



## THE INFLUENCE OF JOB TRAINING AND CAREER DEVELOPMENT ON JOB SATISFACTION AND ITS IMPLICATIONS FOR PRODUCTIVITY

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### Abstract

Effect of job training and career development on job satisfaction and its implications for productivity. This type of research uses a quantitative type. The number of samples is 85 employees who work in Sukahurip Village. The data used in this study are primary and secondary data, namely the distribution of questionnaires and through Google forms to Sukahurip Village Officials. The research uses the Lisrel data processing application version 8.8. The results of this study are job training has no effect on job satisfaction, career development has no effect on job satisfaction, job training has no effect on productivity, career development has an effect on productivity, job satisfaction has no effect on productivity, career development and job training simultaneously affect job satisfaction. Job satisfaction, job training, and career development simultaneously affect productivity.

**Keywords:** Job Training, Career Development, Job Satisfaction, Productivity

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## 1. INTRODUCTION

The role of human resources in a company is one of the factors directly involved in carrying out company activities, in increasing company productivity to achieve set goals. To increase productivity, companies provide training, career development and job satisfaction assessments for their employees, so that employee productivity becomes better. As science and knowledge develops, companies are required to be able to make their employees more skilled and trained in carrying out their duties.

Therefore, the company took the initiative to hold a training program for employees, because training makes them more confident, thereby creating a sense of satisfaction at work and being more appreciated, as well as being able to strive to increase employee productivity. With good quality employee performance,

employees will become more skilled in their work.

Training and development also aims to increase efficiency in both energy and time. Companies always demand that the human resources they recruit have special skills that will support company operations. Human resources are the most important factor in an organization because they function as planners, movers and performers of all operational activities. (Sutrisno, 2019) said that increasing productivity is not in upgrading equipment, but in employee development which is the most important. Therefore, job training for employees can be used as a way for companies to hone the skills of their workforce in increasing work productivity in accordance with what the company wants with certain standards because training helps in correcting deficiencies and



honing the skills they already have so that they can be maximized. again by employees.

According to (Suryanti & Hidayat, 2022) said that 3 out of 5 career people want their careers to continue to grow rapidly. The income gets bigger, the socio-economic position gets higher, the mind feels satisfied because it has succeeded in realizing one's identity. The impact of this is very influential on village agency employees for their productivity.

Retaining employees is an important agenda for the future of a company. According to (Becker et al., 2015), there are determining factors for employee retention which can be influenced by career development, training and work life balance. It often happens that employee work productivity decreases due to the possibility of discomfort at work, minimal wages and also dissatisfaction with work. In this research, employee work productivity also experienced problems, indicated by problems in the workers' environment.

Job satisfaction is correlated with work morale, if the level of job satisfaction is high then work morale will increase, and conversely if the level of employee job satisfaction is low then employee work morale will decrease. A company that is strengthened by employee work enthusiasm will be directly proportional to the employee's productivity and work performance, which will ultimately lead to company growth. According to Prasetyo Apart from job satisfaction, companies must also pay attention to how to maintain and manage employee motivation at work so that it is always high and focused on company goals. Maintaining employee motivation is very important because motivation is the driving force for each individual that motivates them to act and do something. According to (Veithzal & Sagala, 2017) job satisfaction is basically an individual thing.

In connection with the above, detrimental phenomena emerge that can destroy the company's organizational goals, including job satisfaction, job training and career development, decreased work efficiency, seniority, social jealousy, decreased work morale and decreased work productivity. The reality is that currently many workers or

employees come in late, are lazy, and so on, so that instead of supporting progress and development, it will hinder the progress and development of the company itself. In connection with the above, , that among resources, people are the most important asset and have the greatest contribution to the success of an organization.

From several expert opinions, it can be concluded that job training and career development influence job satisfaction and its implications for the productivity of Sukahurip Village employees. So that employees act voluntarily to achieve village goals.

From this data, the number of employees in Sukahurip Village who are absent, either due to approval from superiors, illness, or without explanation, has increased fundamentally, although in September it decreased but in November it became very high. Factors causing this absence include the work environment and employee obligations which are very heavy, depending on the type of work that must be completed by the employee, so this becomes a workload for every employee who carries it out, while the career development and inspiration given to employees is still very lacking. . Employee performance is an important role in the organization because whether the Village progresses or not really depends on the ups and downs in employee performance. Seeing the importance of workers' work in achieving goals, it is important to improve and maintain employees to carry out their duties. Low performance can be influenced by several factors, including lack of discipline and responsibility.

Low work capacity, increased degree of work in and out. Employee care must be possible by focusing on job training, career development and job satisfaction. Factors that must be considered are the work environment.

The work environment influences employee satisfaction, because a comfortable and helpful workplace can influence work morale so that employees can be motivated to achieve company goals. Conversely, if the ongoing workplace is less or less rewarding, representative inspiration, excitement, and efficiency will diminish. The current workplace

can influence employees in carrying out work such as temperature, humidity, air flow, lighting, noise, neatness, and whether work equipment is adequate or not.

Apart from the workplace, the career development of each employee also influences performance, because the motivation of employees can maintain their performance well for the work they carry out so that the level of discipline is good and they can carry out their obligations and follow the guidelines set by the company as shown by company operational standards.

## 2. LITERATURE REVIEW AND HYPOTHESES

### 2.1. Human Resource Management

According to (Ilmiah et al., 2023), human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals.

According to (Hidayat et al., 2022), human resource management as a strategy in implementing management functions, namely planning, organizing, leading and controlling, in every activity or operational function of human resources starting from the process of attraction, selection, training and development, placement which includes promotion, demotion and transfer, performance assessment, providing compensation, industrial relations, and termination of employment, aimed at increasing the productive contribution of the organization's human resources towards achieving organizational goals more effectively and efficiently.

According to (Avengelistia et al., 2022), human resource management is a science that studies how to empower employees in a company, create jobs, work groups, develop employees who have abilities, identify an approach to develop employee performance and reward them for their efforts and work.

### 2.2. Productivity

According to (Yogaswara et al., 2023), job productivity is Technically, productivity is a comparison between the results achieved (output) and the overall resources required (input). Productivity implies a comparison between the results achieved and the role of labor per unit of time.

According to (Lindani & Hidayat, 2023), job productivity is Productivity is the comparison between output (results) and input (input). If productivity increases, efficiency (time-material-labor) and work systems, production techniques and the skills of the workforce will increase.

According to (Firmansyah & Hidayat, 2023), job productivity is Productivity is the result of the efficiency of input management and the effectiveness of achieving targets related to labor wages, experience, the dedication of working time to produce something better than what has been set so that the goals to be achieved can be achieved.

### 2.3. Job Satisfaction

According to (Soejarminto & Hidayat, 2022), Job Satisfaction is Satisfaction according to the Indonesian Dictionary is satisfaction, feeling happy, things (things that are satisfied, pleasure, relief and so on). Satisfaction can be interpreted as a person's feeling of satisfaction, pleasure and relief due to consuming a product or service to obtain a service.

According to (Rezeki & Hidayat, 2021), Job Satisfaction is Customer satisfaction is a cognitive purchasing situation regarding the commensurability or disproportion between the results obtained compared to the sacrifices made.

According to (Hidayat, 2021), Job Satisfaction is a general attitude toward a person's work that shows the difference between the amount of reward they receive for work and the amount they believe they should receive.

### 2.4. Job Training

According to (Avengelistia et al., 2022), job training is an effort to increase employee

knowledge and abilities in carrying out their work more effectively and efficiently. Training programs are a series of programs designed to increase employee knowledge and abilities at work

According to (Pragusti et al., 2023), job training is overall activities to provide, obtain, improve and develop work competency, productivity, discipline, attitude and work ethic at a certain level of skills and expertise in accordance with the level and qualifications of the position or job.

According to (REZEKI & Hidayat, 2021), job training is an effort to increase short-term capabilities, while development is an effort to increase employee competency in preparation for developing higher responsibilities in the future.

### 2.5. Career Development

According to (Hidayat, 2020), Career Development is personnel activities that help employees plan their future careers in the company and the employees concerned can develop themselves to the maximum

According to (Handayani & Hidayat, 2022), Career Development is personnel activities to help employees plan their future careers where they work. So that the employees concerned and also the company can develop themselves optimally. According to (Nur'enny & Hidayat, 2020), Career Development is a planning process that allows employees to identify career goals and pathways leading to those goals/goals.

### 2.6. Hypotheses

Based on the theoretical description of experts on performance and also previous research, the following hypothesis can be made:

H1: Job Training has effect on Job Satisfaction

H2: Career Development has effect on Job Satisfaction

H3: Job Training has effect on Productivity

H4: Career Development has an effect on Productivity

H5 : Job Satisfaction has effect on Productivity

H6: Career Development, Job Training simultaneously affect Job Satisfaction.

H7: Job Satisfaction, Job Training, and Career Development simultaneously affect Productivity.

## 3. RESEARCH METHODS

In this research there are 4 (four) variables consisting of 3 (three) independent variables and 1 (one) dependent variable. The first independent variable is Leadership Style with (X1). The second independent variable is compensation which is symbolized by (X2). The independent variable is Commitment which is symbolized by (Z). Meanwhile, one dependent variable used is Employee Performance which is symbolized by (Y).

A conclusion drawn after studying an object or subject that has certain characteristics or quantities in an area that has been generalized by a researcher is called population (Sugiyono, 2014). Based on this expert's opinion, the population in this study was 7 Sukahurip Village Employees.

According to (Sugiyono, 2014) part of the population that has certain numbers and characteristics which serves as research data is called a sample. The use of samples is usually due to limited funds, time or energy possessed by a researcher.

To determine the number of samples to be used in the research, the following Slovin formula was used:

$$N$$

$$n = (1 + Ne^2)$$

Mean:

n = Sample number N = population number

e = error 5% n = 170

$$(1 + 170(5\%))$$

n = 119,29 and calculate be 120

Based on calculations carried out using the Slovin formula, it can be concluded that from the existing population of 170, the total sample was 120 people.

## 4. RESULTS AND DISCUSSION

### 4.1. Result & Discussion

The statistical method used to test the hypothesis in this research uses the Structural Equation Modeling (SEM) method with the help of the Lisrel 8.8 application. Therefore, it is necessary to evaluate the suitability of the model proposed in this research using goodness of fit criteria. According to Sudirman et al., (2020) stated that several criteria need to be considered to assess goodness of fit, including if the RMSEA value is close to 1, then the model is considered good, then if the GFI and AGFI values are close to 1, then the model show a fit model.

According to (Yilmaz, 2018), his research states that the validity test is used to measure whether a questionnaire is valid or not. With the proviso that if  $r \text{ count} \geq r \text{ table}$  then the instrument or question items are correlated with the total score, then it is declared valid and if  $r \text{ count} < r \text{ table}$  then the instrument or question items do not correlate with the total score, then it is declared invalid. The validity testing method uses the lisrel 8.8 application. Validity test decision making criteria by observing factor loadings values. In general, if the factor loadings value is greater than 0.50 then the statement item is declared valid.

It's modified by removing items that have a value of less than 0.50. Based on the results of validity testing, it shows that all statement items for each construct have factor loadings greater than 0.50, so the results of validity testing for all statement items for each construct can be declared valid.

Reliability tests are carried out to determine the extent to which the internal consistency of the research variable indicators shows the degree to which each indicator indicates a generally formed variable. There are two methods that can be used, namely composite construct reliability and variance extracted. The cut-off value for construct reliability is a minimum cut-off value of 0.70, while the cut-off value for variance extracted is a minimum of 0.50.

According to (Hidayat 2021) the validity test aims to show the legitimacy or validity of

the instruments used in the research to find out whether there are questions in the questionnaire that should be discarded or replaced because they are considered irrelevant. The basis for decision making used to test the validity of questionnaire items is:

- a. If  $r \text{ count}$  is positive and  $r \text{ count} > r \text{ table}$  then the variable is valid.
- b. If  $r \text{ count}$  is negative and  $r \text{ count} < r \text{ table}$  then the variable is invalid.

The validity testing method uses the lisrel 8.8 application. Validity test decision making criteria by observing factor loadings values. In general, if the factor loadings value is greater than 0.50 then the statement item is declared valid.

The data above is data that has been modified by removing items that are less than 0.50. Based on the results of validity testing, it shows that all statement items for each construct have factor loadings greater than 0.50, thus the results of validity testing for all statement items for each construct can be declared valid.

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. So the reliability test can be used to determine the consistency of the measuring instrument, whether the measuring instrument remains consistent if the measurement is repeated. A measuring instrument is said to be reliable if it produces the same results even if measurements are made many times.

This T statistical test is used to prove whether the independent variable is significant or not regarding the dependent variable individually. The significant level in this study was 5%. The criteria are that if  $t\text{-count} > t\text{-table}$  then there is an influence between the independent variable on the dependent variable and vice versa.

The second hypothesis states that compensation has an effect on work productivity. Based on sub-structural equation 1, it can be seen that the path coefficient of the Compensation variable on Work Productivity is large with a t value of  $-0.07 < 1.96$ , so it can be said to be not significant. The large coefficient on this path shows that the contribution of compensation to work productivity is  $(-0.07)^2 =$

0.049%. Thus, compensation is proven to have a negative and negative effect not significant to Productivity or in other words, Hypothesis 1 is rejected.

The second hypothesis states that the work environment influences work productivity.

Based on sub-structural equation 1, it can be seen that the path coefficient of the Work Environment variable on Work Productivity is large with a t-calculated value of  $3.78 > 1.96$ , so it can be said to be significant. The magnitude of the coefficient on this path shows that the influence of compensation on work productivity is  $(3.78)^2 = 14.28\%$ . Thus, compensation is proven to have a positive and significant influence on productivity, or in other words, Hypothesis 2 is accepted.

The third hypothesis states that compensation influences job satisfaction. Based on sub-structural equation 1, it can be seen that the path coefficient for the Compensation variable on Job Satisfaction is large with a t value of  $2.49 > 1.96$ , so it can be said to be significant. The magnitude of the path coefficient shows that the contribution of compensation to job satisfaction is  $(2.49)^2 = 6.20\%$ . Thus, compensation is proven to have a positive and significant effect on job satisfaction, or in other words, Hypothesis 3 is accepted.

The fourth hypothesis states that the work environment influences job satisfaction. Based on result, it can be seen that the path coefficient of the Compensation variable on Job Satisfaction is large with a t value of  $-1.98 > 1.96$ , so it can be said to be significant. Thus, compensation is proven to have a positive and significant effect on productivity, or in other words, Hypothesis 3 (Ha) is accepted.

The fifth hypothesis states that work productivity influences job satisfaction. Based on result, it can be seen that the path coefficient of Work Productivity on Job Satisfaction is good.

The t value is  $3.14 > 1.96$ , so it can be said to be not significant. The magnitude of the path coefficient shows that the influence of compensation on work productivity is  $(3.14)^2 = 9.86\%$ . Thus, Productivity is proven to have a positive and significant effect on Job

Satisfaction or in other words, Hypothesis 5 (Ha) is accepted.

The sixth hypothesis (Ha) states that compensation and work environment influence productivity. Based result or structural equation 2 above, it can be seen that the coefficient of determination ( $R^2$ ) of the Compensation variable and also the Work Environment on Productivity, the calculated F value is  $4.01 > 2.44$ , so it can be said to be significant. Therefore, compensation and work environment together are proven to have a positive and significant effect on productivity, in other words, Hypothesis 6 is accepted.

Work Environment and Productivity have no effect on Satisfaction. Based result or structural equation 2 above, it can be seen that the coefficient of determination ( $R^2$ ) of the Compensation and Work Environment variables on Productivity is large with a calculated F value of  $1.91 > 2.44$ , so it can be said to be not significant. Thus, Compensation, Work Environment and Productivity together are proven to have a negative and insignificant effect on Job Satisfaction, in other words, the hypothesis is rejected.

The direct effect of compensation on work productivity is  $(-0.01)^2 \times 100 = 0.01\%$ . The indirect effect of compensation on work productivity through satisfaction is  $0.01 \times 0.83 \times 100 = 0.83\%$ .

The percentage results above show that compensation can increase employee productivity both directly and indirectly through satisfaction. Thus, the influence of compensation can increase employee productivity through compensation as a mediating variable direct and indirect influence of work productivity on job satisfaction. The direct effect of work productivity on job satisfaction is  $(1.16)^2 \times 100 = 134.56\%$ . The indirect effect of work productivity on job satisfaction through compensation is  $1.16 \times 0.83 \times 100 = 96.28\%$ .

The percentage results above show that Productivity can increase Employee Satisfaction both directly and indirectly. So, the influence of Productivity can increase Employee Satisfaction through Compensation which is the no mediating variable.

## 5. CONCLUSION

Based on the results of the analysis and also the discussion regarding testing the influence of job training and career development in mediating job satisfaction on the work productivity of Sukahurip Village Employees, the following conclusions were obtained training has been proven to have no positive and insignificant effect on the Work Productivity of Sukahurip Village Employees. This can prove that training cannot affect employee productivity.

Career Development has a positive and significant effect on the Work Productivity of Sukahurip Village Employees. This shows that Career Development has a positive and significant effect on employee Work Productivity.

Training has a positive and significant influence on Sukahurip Village Employee Satisfaction. This can prove that the higher the training, the higher the job satisfaction.

Career Development has a positive and significant effect on Sukahurip Village Employee Satisfaction. This shows that the

higher the Career Development, the higher the Job Satisfaction.

Productivity has been proven to have a positive and significant effect on Sukahurip Village Employee Satisfaction. This shows that the higher the productivity, the higher the job satisfaction.

Training and career development together can influence the productivity of Sukahurip Village employees. Training, career development and work productivity together do not affect the Job Satisfaction of Sukahurip Village Employees.

The advice that can be given is that Sukahurip Village management should increase incentives for employees who excel so that employee job satisfaction increases. Sukahurip Village management increases employee job satisfaction, it is also appropriate to create a better work environment, both physical and non-physical work environments. Pay attention to promotions according to the employee's level of education so that employee satisfaction does not decrease. Providing job promotions to employees who really excel so that employees can excel at work and maintain the level of job satisfaction.

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