.605, indicating that convergent validity through AVE has been satisfactorily achieved.

**Table 6** Discriminant Validity Test Results (Fornell Lacker)

	Workload	Job satisfaction	Career Development	Job Training
Workload	0.778			
Job satisfaction	0.242	0.779		
Career Development	0.008	0.649	0.788	
Job Training	-0.180	0.426	0.295	0.766

Source: PLS Output 2025

Based on Table 5 , it can be concluded that the square root of the AVE of each construct greater than the correlation between one construct and another construct in the model. Based on the AVE values in the table above, it can be concluded that the constructs in the estimated model meet the discriminant validity criteria.

**a. Composite Reliability and Cronbach's Alpha**

Composite reliability and Cronbach's Alpha tests were conducted to assess the consistency of the research instruments. If all latent variables had a value  $\geq 0.7$ , the construct was declared reliable or the instrument used was consistent.

**Table 7** Composite Reliability Test Results

Variables	Composite reliability	Information
Career Development	0.919	Reliabel
Job Training	0.919	Reliabel
Workload	0.925	Reliabel
Job Satisfaction	0.933	Reliabel

Source: PLS Output, 2025

**Table 8** Cronbach's alpha test results

VARIABLES	CRONBACH'S ALPHA	
CARERR DEVELOPMENT	0.919	Reliable
JOB TRAINING	0.919	Reliable
WORKLOAD	0.925	Reliable
JOB SATISFACTION	0.933	Reliable

Source: PLS Output, 2025

The results presented in Tables 7 and 8 indicate that all variables have achieved composite reliability values above 0.7. Therefore, it can be concluded that the reliability testing meets the minimum expected standard and demonstrates strong and reliable measurement values

## 2. Inner Model

After the measurement model (outer model) meets the criteria for validity and reliability, the next step is to test the structural model (inner model). This test aims to examine the relationships between the latent variables within the model.

### a. $R^2$

**Table 9** Endogenous Variable  $R^2$

Variable	R-square	R-square adjusted
Job Satisfaction	0.565	0.528

Source: Output PLS 2025

Based on Table 8, the adjusted R-square value for the job satisfaction variable is 0.544. This indicates that 54.4% of the variation in job satisfaction can be explained by the variables of career development, job training, and workload. The remaining 45.6% is explained by other variables outside the scope of this research model. This value reflects a moderate level of explanatory power for the model.

### b. $Q^2$

Goodness of fit test for the structural model ( inner model ) uses the predictive relevance ( $Q^2$ ) value. If the  $Q$ -square value is greater than 0, the model is considered to have sufficient capability. The R-square value for each endogenous variable in this study is calculated using the following formula:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0,565)$$

$$Q^2 = 1 - 0.435$$

$$Q^2 = 0.565$$

From the calculation results, the  $Q^2$  value is 0.565 has good predictive power . This means that 56.5 % of the differences in employee performance, the dependent variable, can be explained by the constructs in the model. Therefore, this model can be said to be quite robust and suitable for use because it can explain the causes of employee performance variables.

**c. Hypothesis Testing Results**

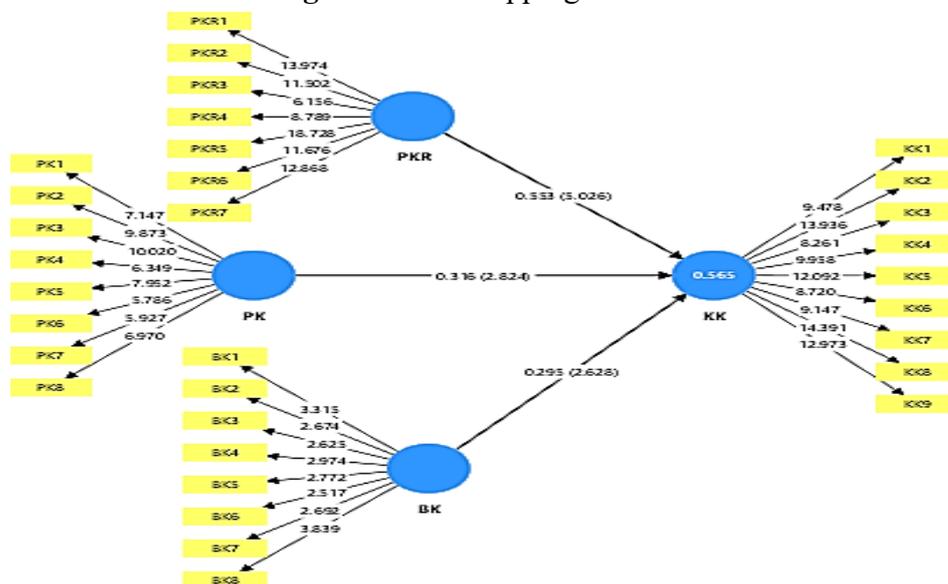
This test is conducted to evaluate the significance of each variable by calculating the T-statistic value through bootstrapping. A hypothesis is considered significant if the T-statistic value is greater than 1.96, which corresponds to a significance level of 5% (0.05). Conversely, if the T-statistic value is less than 1.96, the result is considered not significant (Ghozali, 2023).

**Table 10** Hypothesis Testing Results

	Original sample (O)	Standard deviation (STDEV)	T statistics	P values	Information
Career Development - > Job Satisfaction	0.553	0.110	5,026	0.000	Significant Positive
Job Training - > Job Satisfaction	0.316	0.112	2,824	0.005	Significant Positive
Workload - > Job Satisfaction	0.295	0.112	2,628	0.009	Significant Positive

Source: PLS Output, 2025

**Figure 2** Bootstrapping Test Results



Source: Output PLS, 20225

**d. Discussion**

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

Based on the results of the hypothesis testing, career development has been proven to have a positive and significant influence on job satisfaction. This is indicated by the original sample value of 0.553 which is positive, the t-statistic value of 5.026 which is greater than 1.96, and the p-value of 0.000 which is smaller than 0.05. These findings indicate that the better the career development provided, for example in the form of promotion opportunities or career planning, the more employee job satisfaction at PT.

XYZ will also increase. This proves that career development is an important factor in maintaining employee enthusiasm and loyalty.

These results align with research by Ompusunggu et al., (2024), which states that organizational commitment has a positive relationship with employee performance, where attention to well-being, leadership support, and work facilities make employees feel valued and more motivated to achieve targets.

## **2. The Influence of Job Training on Job Satisfaction**

Job training also has a positive and significant impact on job satisfaction. The original sample value of 0.316 indicates a positive relationship, with a t-statistic of 2.824 exceeding the t-table value of 1.96 and a p-value of 0.000, which is less than 0.05. This means that routine and appropriate training at PT. XYZ employees can increase job satisfaction. Effective training helps employees improve their skills, knowledge, and confidence in carrying out their responsibilities.

When employees receive relevant and targeted training, they feel cared for and valued by the company. This sense of appreciation leads to increased job satisfaction, as training not only strengthens technical skills but also provides clarity on roles and expectations on the job.

These results align with Fauzi et al., (2021) research, which found that job training has a significant positive effect on job satisfaction. Through structured and comprehensive training, employees can improve their competence and skills in completing assigned tasks.

## **3. The Influence of the Workload on Job Satisfaction**

Based on the analysis results, workload also has a positive and significant effect on job satisfaction. The original sample value of 0.295 indicates a positive direction of the relationship, supported by a T-statistic of 2.628 (greater than 1.96) and a p-value of 0.009 ( $< 0.05$ ). This finding suggests that the workload assigned by PT. XYZ is likely aligned with employee capabilities, thereby fostering a sense of responsibility, achievement, and motivation. These results affirm that proper workload management can serve as a key factor in enhancing job satisfaction.

When workload is managed in a balanced manner, employees do not feel excessively burdened; instead, they feel trusted and involved in the company's objectives. This sense of trust can ignite work enthusiasm, strengthen emotional engagement with their roles, and foster satisfaction as their contributions are recognized and appreciated. Thus, proportional workload management is not merely a matter of task distribution, but also a strategic approach to cultivating a healthy and productive work environment.

These findings are consistent with the study conducted by Indra (2024), which demonstrated that workload has a positive and significant effect on job satisfaction. By addressing employee needs and well-being, organizations can foster a more balanced work environment and enhance job satisfaction.

## CONCLUSION

This study aims to examine the influence of several predetermined variables. The research findings were derived from employees of PT. XYZ. Based on the results of the analysis, the following key conclusions can be drawn:

1. Career development has been proven to have a positive and significant impact on employee job satisfaction at PT. XYZ. This shows that when companies actively implement career development programmes, employees become more motivated in carrying out their duties, which in turn drives the achievement of organizational goals and increases job satisfaction. This positive impact is reflected in the significant path coefficient values based on the analysis results..
2. Job training has a positive and significant effect on employee job satisfaction at PT. XYZ. This means that the training provided by the company is effective in enhancing employees' skills and self-confidence in performing their tasks. It fosters a sense of satisfaction with their work, as employees feel supported in the development of their competencies. The magnitude of this effect is also reflected in the significant path coefficient values obtained from the analysis.
3. Workload has been proven to have a positive and significant effect on employee job satisfaction at PT. XYZ. This indicates that the workload implemented by PT. XYZ has been systematically structured and adjusted to each employee's capabilities, thereby avoiding excessive pressure and instead enhancing job satisfaction.

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