

The Influence of Position Promotion and Career Development on Job Satisfaction with Motivation Work as an Intervening Variable (Case Study: Department of Labuhan Batu)

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ABSTRACT

An organization will certainly never be able to carry out its functions if it does not have employees. So do not be surprised if each organization craves employees with maximum performance. Increasing the performance of each employee will affect organizational activities where it is expected by the organization that employees must always improve their performance for the benefit and benefit of the organization, therefore it is important for the organization to pay attention to the job satisfaction of each employee.

This study aims to determine whether promotion and career development affect employee job satisfaction through work motivation as an intervening variable at the Labuhanbatu District Education Office. The study was conducted on 61 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis.

The results obtained in this study indicate 1) there is a significant influence between promotion on work motivation, 2) there is a significant effect between career development variables on work motivation, 3) there is a significant effect between job promotion variables on job satisfaction, 4) there is a significant effect between career development variables on job satisfaction, 5) there is a

significant influence between work motivation variables on job satisfaction, 6) work motivation variables cannot influence position promotion variables on job satisfaction, 7) work motivation variables cannot affect career development variables on job satisfaction.

Keywords: Job Promotion, Career Development, Work Motivation, Job Satisfaction

INTRODUCTION

Every organization needs employees as workers who carry out every activity in the company's organization. Employees are the most important asset that has a huge influence on the success of an organization. Without sophisticated machines, organizations can continue to operate manually, but without employees, organizations will not be able to run at all. In general, employees are needed by every company or institution, because without employees the work cannot be completed and of course the company cannot operate. That is why every organization needs employees for each of its operations.

An organization will certainly never be able to carry out its functions if it does not have employees. So do not be surprised if each organization craves employees with maximum performance. Increasing the performance of each employee will affect the activities of the organization where it is expected by the organization that employees

must always improve their performance for the benefit and benefit of the organization, therefore it is important for the organization to pay attention to the job satisfaction of each employee.

The Labuhan Batu Regency Education Office is a government implementing unit in the education sector that is under the auspices of the local government. Led by a Head of Service who will later be responsible to the Regent/Governor through the Regional/Provincial Secretary. The provision of fair and appropriate promotion, the existence of job analysis and the existence of clear career development greatly influences employee job satisfaction at the Labuhan Batu District Education Office. It is hoped that the above will form a professional employee and can improve the standard of living of the employee.

According to Hariandja (2002) job satisfaction is identified with an employee's attitude towards his work. Factors that influence employee job satisfaction, namely: (1). Incentives/salary, namely the amount of payment received by a person as a result of carrying out work, (2). The work itself is the content of work done by someone, (3). Colleagues, namely friends who always interact in the implementation of work, (4). Promotion, namely the possibility that someone can develop through promotion, (5). The boss is someone who always gives orders or instructions in carrying out work.

However, based on initial research at the Labuhan Batu District Education Office, the statement in the paragraph above is not appropriate. This is indicated by the existence of several phenomena that are not in line with the statement. Even though promotions have been carried out regularly and carried out with strict criteria, it seems that they have not been effective in increasing the job satisfaction of their employees. This can be seen from the performance of employees who have not all worked with full dedication, some are still working with mediocre performance just to fulfill the element of obligation.

One form of reward that can be done by the organization is to increase the existence of its employees, providing opportunities for employees to take advantage of their knowledge, expertise, skills and experience in a field of work so as to produce work performance. On the basis of these considerations, organizations can provide remuneration in the form of material or non-material, one of which is by giving him a promotion.

Promotion of positions in the organization is basically aimed at motivating employees to improve work performance. Employees who are promoted must meet the criteria set by the agency. According to Hasibuan (2009) Appropriate promotion of positions will be able to create employee job satisfaction, and will spur overall employee enthusiasm and achievement in their respective fields of work.

In this position the researcher sees the possibility of determining promotion, the leadership of the Labuhan Batu District Education Office has not fully accommodated the elements that support the skills of an employee who deserves to be promoted so that promotion cannot also increase job satisfaction. Supposedly with a promotion, employee morale will be more motivated and will ultimately be able to improve employee performance, that is the purpose of a promotion, and if this goal is not achieved, it means that something is not completely correct regarding the preparation of appropriate and inappropriate employee criteria. get a promotion.

Likewise with the phenomenon of career development patterns. The current pattern still uses the traditional pattern, namely by prioritizing working period. Career development has not proceeded as determined by the organization. The existence of educational level requirements and years of service should open up opportunities for every employee who wants to develop his career. So that with the right pattern of career development can increase job satisfaction.

Career development is basically oriented towards organizational development in responding to future business challenges. Every organization must accept the fact that its extension in the future depends on competitive HR, an organization will experience setbacks and eventually be left out because of the inability to face competitors. Career development can be interpreted as staffing activities to help employees plan future careers where they work. So that the employees concerned and also the company can develop themselves optimally. These are some of the elements that can affect employee job satisfaction in an organization. Career development patterns that are neatly arranged will motivate employees to improve their performance in order to get a position in the future.

Motivation is an important element in managing human resources, every employee must have high enthusiasm at work, high enthusiasm will be able to produce maximum job satisfaction. High enthusiasm in doing daily work can also be interpreted as motivation. According to Wibowo (2016) Motivation is an important element and greatly determines performance improvement. Creating great motivation for all employees is the responsibility of the organization, it is very important to care for and maintain the work motivation of all employees, motivation at work can go up and down, has little dependence on the situation and conditions of the organization. Employee work motivation at the Labuhan Batu Regency Education Office is considered to be still not optimal, this can be seen from some employees who seem less motivated at work due to the lack of attention from superiors to employee performance results.

Seeing the importance of the influence of promotion, career development, work motivation in increasing employee job satisfaction, it is appropriate for promotion, career development, and work motivation to be given by every organization, both private organizations and government

organizations. Provision of promotion, career development, and work motivation is absolutely necessary to encourage employees to excel which will ultimately facilitate organizational tasks.

Based on the phenomena that occur in the Labuhan Batu District Education Office, the researcher is interested in conducting a study related to this phenomenon with the title "The Influence of Position Promotion and Career Development on Job Satisfaction in the Labuhan Batu District Education Office with Work Motivation as an Intervening Variable".

LITERATURE REVIEW

Every employee who works certainly really hopes to get job satisfaction, as well as the organization. Job satisfaction for employees means that employees perceive their work as something fun. Meanwhile, for organizations job satisfaction can have an impact on increasing morale and work productivity of employees in achieving organizational goals.

According to Wibowo (2015: 132), "Job satisfaction is defined as the level of a person's feelings of pleasure as a positive assessment of his work and the environment in which he works." According to Newstorm (in Fattah, 2017: 64), "Job satisfaction is defined as a pleasant or unpleasant feeling or emotion for employees to see their work." Meanwhile, Colquitt, et al (in Wibowo, 2013: 131) states that, "Job satisfaction is the level of pleasant feelings obtained from evaluating one's work or work experience." In other words, job satisfaction reflects how a person feels about his job and what he thinks about his job.

Schermerhorn (in Fattah, 2017: 65) defines, "Job satisfaction as the extent to which individuals feel positive or negative about their work". Meanwhile, Robbins and Judge (in Wibowo, 2013: 131) define, "Job satisfaction is a positive feeling about work as a result of evaluating its characteristics".

Wexley and Yukl (in Bangun, 2012: 327) state that, "Job satisfaction is a

generalization of attitudes toward work." A person's various attitudes toward his work reflect his favorable and unfavorable experiences at work and his hopes for future experiences.

From the various definitions of job satisfaction from these experts, it can be defined that job satisfaction is positive or negative feelings or emotions of employees towards their work related to their experiences in their work and their hopes for future experiences.

There are various theories about job satisfaction from experts. These various theories explain job satisfaction so that it can be seen from a clear and precise perspective. The various theories are explained as follows:

1. Theory of Justice (Equity), According to Rivai (in Iskandar, 2018: 63-64), "People will feel satisfied or dissatisfied depending on whether there is equity in the situation, especially the work situation." According to this theory the main components in the theory of justice are input, results, justice and injustice. Input is a valuable factor for employees who are considered to support their work, such as education, experience, skills, number of tasks and equipment or equipment used to carry out their work. The result is something that is considered valuable by an employee who is obtained from his work, such as wages/salaries, side benefits, symbols, status, awards and opportunities for success or self-actualization received.
2. Expectancy Theory. Siagian (in Iskandar, 2018:64-65) argues as follows, "If someone wants something and the hope of getting something is big enough, the person concerned will be very motivated to get what he wants". If the hope of getting what he wants is small, his motivation to try will be low. This theory says that job satisfaction occurs at the level where the work results are received by the individual as expected.

3. The Two Factor Theory, Herzberg (in Iskandar, 2018: 65-66) explains further as follows, "There are two situations that influence a person's attitude towards his work, namely satisfiers or motivators, related to the aspects contained in the work itself". So related to job content or also known as intrinsic aspects of work, including: work performance, recognition, responsibility, progress, the work itself and personal growth (ability). Meanwhile, dissatisfiers or hygiene factors are factors that are around the implementation of work. Related to job context or extrinsic aspects of workers including salary or wages, job security, working conditions, organizational policy status, supervision and interpersonal relationships.

According to Heidjrachman (2012: 111), the opportunity to progress within the organization is called a promotion (increase in position level). Promotion is an opportunity where a person can improve his position. Promotion means moving from one position to another, which has a higher status and responsibility. This has value because it is another proof of recognition of one's work achievements. Someone who is promoted is generally considered to have good achievements, and there are also several other supporting considerations. There is another opinion which states that promotion is by providing opportunities for personal growth, being more responsible and increasing social status, therefore individuals who feel the provision of promotion are one of the satisfactions of their work.

According to Nitisemito (2016: 81) Promotion is a process of transferring employees from one position to another, higher position. Meanwhile, according to Heidjrachman (2012: 111): "Promotion is a transfer from one position to another that has higher status and responsibility. Promotion has a very significant value because it is proof of recognition of the results or work achievements of employees.

Promotion has an important meaning for the company, because with the promotion means the stability of the company and employee morale will be guaranteed. At work, an employee definitely expects improvements in his career. One way for an employee to improve his career is through promotion levels in the company where the employee works. The promotion level can increase the enthusiasm and enthusiasm of employees at work, so that employees will work with full motivation to get promotions in their careers so that job satisfaction can increase. According to Hasibuan (2009: 108) Promotion is a move that increases the authority and responsibility of employees to a higher position in an organization so that the obligations of rights, status, and income are greater. Based on the opinion above, it can be concluded that the implementation of promotion can be based on work performance achieved, seniority, merit system, and spoil system or nepotism. But the right approach in carrying out promotions is to combine work performance and seniority.

The employee development program is prioritized for employees who have been working for a long time in order to refresh their work spirit. employee development is also provided in order to improve their abilities to be better than before. Employee development is also carried out in the context of promoting the employee concerned to a better level. According to Kasmir (2016: 140) "employee development is a process to refresh, develop and improve, abilities, skills, talents, interests and behavior of employees".

Marwansyah (2012: 224), argues that "career development tools include skills, education and experience as well as modification and behavior improvement techniques, which provide added value enabling a person to work better". Sutisna (2011: 74) argues that "career development is the delivery of human and organizational living standards to the future, by making adjustments to environmental changes both internal and external." Then Kaswan (2013:

2) states that development is a process by which employees acquire skills and experience to be successful in current jobs and future assignments.²²⁻²³

Motivation is an activity that causes a person to complete his work enthusiastically, willingly and responsibly. Motivation functions as a driving force or encouragement for employees to want to work diligently in order to achieve the goals of the institution properly, for more details, the following is the meaning of motivation according to experts. According to Hasibuan (2009: 95) motivation is the provision of driving force that creates the excitement of one's work, so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction.

According to Siagian in Agustini (2011: 32), what is meant by employee motivation is the driving force that results in a member of the organization willing and willing to direct abilities in the form of expertise and skills of personnel and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the objectives and various targets that have been determined by the previous agency. This is in accordance with what Abraham described in Mangkunegara (2017: 93) motivation is a tendency to be active, starting from the drive and ending with self-adjustment. Adjustment is said to satisfy motivation.

According to Fillmore in Mangkunegara (2017: 93) motivation is a condition that moves people towards a certain goal. Rivai in Kadarisman (2013: 276) states motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These and values are invisible things that give strength to attitudes to encourage individuals to behave in achieving goals.

Meanwhile, according to Agustini (2011: 32) work motivation is an encouragement that arises from the individual and from outside the individual which causes employees to be willing and willing to direct their abilities in completing their

responsibilities so that the goals of employees and agencies can be achieved by showing the characteristics of employees who are mature, workers who show high effort are said to have motivation to work whereas workers who do not show high effort are said to have low work motivation. Meanwhile, according to Wibowo (2017: 111) motivation is an encouragement to act on a series of processes of human behavior by considering direction, intensity, and persistence in achieving goals. The elements contained in motivation include elements of arousing, directing, maintaining, being continuous and having a purpose. Based on the definitions that have been put forward by experts, it can be concluded that giving motivation is inseparable from the ability of a leader to be able to influence, motivate, direct and communicate with employees. This relates to how leaders can motivate their employees in terms of implementing activities and improving performance as desired.

MATERIALS & METHODS

The research was conducted at the Labuhan Batu District Education Office which is located at Jalan Menara, No. 7, Rantauprat, Labuhan Batu Regency, North Sumatra. Meanwhile, the research was conducted from October 2022 to January 2023. The population in this study were all permanent employees (PNS) at the Labuhan Batu District Education Office, which were recorded in December 2022, totaling 61 people. The sampling technique in this study is the saturated sample, which means that the total sample uses the entire population. In this study, researchers used primary data and secondary data. Data collection techniques used are: List of questions (Questionnaire), by making a list of questions in the form of a questionnaire addressed to employees and documentation studies, by collecting company or agency data related to research needs. The procedures in this study are as follows: The Preliminary Stage, namely determining research locations, identifying problems,

limiting problems, formulating problems, collecting literature, compiling questionnaires, and testing the validity and reliability of the questionnaires used.

Implementation stage, namely distributing questionnaires to be filled in by respondents, processing data and then conducting data analysis.

Reporting Stage, namely writing and compiling a research report in the form of a thesis.

STATISTICAL ANALYSIS

The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis.

RESULT

The Education Office is a government implementing unit in the education sector that is under the auspices of the regional government. Led by a Head of Service who will later be responsible to the Regent/Governor through the Regional/Provincial Secretary. Public Service Standards: 1. General Administration Services, 2. Administrative Services for Educators and Education Personnel, 3. Student administration services, 4. Licensing Services for the Establishment and Implementation of Education Units, 5. Recommendation Services for the Establishment and Implementation of Education Units., 6. Educational Information Request Service The Labuhanbatu Education Office is located on Jl. Tower, No. 7, Rantauprat, Labuhanbatu Regency, North Sumatra.

he characteristics of respondents at the Labuhanbatu Education Office in 2022 based on gender are as follows:

The characteristics of respondents at the Labuhanbatu Education Office in 2022 based on gender are as follows:

Table 4.1 Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1.	Male	23	37.7
2.	Female	38	62.3
Total		61	100.0

Source: Primary Data Processed, 2022

From the table above, it can be seen that the majority of respondents were female with a total of 38 employees (62.3%). While the number of male respondents was 23 employees (37.7%).

The characteristics of respondents at the Labuhanbatu Education Office in 2022 based on their level of education are as follows:

Table 4.2 Characteristics of Respondents Based on Education Level

No.	Education Level	Total	Percentage
1.	SMA/SMK Sederajat	12	19.7
2.	Diploma (1/2/3)	18	29.5
3.	S1	23	37.7
4.	S2	8	13.11
Total		61	100.0

Source: Primary Data Processed, 2022

From the table above, it can be seen that the majority of respondents have an undergraduate degree, totaling 23 employees (37.7%). While the number of respondents with high school/vocational high school education was 12 employees (19.7%), the number of respondents with Diploma education (1/2/3) was 18 employees (29.5%) and the number of respondents with Masters education was only 8 employees (13.11). %).

The characteristics of respondents at the Labuhanbatu Education Office in 2022 based on years of service are as follows:

Table 4.3 Characteristics of Respondents Based on Years of Service

No.	Years of Service	Total	Percentage
1	< 5 year	11	18
2	5 – 10 year	27	44.3
3	>10 year	23	37.7
Total		61	100.0

Source: Primary Data Processed, 2022

From table 4.3, it can be seen that the majority of respondents have worked > 10 years, totaling 27 employees (44.7%). While the number of respondents who have worked < 5 years is 11 employees (18%) and the number of respondents who have worked 5-10 years is 23 employees (37.7%).

DISCUSSION

The Effect of Job Promotion on Work Motivation

The promotion variable has a positive and significant effect on work motivation at the Labuhanbatu Education Office. The promotion variable has a regression coefficient value of 0.056 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the promotion variable will add to the work motivation value of the Labuhanbatu Education Office employees by 0.056 per one unit score.

Based on the results of testing the first hypothesis, it is known that promotion has a significant influence on the work motivation of the Labuhanbatu Education Office. This is supported by research conducted by Faroman Syarief, Kurniawan Prambudi Utomo, Muhammad Aziz Winardi N and Andrie Kurniawan (2021), that between job promotion variables on motivation shows a positive and significant value, through statistical tests.

The Effect of Career Development on Work Motivation

The career development variable has a positive and significant effect on work motivation at the Labuhanbatu Education Office. The career development variable has a regression coefficient value of 0.056 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the work motivation value of the Labuhanbatu Education Office employees by 0.413 per one unit score.

Based on the results of testing the second hypothesis, it is known that career development has a significant influence on the work motivation of Labuhanbatu Education Office employees. This is supported by research conducted by Farita Dian Sofa Safitri (2018), showing that career development has a significant influence on work motivation.

Effect of Promotion on Job Satisfaction

The promotion variable has a positive and insignificant effect on job satisfaction at the

Labuhanbatu Education Office. The promotion variable has a regression coefficient value of 0.023 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the promotion variable will increase the job satisfaction value of the Labuhanbatu Education Office employees by 0.023 per one unit score.

Based on the results of testing the third hypothesis, it is known that promotion has a significant effect on job satisfaction of Labuhanbatu Education Office employees. With this promotion program, the level of employee satisfaction at work can be seen, if employees feel satisfied through the promotion program, employee performance increases. The findings of this study are supported by research conducted by Betty Magdalena and Okta Rulyati (2019), which states that promotion has a positive and significant effect on employee job satisfaction.

The Effect of Career Development on Job Satisfaction

The career development variable has a positive and insignificant effect on job satisfaction at the Labuhanbatu Education Office. The career development variable has a regression coefficient value of 0.104 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the work satisfaction value of the Labuhanbatu Education Office by 0.104 per one unit score. Based on the results of testing the fourth hypothesis, it is known that career development has a significant effect on job satisfaction of Labuhanbatu Education Office employees. The results of this study are in accordance with research conducted by Andri Gunawan (2017) which also states that career development has a positive and significant effect on job satisfaction.

Effect of Work Motivation on Job Satisfaction

The work motivation variable has a positive and significant effect on employee job satisfaction at the Labuhanbatu Education

Office. The work motivation variable has a regression coefficient value of 0.001 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work motivation variable will increase the work satisfaction value of the Labuhanbatu Education Office employees by 0.001 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that work motivation has a significant influence on job satisfaction of Labuhanbatu Education Office employees. This is in accordance with research conducted by Awang Mada Kurnia, Bambang Swasto Sunuharyo and Hamidah Nayati Utami (2021), which found that work motivation can increase employee job satisfaction.

The Effect of Job Promotion on Job Satisfaction through Work Motivation

Based on the results of the calculation of the Sobel test, it is known that the t value is 8,375, so that the t value is $8,375 > t$ table 3,887. It can be concluded that the variable of work motivation is able to mediate the relationship between the influence of promotion on job satisfaction. And based on path analysis, it is known that the influence of Job Promotion (X1) on Job Satisfaction (Y) for Labuhanbatu Education Office employees is 2%, which consists of a direct effect of 1.42% and an indirect effect of Job Promotion (X1) on Job satisfaction (Y) through Work Motivation (Z) of 0.58%. The results of this calculation indicate that the direct effect of Promotion (X1) on Job Satisfaction (Y) is greater than the indirect effect. Thus it can be said that promotion is effective in increasing job satisfaction, in other words it can be emphasized that promotion (X1) has an effect if there is an increase in employee job satisfaction in carrying out their duties. Based on the results of testing the sixth hypothesis, it is known that promotion through work motivation has an influence on job satisfaction of Labuhanbatu Education Office employees. The results showed that work motivation has a role in mediating the effect of promotion on job satisfaction.

The Effect of Career Development on Job Satisfaction through Work Motivation

Based on the results of the calculation of the Sobel test, it is known that the t value is 8,375, so that the t value is $8,375 > t$ table 3,887. It can be concluded that the variable of work motivation is able to mediate the relationship between the influence of career development on job satisfaction. And based on path analysis, it is known that the influence of Career Development (X2) on Job Satisfaction (Y) for Labuhanbatu Education Office employees is 10.4%, which consists of a direct influence of 10.3% and an indirect effect of Career Development (X2) on Job Satisfaction (Y) through Work Motivation (Z) of 0.1%. The results of this calculation indicate that the direct effect of Career Development (X2) on Job Satisfaction (Y) is greater than the indirect effect. Thus it can be said that career development is effective in increasing job satisfaction, in other words it can be emphasized that career development (X2) has an influence if there is an increase in employee job satisfaction in carrying out tasks.

Based on the results of testing the seventh hypothesis, it is known that career development through work motivation has an influence on job satisfaction of Labuhanbatu Education Office employees. The results showed that work motivation has a role in mediating the influence of career development on job satisfaction.

CONCLUSION

Promotion has a positive and significant effect on work motivation at the Labuhanbatu Education Office. This means that this condition proves that promotion can increase employee motivation.

Career development has a positive and significant effect on work motivation at the Labuhanbatu Education Office. This means that this condition proves that career development can increase employee motivation.

Promotion has a positive and significant effect on job satisfaction at the Labuhanbatu

Education Office. This means that this condition proves that giving promotions to employees can increase job satisfaction.

Career development has a positive and significant effect on job satisfaction at the Labuhanbatu Education Office. This means that this condition proves that career development can increase employee job satisfaction.

Work motivation has a positive and significant effect on job satisfaction at the Labuhanbatu Education Office. This means that this condition proves that the higher work motivation can increase job satisfaction.

The effect of promotion on job satisfaction of the Labuhanbatu Education Office employees will be smaller if it is done through work motivation. The direct effect of promotion on employee job satisfaction is greater than the indirect effect of promotion on job satisfaction. It can be concluded that work motivation is not able to mediate the effect of promotion on job satisfaction.

The influence of career development on job satisfaction of Labuhanbatu Education Office employees will be smaller if it is done through work motivation. The direct effect of career development on job satisfaction is greater than the indirect effect of career development on job satisfaction. It can be concluded that work motivation is not able to mediate the effect of career development on job satisfaction.

Declaration by Authors

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