



The Effect Of Career Development And Compensation On Employee Job Satisfaction At PT. Maree Lintas Global (J&T Express) Bengkulu City

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ABSTRACT

This study examines the effect of career development and compensation on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City. The study was motivated by the importance of retaining satisfied employees in a logistics-service company that faces workload pressure, service targets, and customer expectations. A quantitative design was applied using primary data from 109 employee respondents selected through purposive sampling. Data were collected through observation, interviews, and questionnaires, and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, F-test, and coefficient of determination with SPSS 26. The findings show that career development has a significant partial effect on job satisfaction ($t = 3.711$; $p < 0.001$), compensation has a significant partial effect ($t = 9.673$; $p < 0.001$), and both variables simultaneously affect job satisfaction ($F = 83.285$; $p < 0.001$). The model explains 61.1% of job satisfaction variation. The study implies that transparent career paths and fair compensation systems are essential for improving employee satisfaction in logistics services.

INTRODUCTION

Human resources remain a strategic asset for service organizations because the quality of employee behavior directly influences operational reliability, customer experience, and organizational continuity. In the logistics sector, this issue becomes more critical because companies must process shipments quickly, maintain service accuracy, respond to customer complaints, and meet revenue targets under intense market competition. PT. Maree Lintas Global (J&T Express) Bengkulu City operates in this demanding service environment. Employees are expected to deliver consistent service while facing workload pressure, target pressure, and

changing customer expectations. Under these conditions, employee job satisfaction is not only an internal psychological matter but also a managerial variable that can influence retention, productivity, and service quality.

Job satisfaction reflects the degree to which employees evaluate their work experience positively. A satisfied employee is more likely to show commitment, discipline, and willingness to contribute to organizational goals. Conversely, dissatisfaction may create absenteeism, weak commitment, turnover intention, and lower work quality. In service companies, dissatisfaction can quickly affect customer-facing performance because employees are directly involved in handling operational processes and service interactions. Therefore, the determinants of job satisfaction need to be examined in the specific organizational context in which employees work.

Two factors that are frequently associated with job satisfaction are career development and compensation. Career development provides employees with a perception that the organization offers fair opportunities to improve competence, obtain promotion, and build a more secure future within the company. When employees perceive that career paths are transparent and development programs are accessible, their sense of recognition and organizational attachment can increase. Compensation also plays a central role because salary, incentives, allowances, and facilities represent the tangible rewards received by employees in exchange for their contribution. Compensation that is perceived as fair, adequate, and competitive can reduce dissatisfaction and strengthen employees' motivation to remain in the organization.

Previous studies generally indicate that career development and compensation contribute to job satisfaction, but the strength and consistency of the findings vary across organizational settings. Panjaitan and Sinaga (2022) found that career development, competence, and compensation were associated with satisfaction and employee performance. Saputro (2021) also emphasized the relevance of career development in explaining employee job satisfaction. In relation to compensation, Farisi and Pane (2020) and Widyaningtyas (2023) reported a significant effect of compensation-related variables on job satisfaction. However, these findings were produced in different institutional contexts and do not fully explain the condition of employees in a private logistics service company at the city level. The empirical gap lies in the limited contextual evidence regarding how career development and compensation jointly shape employee satisfaction in a delivery-service organization that faces intense target pressure and high service expectations.

The novelty of this study is located in its effort to examine career development and compensation simultaneously in the context of PT. Maree Lintas Global (J&T Express) Bengkulu City. This context is relevant because logistics employees often experience high operational pressure, yet career mobility and compensation fairness may not always be perceived equally by all employees. The study therefore contributes contextual evidence for human resource management in logistics services, particularly in explaining which managerial factors are statistically related to employee job satisfaction. Based on this background, the objective of this study is to analyze the partial and simultaneous effects of career development and compensation on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is commonly understood as an employee's affective and evaluative response toward work. It indicates whether employees feel that the rewards, work content, supervision, organizational management, advancement opportunities, colleagues, and working conditions meet their expectations. Rulianti and Nurpribadi (2023) positioned job satisfaction as an important outcome that can be shaped by work motivation, work environment, and career

development. Saputro (2021) also showed that job satisfaction can function as an intervening variable in explaining employee performance. These perspectives imply that satisfaction is not a single-dimensional response; it is formed by the interaction between material, social, and developmental aspects of work.

In the present study, job satisfaction is treated as the dependent variable because it represents the employee response that the organization seeks to improve. The indicators are adapted from the source study, namely job content, supervision, organization and management, opportunities for advancement, salary or incentives, co-workers, and work conditions. These indicators are appropriate for a logistics company because employee satisfaction may be shaped not only by compensation but also by the clarity of work procedures, quality of supervision, relationships with colleagues, and opportunities to progress in the company.

Career Development

Career development refers to a structured organizational effort that enables employees to improve competence, build experience, and prepare for higher responsibility. Handoko and Rambe (2018) described career development and compensation as factors that can strengthen organizational commitment through job satisfaction. Syahputra and Tanjung (2020) also emphasized that competence, training, and career development are related to employee performance. In human resource management, career development is important because employees do not only expect current employment stability; they also expect opportunities for growth, recognition, and future progression.

The source study measures career development through indicators such as formal education, job assessment, job experience, interpersonal relationships, work environment, satisfaction with one's work, relationships among employees, relationships with supervisors, social ability, self-control, and work quality. These indicators show that career development is not limited to promotion. It also includes the organizational climate that allows employees to learn, receive feedback, interact constructively, and demonstrate readiness for greater responsibility. When such development is perceived as fair and accessible, employees are more likely to feel valued. Therefore, the first hypothesis is formulated as follows: H1: Career development has a significant partial effect on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City.

Compensation

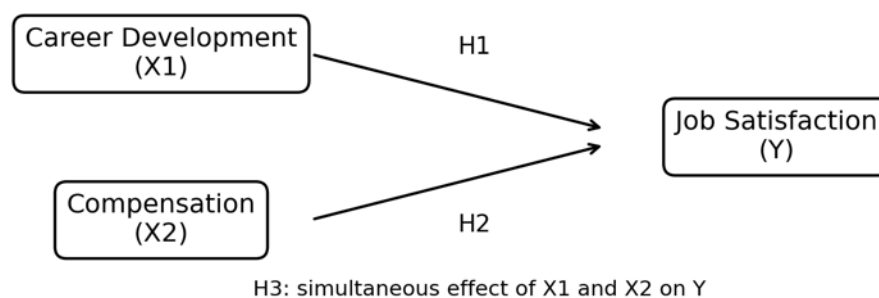
Compensation is the reward received by employees for their contribution to the organization. It can be provided in direct forms, such as wages, salaries, and incentives, or indirect forms, such as allowances and facilities. Alfiansyah (2021) explained that compensation and satisfaction have a relationship with employee performance, while Lubis, Pasaribu, and Tupti (2021) indicated that compensation can affect performance through job satisfaction. Cahya, Damare, and Harjo (2021) also highlighted compensation as one of the factors relevant to employee behavior and performance.

In this study, compensation is measured through wages and salaries, incentives, allowances, and facilities. These indicators are important because employees in a service company often compare their workload, work pressure, and contribution with the rewards they receive. If compensation is perceived as insufficient or unfair, dissatisfaction may emerge even when employees have stable employment. Conversely, fair compensation can strengthen employees' perception that the organization appreciates their effort. Thus, the second hypothesis is formulated as follows: H2: Compensation has a significant partial effect on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City.

Research Framework and Simultaneous Relationship

Career development and compensation are theoretically complementary. Career development addresses employees' long-term expectations, while compensation addresses immediate economic and reward expectations. A company that provides career opportunities without adequate compensation may still generate dissatisfaction, whereas compensation without career growth may not be sufficient to maintain employee motivation over the long term. Previous studies, including Handoko and Rambe (2018), Panjaitan and Sinaga (2022), and Widyaningtyas (2023), provide empirical support that both variables are important for job satisfaction. Therefore, the third hypothesis is formulated as follows: H3: Career development and compensation simultaneously have a significant effect on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City.

Figure 1. Research Framework



Source: Adapted from the source study, 2026

METHODS

This study applied a quantitative research design to test the effect of career development and compensation on employee job satisfaction. The design was selected because the research objective required measurement of relationships among variables and statistical testing of hypotheses. The independent variables were career development (X1) and compensation (X2), while the dependent variable was employee job satisfaction (Y). The research was conducted at PT. Maree Lintas Global (J&T Express) Bengkulu City, located at Jl. Telaga Dewa No. 274, Pagar Dewa, Selebar District, Bengkulu City. Data collection was carried out in May 2026.

The population consisted of all employees working at PT. Maree Lintas Global (J&T Express) Bengkulu City. The sample included 109 respondents selected using purposive sampling. This sampling approach was used because the study required respondents who had direct work experience in the company and were able to evaluate career development, compensation, and job satisfaction based on their employment experience. Primary data were collected through observation, interviews, and questionnaires distributed to employees. Observation was used to understand the work context, interviews were used to obtain supporting information from internal parties, and questionnaires were used to obtain measurable responses from employees.

The questionnaire items were arranged according to the indicators of each variable. Career development included indicators related to formal education, job assessment, job experience, interpersonal relationships, work environment, relationships with employees and supervisors, social ability, self-control, and work quality. Compensation included wages and salaries, incentives, allowances, and facilities. Job satisfaction included job content, supervision, organization and management, advancement opportunities, salary or incentives, co-workers,

and work conditions. The instrument was tested for validity and reliability before hypothesis testing. Data were processed using SPSS version 26.

The analysis technique was multiple linear regression. Before estimating the regression model, the classical assumption tests were conducted, including normality, multicollinearity, and heteroskedasticity tests. The partial effect of each independent variable was examined through the t-test, while the simultaneous effect was examined through the F-test. The coefficient of determination was used to evaluate how much variation in job satisfaction could be explained by career development and compensation. The regression model was expressed as $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents job satisfaction, X1 represents career development, X2 represents compensation, and e represents the error term.

RESULTS

The results are presented in three stages: instrument testing, classical assumption testing, and hypothesis testing. This structure is used to ensure that the interpretation of regression results is based on valid and reliable measurement and an acceptable regression model. The data were obtained from 109 employee respondents and processed using SPSS version 26.

The validity test showed that all questionnaire items had correlation coefficients higher than the r-table value of 0.188. This indicates that the items used to measure career development, compensation, and job satisfaction were valid. The complete results are presented in Table 1.

Table 1. Validity Test Results

Variable	Item	r-count	r-table	Result
Career Development (X1)	Item 1	0.768	0.188	Valid
	Item 2	0.728	0.188	Valid
	Item 3	0.783	0.188	Valid
	Item 4	0.811	0.188	Valid
	Item 5	0.806	0.188	Valid
Compensation (X2)	Item 1	0.775	0.188	Valid
	Item 2	0.808	0.188	Valid
	Item 3	0.764	0.188	Valid
	Item 4	0.790	0.188	Valid
	Item 5	0.832	0.188	Valid
Job Satisfaction (Y)	Item 1	0.757	0.188	Valid
	Item 2	0.770	0.188	Valid
	Item 3	0.831	0.188	Valid
	Item 4	0.807	0.188	Valid
	Item 5	0.785	0.188	Valid

Source: Primary data processed using SPSS 26, 2026

The reliability test also indicated that all variables were reliable because the Cronbach's Alpha values were above the r-table value. Career development had a Cronbach's Alpha value of 0.833, compensation had a value of 0.852, and job satisfaction had a value of 0.849. These results show that the instrument was internally consistent and appropriate for further analysis.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	r-table	Result
Career Development (X1)	0.833	0.188	Reliable
Compensation (X2)	0.852	0.188	Reliable
Job Satisfaction (Y)	0.849	0.188	Reliable

Source: Primary data processed using SPSS 26, 2026

The classical assumption tests confirmed that the regression model met the basic requirements for hypothesis testing. The One-Sample Kolmogorov-Smirnov test produced an Asymp. Sig. value of 0.200, which is greater than 0.05. Therefore, the residuals were normally distributed. The multicollinearity test showed that both independent variables had tolerance values of 0.825 and VIF values of 1.212. Since the tolerance values were greater than 0.10 and the VIF values were below 10, multicollinearity was not detected. The heteroskedasticity test, based on the scatterplot pattern, showed that the points were distributed randomly around the Y axis and did not form a clear pattern. Thus, the regression model did not indicate heteroskedasticity.

Table 3. Normality Test Results

Kolmogorov-Smirnov Component	Value
N	109
Mean	0.0000000
Std. Deviation	1.55485728
Absolute	0.055
Positive	0.047
Negative	-0.055
Test Statistic	0.055
Asymp. Sig. (2-tailed)	0.200

Source: Primary data processed using SPSS 26, 2026

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Career Development	0.825	1.212	No multicollinearity
Compensation	0.825	1.212	No multicollinearity

Source: Primary data processed using SPSS 26, 2026

The multiple linear regression results are presented in Table 5. The estimated model was $Y = 4.039 + 0.236X_1 + 0.599X_2 + e$. The constant value of 4.039 indicates the baseline value of job satisfaction when career development and compensation are held constant. The coefficient of career development was 0.236, meaning that a one-unit increase in career development was associated with an increase of 0.236 units in job satisfaction, assuming compensation remained constant. The coefficient of compensation was 0.599, meaning that a one-unit increase in compensation was associated with an increase of 0.599 units in job satisfaction, assuming career development remained constant.

Table 5. Multiple Linear Regression and Partial Test Results

Model	B	Std. Error	Beta	t	Sig.
Constant	4.039	1.436	-	2.814	0.006
Career Development (X1)	0.236	0.064	0.248	3.711	<0.001
Compensation (X2)	0.599	0.062	0.645	9.673	<0.001

Source: Primary data processed using SPSS 26, 2026

The coefficient of determination indicated that the model had strong explanatory power. The R Square value was 0.611, while the Adjusted R Square value was 0.604. This means that 61.1% of the variation in employee job satisfaction could be explained by career development and compensation. The remaining 38.9% was explained by other factors outside the model, such as leadership style, work environment, workload, organizational culture, or personal characteristics.

Table 6. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.782	0.611	0.604	1.569

Source: Primary data processed using SPSS 26, 2026

The partial hypothesis test showed that career development had a significant effect on job satisfaction, with a t-value of 3.711 and a significance value below 0.001. Therefore, H1 was accepted. Compensation also had a significant effect on job satisfaction, with a t-value of 9.673 and a significance value below 0.001. Therefore, H2 was accepted. The simultaneous test produced an F-value of 83.285 with a significance value below 0.001. Since the F-value was higher than the F-table value of 3.08 and the significance value was below 0.05, H3 was accepted. This confirms that career development and compensation simultaneously had a significant effect on employee job satisfaction.

Table 7. Simultaneous Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	410.296	2	205.148	83.285	<0.001
Residual	261.099	106	2.463	-	-
Total	671.394	108	-	-	-

Source: Primary data processed using SPSS 26, 2026

DISCUSSION

The first major finding indicates that career development has a significant partial effect on employee job satisfaction. This result confirms that employees tend to feel more satisfied when the organization provides opportunities to grow, learn, receive evaluation, and pursue a better position in the future. In the context of PT. Maree Lintas Global (J&T Express) Bengkulu City, career development is especially relevant because logistics employees work in a target-oriented environment. When the organization communicates career paths clearly and provides development opportunities, employees may interpret their work pressure as part of a meaningful growth process rather than merely as operational burden.

This finding is consistent with Rulianti and Nurpibadi (2023), who indicated that career development is associated with job satisfaction, and with Saputro (2021), who found that job satisfaction plays an important role in employee performance-related relationships. It also supports Handoko and Rambe (2018), who linked career development and compensation with organizational commitment through job satisfaction. The contribution of the present study is that the relationship is confirmed in a logistics service company where career opportunities may be perceived differently from those in public institutions or larger corporate structures. In such a setting, career development does not only mean formal promotion; it also includes fair performance assessment, supervisor support, interpersonal relations, and opportunities to improve competence.

The second major finding indicates that compensation has a stronger standardized effect than career development. The standardized beta for compensation was 0.645, compared with 0.248 for career development. This suggests that compensation is the more dominant predictor of job satisfaction in the regression model. The result is reasonable because employees in a delivery-service company often evaluate their satisfaction by comparing workload, performance targets, and operational pressure with the financial and non-financial rewards they receive. If employees perceive that wages, incentives, allowances, and facilities are appropriate, they are more likely to feel that their contribution is recognized by the organization.

The finding supports Farisi and Pane (2020), who found that compensation significantly affects job satisfaction, and Widyaningtyas (2023), who reported that career development and compensation are relevant predictors of employee satisfaction. It also aligns with Lubis et al. (2021), who emphasized that compensation may influence performance through employee satisfaction. The logical implication is that compensation is not merely an administrative cost; it is a strategic human resource instrument. In organizations with high operational demands, compensation can become a signal of fairness and appreciation. When the compensation system is perceived as fair, employees are more likely to accept organizational demands and maintain positive attitudes toward work.

The simultaneous test confirms that career development and compensation jointly affect job satisfaction. This finding is important because job satisfaction cannot be explained adequately by a single managerial factor. Employees need both present rewards and future opportunities. Compensation addresses immediate economic needs and perceived fairness, while career development addresses future growth and recognition. When both are managed together, the organization can build a more complete satisfaction structure. The R Square value of 0.611 indicates that the two variables explain a substantial proportion of job satisfaction, but the remaining unexplained variance also reminds that other factors must be considered.

The findings also clarify the managerial priorities for PT. Maree Lintas Global (J&T Express) Bengkulu City. First, career development should be managed transparently. Employees need clear criteria for promotion, consistent performance appraisal, training opportunities, and supervisor feedback. If career opportunities are perceived as accessible only to certain employees, dissatisfaction may increase even when compensation is adequate. Second, the compensation system should be evaluated in relation to workload and performance targets. Incentives should be linked to measurable performance but must remain fair and understandable. Third, both policies should be communicated consistently so that employees understand how performance, development, and rewards are connected.

Theoretically, the study strengthens the view that job satisfaction is formed through a combination of economic and developmental factors. It extends previous findings by showing that in the logistics-service context, compensation is statistically more dominant, but career development remains significant. This means that short-term rewards and long-term growth opportunities should not be treated as substitutes. They operate as complementary mechanisms. A company may attract employees with compensation, but it may retain and engage them more effectively when career development is also visible and credible.

The novelty of the findings lies in the contextual synthesis. The study demonstrates that employee satisfaction in a local logistics company is shaped by both the material reward system and the perceived career pathway. The effect is not abstract; it is connected to the daily experience of employees who face service pressure, target expectations, and customer demands. Therefore, human resource policies in logistics companies should be designed not only to meet administrative standards but also to reduce dissatisfaction, strengthen commitment, and sustain service quality.

CONCLUSION

This study concludes that career development and compensation have significant partial and simultaneous effects on employee job satisfaction at PT. Maree Lintas Global (J&T Express) Bengkulu City. Career development significantly improves job satisfaction because it provides employees with opportunities for growth, recognition, competence improvement, and future advancement. Compensation also significantly improves job satisfaction, and its standardized effect is stronger than career development, indicating that wages, incentives, allowances, and facilities are highly important in shaping employee perceptions of fairness and appreciation. Simultaneously, the two variables explain 61.1% of the variation in job satisfaction, which means that the model has strong explanatory power while still leaving room for other organizational factors.

The practical implication is that PT. Maree Lintas Global (J&T Express) Bengkulu City should strengthen career development and compensation policies in an integrated manner. Career development can be improved through transparent promotion criteria, regular performance appraisal, training, supervisor mentoring, and equal access to development opportunities. Compensation can be improved by aligning wages, incentives, allowances, and facilities with workload, service targets, and employee contribution. For future research, it is recommended to include additional variables such as leadership style, work environment, workload, organizational culture, employee engagement, or turnover intention, and to apply a comparative design involving several logistics branches to increase generalizability.

LIMITATION

This study has several limitations that should be acknowledged. First, the research was conducted in one company branch, so the findings represent the condition of employees at PT. Maree Lintas Global (J&T Express) Bengkulu City and may not fully represent other branches or logistics companies with different organizational structures. Second, the data were collected through questionnaires, which means that the responses reflect employees' perceptions at the time of data collection. Perceptual data may be influenced by individual mood, recent work experience, or expectations about the organization. Third, the model included only two independent variables, although job satisfaction may also be influenced by leadership, workload, work environment, job security, organizational culture, and interpersonal relations. These limitations do not reduce the value of the findings, but they indicate that future studies should broaden the research setting, use mixed methods, and include additional variables to obtain a more comprehensive explanation of employee job satisfaction.

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