

Career Development and Work Environment's Impact on Performance via Job Satisfaction

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Abstract—This study examines the effect of career development and work environment on employee performance, mediated by job satisfaction, at Puskesmas Abang I, Karangasem Regency. Using a census method, the entire population of 61 employees was selected as the sample. Data were analyzed through validity and reliability testing, classical assumption testing, and path analysis. The findings reveal that both career development and work environment significantly and positively affect job satisfaction and employee performance. Moreover, job satisfaction itself has a direct positive impact on performance. The mediating role of job satisfaction is confirmed, as it significantly transmits the effects of both career development and work environment on employee performance. These results highlight the strategic importance of fostering employee satisfaction to enhance overall performance outcomes. It is recommended that management prioritize structured career advancement programs, improve workplace conditions—particularly occupational safety through adequate personal protective equipment (PPE), and establish transparent promotion systems. Additionally, performance can be strengthened by implementing clear standard operating procedures (SOPs). These implications emphasize the need for an integrated human resource development approach to sustain and improve institutional service quality in public health centers.

Keywords: Career Development, Job Satisfaction, Performance, Work Environment

1. INTRODUCTION

Career development is widely acknowledged as a fundamental element of human resource management, particularly in organizations that rely heavily on employee competence and service quality. It refers to a systematic organizational effort to enhance employees' skills, knowledge, and career progression in line with institutional objectives. Previous studies emphasize that effective career development not only strengthens individual capabilities but also improves organizational sustainability, especially in public service institutions that face increasing performance demands[1] [2].

A growing body of empirical research reports a positive relationship between career development and employee performance, suggesting that training opportunities, promotion systems, and skill enhancement programs encourage higher motivation and

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productivity[3] [4]. Nevertheless, the empirical findings remain inconclusive. Several studies argue that career development does not automatically translate into better performance unless supported by favorable psychological conditions, such as job satisfaction or perceived organizational support [5]. This divergence in findings indicates a theoretical and empirical gap regarding the mechanisms through which career development influences performance.

Job satisfaction has therefore emerged as a crucial explanatory variable in understanding employee performance outcomes. It reflects employees' emotional and cognitive evaluation of their work experiences, including work conditions, recognition, interpersonal relationships, and perceived fairness. Prior studies consistently demonstrate that employees with higher job satisfaction levels tend to exhibit stronger engagement, commitment, and task performance [6] [7]. However, the mediating role of job satisfaction in public sector organizations remains underexplored, particularly in healthcare institutions characterized by limited career mobility and high service pressure.

Job In the Indonesian public healthcare context, community health centers (Puskesmas) play a vital role in delivering essential health services at the grassroots level. Puskesmas Abang I, located in Karangasem Regency, represents a unique organizational setting marked by constrained human resource development opportunities, high workload intensity, and strict administrative structures. Despite these conditions, empirical studies that specifically examine the interaction between career development, work environment, job satisfaction, and employee performance in Puskesmas settings are still very limited [8]. This lack of contextualized evidence highlights the importance of studying Puskesmas Abang I as a representative case of primary healthcare institutions in developing regions.

Accordingly, this study aims to analyze the effects of career development and work environment on employee performance, with job satisfaction serving as a mediating variable, in Puskesmas Abang I. The scientific contribution of this research lies in clarifying inconsistencies in previous findings by empirically testing the mediating role of job satisfaction within a primary healthcare context. By focusing on a local public health institution, this study extends human resource management theory to an underrepresented setting and provides practical insights for policymakers and healthcare managers in designing more effective and sustainable human resource development strategies[9].

2. THEORETICAL REVIEW

2.1. Career Development

Career development can be understood as a structured and continuous organizational process aimed at enhancing employees' competencies while providing clear pathways for professional growth. Recent studies describe career development as an integration of training, promotion opportunities, and experiential learning aligned with both organizational objectives and individual aspirations[2] [3]. In this sense, career development reflects a reciprocal relationship in which organizations facilitate growth while employees actively invest in their long-term careers.

Career development is commonly measured through indicators that capture both formal and experiential advancement, including education relevance, access to training, and accumulated work experience. These indicators reflect employees' perceptions of fairness, growth opportunities, and readiness for higher responsibilities [9]. Empirical evidence generally supports a positive relationship between career development and job-related outcomes, particularly job satisfaction and performance. However, several studies report that career development does not always directly enhance performance unless psychological variables, such as job satisfaction or commitment, are present[8]. This inconsistency highlights the importance of examining mediating mechanisms in career development research.

2.2. Work Environment

The work environment encompasses physical, psychological, and social conditions surrounding employees while performing their tasks. Recent literature emphasizes that a supportive work environment enhances comfort, safety, and interpersonal relations, which are critical for sustaining employee motivation and productivity, especially in service-oriented organizations[4] [6].

Work environment indicators typically include physical conditions such as lighting, temperature, noise, and safety, as well as social aspects such as coworker relationships and communication quality. These factors jointly shape employees' perceptions of comfort and organizational support[10]. Prior studies consistently show that a positive work environment contributes to higher job satisfaction and performance. Nevertheless, some findings suggest that environmental improvements alone may not be sufficient unless accompanied by supportive management practices and psychological well-being initiatives[11].

2.3. Job Satisfaction

Job satisfaction refers to employees' overall evaluative judgment of their work experiences, encompassing emotional responses and cognitive assessments of job conditions, rewards, and interpersonal relationships. Recent studies conceptualize job satisfaction as a key psychological outcome that links organizational practices to employee behavior and performance[7] [12].

Job satisfaction is commonly measured through satisfaction with the job itself, compensation, promotion opportunities, supervision quality, and coworker relationships. These indicators capture both intrinsic and extrinsic aspects of work satisfaction[5]. Extensive empirical research confirms that job satisfaction plays a mediating role between human resource practices and employee performance. Employees with higher satisfaction levels tend to exhibit stronger motivation, engagement, and organizational commitment [13].

2.4. Employee Performance

Employee performance refers to the work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him[14]. This performance includes the quality and quantity of work results that show how well individuals fulfil their duties and responsibilities in the company[15]. Employee performance is an important aspect in achieving company goals. Employee performance refers to the extent to which employees accomplish their assigned tasks in accordance with organizational standards, encompassing both behavioral and outcome-based aspects. Performance is widely viewed as a key indicator of organizational effectiveness, particularly in public service institutions [16].

Common indicators of employee performance include work quantity, work quality, timeliness, attendance, and cooperation ability. These indicators provide a comprehensive assessment of both task execution and collaborative behavior [17]. Previous studies identify job satisfaction, work environment, and career development as critical antecedents of employee performance. Among these variables, job satisfaction is frequently found to act as a key psychological mechanism that translates organizational practices into performance outcomes [18].

3. RESEARCH METHODS

This study adopts a quantitative explanatory research design to investigate the causal relationships between career development and work environment on employee performance, with job satisfaction acting as a mediating variable. An explanatory

approach is appropriate when the primary objective is to test hypotheses and explain the magnitude and direction of relationships among variables based on empirical data[19]. This design enables systematic testing of both direct and indirect effects within an organizational context, making it suitable for mediation analysis in human resource studies [20].

The research was conducted at Puskesmas Abang I, involving a total population of 61 employees. Given the relatively small population size, this study applied a census sampling technique, whereby all population members were included as research respondents. The use of a census is methodologically justified when the population is limited, as it allows full representation, minimizes sampling bias, and enhances the internal validity of the findings [21]. Previous methodological literature also emphasizes that census sampling improves result accuracy when generalization is confined to a specific organization [22].

Primary data were collected using a structured questionnaire employing a five-point Likert scale, which is widely used to measure perceptions and attitudes in behavioral and organizational research. The questionnaire items were developed based on established indicators from prior empirical studies to ensure content validity. Secondary data were obtained from institutional documents and official records to support the research context and enrich data interpretation [19].

Instrument validity was evaluated using Pearson product-moment correlation, with correlation coefficients exceeding the minimum acceptable threshold of $r > 0.30$, indicating adequate item validity [23]. Reliability testing was conducted using Cronbach's Alpha, where values above 0.60 confirmed acceptable internal consistency among measurement items [24]. These procedures are commonly recommended for ensuring measurement accuracy in quantitative social research.

Data analysis was carried out using IBM SPSS Statistics version XX, which was selected due to its robustness and suitability for regression-based statistical analysis and mediation testing [25]. The analysis began with descriptive statistics to summarize respondent characteristics and the distribution of responses. Subsequently, path analysis was employed to assess both direct and indirect relationships among variables, allowing for a comprehensive examination of the mediating role of job satisfaction [26].

Prior to hypothesis testing, several classical assumption tests were conducted to ensure the adequacy of the regression model. Normality was assessed using the Kolmogorov-Smirnov test and normal probability plots. Multicollinearity was examined through tolerance values and Variance Inflation Factor (VIF), with VIF values below 10 indicating no multicollinearity issues. Heteroscedasticity was evaluated using the Glejser test and scatterplot analysis. These diagnostic procedures follow established recommendations in regression and multivariate analysis literature [23].

4. RESULT AND DISCUSSION

4.1. Result

Table 1. Recapitulation of validity and reliability test results

Variable	Indicator	Validity Test		Reliability Test	
		Regression Coefficient	Description	Coefficient	Description
Career Development (X1)	X1.1	0,931	Valid	0,942	Reliable
	X1.2	0,957	Valid		
	X1.3	0,953	Valid		
Work Environment (X2)	X2.1	0,903	Valid	0,907	Reliable
	X2.2	0,853	Valid		
	X2.3	0,821	Valid		
	X2.4	0,896	Valid		
	X2.5	0,795	Valid		

Job Satisfaction (Y1)	Y1.1 Y1.2 Y1.3 Y1.4 Y1.5	0,788 0,692 0,902 0,918 0,866	Valid Valid Valid Valid Valid	0,892	Reliable
Employee Performance (Y2)	Y2.1 Y2.2 Y2.3 Y2.4 Y2.5	0,928 0,907 0,905 0,907 0,888	Valid Valid Valid Valid Valid	0,945	Reliable

Source : Processed data (2025)

The results of testing the research instruments in Table 1 show that all question items from the four variables studied are declared valid and have a good level of reliability. Thus, this research instrument can be categorised as a valid and reliable data collection tool.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardised Residual		
N		61
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.67944661
Most Extreme Differences	Absolute	.160
	Positive	.130
	Negative	-.160
Test Statistic		.160
Asymp. Sig. (2-tailed)		.200 ^c

a. Test distribution is Normal.

b. Calculated from data.

Source : Processed data (2025)

Based on the results of the Normality test table 2, it can be concluded that the *Asymp. Sig. (2- tailed)* of 0.200 > $\alpha = 0.05$. This result means that the data has a normal distribution and has fulfilled the normality requirements in the regression model.

Table 3. Multicollinearity Test

Coefficients ^a			
Model	Collinearity Statistics		
	Tolerance	VIF	
1	X1	.419	2.388
	X2	.401	2.494
	Y1	.306	3.265

a. Dependent Variable: Y2

Source : Processed data (2025)

Table 3 shows that the *tolerance* value of the variables of career development, work environment and job satisfaction is greater than 0.10, while the VIF value is less than 10, it can be concluded that there are no multicollinearity symptoms in the regression model.

Table 4. Heteroscedasticity Test

Coefficients ^a						
Model	Unstandardised Coefficients			Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.688	.921		5.092	.000
	X1	.109	.095	.202	1.145	.257
	X2	.001	.051	.003	.017	.986
	Y1	-.235	.075	-.646	-3.136	.063
a. Dependent Variable: ABS						

Source : Processed data (2025)

The data from the Heteroscedasticity Test results in Table 4 shows the significance value of career development, work environment and job satisfaction 0.05, it can be concluded that in accordance with the decision making of the Glejser test there is no heteroscedasticity in the regression model.

Table 5. Test Results of Direct and Indirect Effects

No	Relationship between Variables	Direct Effect	Indirect Effect	Total Effect	Sig	Description
1	Career Development (X1) → Job Satisfaction (Y1)	0,440	-	0,440	0,000	H1 accepted
2	Work Environment (X2) → Job Satisfaction (Y1)	0,475	-	0,475	0,000	H2 accepted
3	Career Development (X1) → Employee Performance (Y2)	0,279	-	0,279	0,022	H3 accepted
4	Work Environment (X2) → Employee Performance (Y2)	0,269	-	0,269	0,035	H4 accepted
5	Job Satisfaction (Y1) → Employee Performance (Y2)	0,741	-	0,741	0,000	H5 accepted
6	Career Development (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	0,326 (0,440*0,741)	0,326	-	H6 Accepted
7	Work Environment (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	0,352 (0,475*0,741)	0,352	-	H7 is rejected

Source : Processed data (2025)

Based on the results of the Path Analysis test results of substructure 1 and substructure 2, the final path model can be described as Figure 1 below:

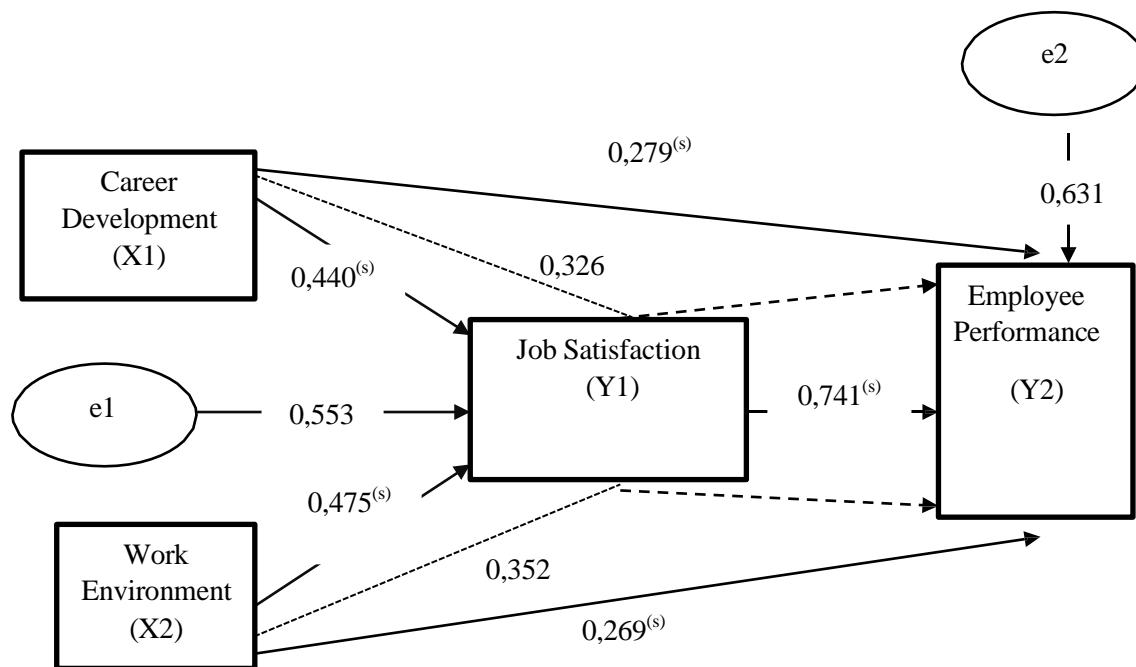


Figure 1. Path Analysis Model
 Source : Processed data (2025)

$$\begin{aligned}\text{Error Term (e1)} &= \sqrt{1 - R_1^2} \\ &= \sqrt{1 - 0,694} \\ &= 0,553\end{aligned}$$

$$\begin{aligned}\text{Error Term (e2)} &= \sqrt{1 - R_2^2} \\ &= \sqrt{1 - 0,602} \\ &= 0,631\end{aligned}$$

4.2. Discussion

4.2.1. Career Development, Job Satisfaction, and Employee Performance

The findings of this study demonstrate that career development indirectly enhances employee performance through increased job satisfaction at Puskesmas Abang I. The significant Sobel test result indicates that job satisfaction plays a meaningful role in transmitting the effect of career development to performance outcomes. This suggests that career development initiatives contribute to performance improvement primarily by shaping employees' psychological responses toward their work rather than through an immediate direct effect.

From a theoretical standpoint, this result supports the notion that employees interpret career development opportunities as signals of organizational investment and long-term commitment. When employees perceive that the organization provides clear pathways for growth, training, and professional advancement, they are more likely to experience a sense of fulfillment and appreciation, which ultimately translates into improved work performance. This interpretation is consistent with motivational theories that emphasize

the importance of future-oriented rewards in driving employee behavior.

Compared with previous empirical studies, the present finding reinforces and extends earlier evidence showing that job satisfaction functions as a key mechanism linking career development to performance. However, this study adds contextual value by demonstrating that this relationship remains significant within a public healthcare setting, where formal career structures are often standardized and less flexible. The result implies that even modest career development efforts can meaningfully improve performance when they are perceived as fair and attainable by employees.

In practical terms, these findings indicate that management at Puskesmas Abang I should prioritize the development of transparent and consistent career systems. Providing equal access to training, clarifying promotion criteria, and aligning career planning with individual competencies can strengthen job satisfaction and, in turn, enhance employee performance.

4.2.2. Work Environment, Job Satisfaction, and Employee Performance

The analysis further reveals that the work environment influences employee performance indirectly through job satisfaction. While the mediating effect of job satisfaction is statistically significant, the absence of a significant direct effect suggests that improvements in the work environment alone are insufficient to directly increase performance. Instead, the work environment contributes to performance only when it fosters a positive emotional and psychological response among employees.

This finding indicates that employees may perceive workplace conditions such as physical facilities, safety, and interpersonal relationships as basic expectations rather than performance-driving factors. Consequently, these conditions become impactful only when they enhance employees' comfort, sense of security, and overall satisfaction with their jobs. This pattern helps explain why the direct relationship between the work environment and performance was not statistically supported in this study.

While many previous studies have reported a direct positive association between work environment and employee performance, the present result offers a context-specific refinement of that relationship. In public health organizations like Puskesmas Abang I, where work routines are highly regulated and service demands are standardized, environmental improvements may function more as supporting factors than as direct motivators of performance.

From a managerial perspective, this implies that organizational leaders should go beyond physical workplace improvements. Efforts to build a supportive social climate, encourage effective communication, and promote teamwork are essential to ensure that improvements in the work environment genuinely enhance job satisfaction and subsequently improve employee performance.

4.2.3. Implications and Limitations

Overall, the findings underscore the central role of job satisfaction as a linking mechanism between human resource practices and performance outcomes. Career development and work environment initiatives are most effective when they are designed to improve employees' subjective experiences at work. Nevertheless, this study is subject to several limitations. The research was conducted in a single public health center, which may limit the generalizability of the findings to other organizational contexts. Additionally, the reliance on self-reported data may introduce perceptual bias. Future studies are encouraged to include multiple organizations, apply longitudinal designs, or incorporate qualitative methods to obtain a deeper understanding of employee perceptions and behavioral outcomes.

5. CONCLUSION

This study deepens the understanding of employee performance in public healthcare organizations by showing that career development and the work environment influence performance mainly through their effect on job satisfaction, which acts as a key psychological mechanism linking organizational practices to individual outcomes. From a theoretical perspective, the findings strengthen the human resource–performance framework by emphasizing the mediating role of job satisfaction, particularly within the context of public health institutions that have received limited attention in prior research. Practically, the results suggest that managers should adopt a more strategic approach to human resource management by providing clear career development opportunities, fostering a supportive and safe work environment, and ensuring fair recognition systems to enhance job satisfaction and sustain employee performance. Despite these contributions, the study is limited by its focus on a single health center and its cross-sectional design, which may restrict broader generalization. Future research is therefore encouraged to involve multiple organizations, apply longitudinal approaches, and examine additional variables such as leadership style, organizational culture, or employee engagement to further explain performance dynamics in the public healthcare sector.

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