

Career Development Strategy through Work Motivation

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Abstract

This study aims to analyze the effect of career development programs and work-life balance on employee retention with motivation as an intervening variable at PT PLN (Persero) ULP Kotanopan. This research employs a quantitative approach using a survey method, with a total of 54 employees as respondents. Data analysis was conducted using Structural Equation Modeling based on Partial Least Square (SEM-PLS). The results indicate that motivation has a positive and significant effect on employee retention. Career development programs and work-life balance have a positive and significant effect on employee motivation. Career development does not have a significant direct effect on employee retention but has a significant indirect effect through motivation. Meanwhile, work-life balance has a positive and significant effect on employee retention both directly and indirectly through motivation. Therefore, motivation plays an important intervening role in enhancing employee retention. This study is expected to provide insights for management in formulating human resource policies to improve employee retention.

Keywords: Career Development, Work-Life Balance, Motivation, Employee Retention

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Introduction

In the era of globalization and increasingly rapid technological advancement, the role of human resources is no longer limited to policy implementation but also as the main driver of innovation and organizational competitiveness enhancement. Companies are required not only to have competent workforce but also to be able to retain them to stay loyal, committed, and motivated in providing the best contribution to the company. Employee retention becomes an important indicator in assessing organizational stability and effectiveness. A high retention rate indicates that the company has succeeded in creating a supportive work environment, providing satisfaction for employees, and being able to meet their career and well-being needs. Conversely, a low retention rate often indicates problems in the human resource management system such as lack of attention to career development, workload imbalance, or low employee motivation. High turnover rates not only cause financial losses due to recruitment and retraining costs but can also disrupt operational continuity and lower the morale of other employees. Career development is an effort made by the organization to help employees plan and develop their career paths through training, promotion, job rotation, and competency improvement. According to Dessler (2019), structured career development will increase employee self-confidence, competence, and job satisfaction. The factor of work-life balance or the balance between work life and personal life also plays an important role in increasing employee retention. Employees who have a good work-life balance tend to have lower stress levels, higher job satisfaction, and stronger loyalty to the organization. According to Robbins and Judge (2018), motivation is a process that explains the intensity, direction, and persistence of individuals in achieving goals. Employees who feel cared for through career development programs and obtain a good life balance will have higher work motivation, making them more productive, satisfied, and ultimately staying with the company. The company faces significant challenges, especially in retaining competent and experienced employees to provide the best service to the public. This condition demands effective human resource management strategies so that employees remain motivated and committed to staying. Through directed career development, employees will feel valued and see a clear future within the organization. By implementing good work-life balance, the company can help employees balance work demands and personal life, enabling them to work more focused and happily. The results of this study are expected to provide a real contribution to the development of human resource management strategies, especially in creating a productive work environment.

Problem Formulation

1. Does the career development program have a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan?
2. Does Work-life balance have a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan?
3. Does the career development program have a positive and significant effect on Motivation at PT PLN (Persero) ULP Kotanopan?
4. Does Work-life balance have a positive and significant effect on Motivation at PT PLN (Persero) ULP Kotanopan?
5. Does Work motivation have a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan?
6. Does the career development program have a positive and significant effect on Employee Retention through Work motivation at PT PLN (Persero) ULP Kotanopan?
7. Does Work-life balance have a positive and significant effect on Employee Retention through Work motivation at PT PLN (Persero) ULP Kotanopan?

Research Objectives

1. To test and analyze the effect of the Career development program on Employee Retention at PT PLN (Persero) ULP Kotanopan.

2. To test and analyze the effect of Work-life balance on Employee Retention at PT PLN (Persero) ULP Kotanopan.
3. To test and analyze the effect of the Career development program on Motivation at PT PLN (Persero) ULP Kotanopan.
4. To test and analyze the effect of Work-life balance on Motivation at PT PLN (Persero) ULP Kotanopan.
5. To test and analyze the effect of Work motivation on Employee Retention at PT PLN (Persero) ULP Kotanopan.
6. To test and analyze the effect of the Career development program on Employee Retention through Work motivation at PT PLN (Persero) ULP Kotanopan.
7. To test and analyze the effect of Work-life balance on Employee Retention through Work motivation at PT PLN (Persero) ULP Kotanopan.

Literature Review

Employee Retention

According to Bidisha and Mukulesh (2019), employee retention is the company's ability to create a pleasant and supportive work environment so that employees have the desire to remain within the organization. According to Mathis and Jackson (2017), employee retention is the organization's effort to retain competent employees to continue working and contributing over the long term.

Indicators of Employee Retention

According to Mathis and Jackson (2017), indicators of employee retention are:

1. Job satisfaction
2. Commitment to the organization
3. Career development opportunities
4. Good relationships with coworkers and superiors
5. Comfortable and supportive work environment

Factors Influencing Employee Retention

Factors influencing employee retention generally include several main aspects, namely:

1. Compensation and Benefits
2. Job Satisfaction
3. Leadership
4. Career Development
5. Organizational Culture
6. Work-Life Balance
7. Interpersonal Coworker Relationships
8. Employee Ownership and Engagement

Career Development Program

According to Mondy and Martocchio (2016), career development is a series of activities carried out by the organization to help employees plan and develop their careers to meet both personal needs and organizational goals. According to Hasibuan (2017), career development is the process of improving an individual's work ability carried out through education, training, and work experience so that employees can achieve higher career levels according to their potential and the organization's needs.

Indicators of Career Development Program

Referring to Mondy and Martocchio (2016), career development indicators include:

1. Job promotion opportunities
2. Training and competency development

3. Clear career planning
4. Organizational support for career development
5. Feedback on employee performance

Work-Life Balance

According to Sirgy and Lee (2018), work-life balance is a condition where a person is able to allocate time, energy, and commitment in a balanced manner between work responsibilities and personal life to achieve overall well-being. According to Greenhaus and Allen (2017), work-life balance is the extent to which an individual is able to balance roles in work and personal life without causing conflict between the two.

Indicators of Work-Life Balance

According to Greenhaus and Allen (2017), work-life balance indicators consist of:

1. Time balance between work and personal life
2. Involvement balance in work and family
3. Satisfaction balance between work and personal life

Work Motivation

According to Luthans (2019), motivation is the internal and external drive that generates employee enthusiasm to behave effectively in achieving organizational goals. According to Robbins and Judge (2018), work motivation is the process that explains the intensity, direction, and persistence of a person in achieving specific goals within the organization.

Indicators of Work Motivation

According to Robbins and Judge (2018), work motivation indicators include:

1. Intensity in performing tasks
2. Behavioral direction aligned with organizational goals
3. Persistence in completing work
4. Readiness to achieve targets
5. Active involvement in work

Conceptual Framework

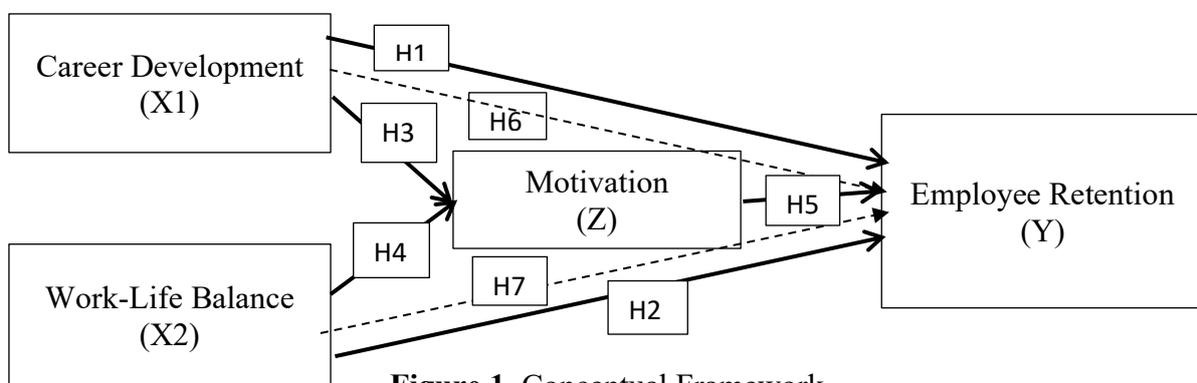


Figure 1. Conceptual Framework

Research Hypotheses

1. The career development program has a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan.
2. Work-life balance has a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan.
3. The career development program has a positive and significant effect on Motivation at PT PLN (Persero) ULP Kotanopan.

4. Work-life balance has a positive and significant effect on Motivation at PT PLN (Persero) ULP Kotanopan.
5. Work motivation has a positive and significant effect on Employee Retention at PT PLN (Persero) ULP Kotanopan.
6. The career development program has a positive and significant effect on Employee Retention through Motivation at PT PLN (Persero) ULP Kotanopan.
7. Work-life balance has a positive and significant effect on Employee Retention through Motivation at PT PLN (Persero) ULP Kotanopan.

Research Type

According to Sugiyono (2019), quantitative research method is a method used to research a specific population or sample with the aim of testing predetermined hypotheses, using numerical data and analyzed statistically. This research uses an associative quantitative approach because it aims to determine the influence between variables, namely the influence of career development programs and work-life balance on employee retention with motivation as an intervening variable.

Research Location and Time

This research was conducted at PT PLN (Persero) Customer Service Unit (ULP) Kotanopan, Mandailing Natal Regency, North Sumatra, Jl. Lintas Medan, Padang Bulan, Kotanopan District, Mandailing Natal Regency, North Sumatra 22994. The research time was carried out from November to December 2025.

Research Population and Sample

According to Sugiyono (2017), population is the generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and concluded. The population in this study were all employees of PT PLN (Persero) ULP Kotanopan, totaling 54 people (the number is adjusted to actual data at the research location). According to Arikunto (2019), if the population number is less than 100 people, it is better to take all as research samples. Therefore, the sample for this study was determined using saturated sampling (census sampling), where the entire population is used as the research sample, because the number of employees is relatively limited and still possible to be studied in its entirety so the number of samples used is 54 people.

Data Collection Technique

According to Sugiyono (2020), data collection technique is the main step in research, because the main goal of research is to obtain data. In this study, data was collected using the following techniques:

1. Questionnaire, used to obtain data from respondents regarding research variables.
2. Documentation, used to obtain secondary data such as organizational structure, number of employees, and other relevant data.

Data Analysis Technique

Data analysis in this study uses Partial Least Squares (PLS) with the help of SmartPLS software version 3.0. PLS is a variance-based analysis method used to test the relationship between latent variables and their indicators as well as the relationship between latent variables in a research model. According to Hult, Ringle, and Sarstedt (2019), Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate analysis technique that can be used to estimate complex causal relationship models with relatively small samples and non-normally distributed data.

According to Ghozali and Latan (2019), SmartPLS is used to analyze the relationship between latent variables (constructs) through two main stages, namely evaluation of the

measurement model (outer model) and evaluation of the structural model (inner model). The stages of data analysis with SmartPLS 3.0 are explained as follows:

Measurement Model Evaluation (Outer Model)

Evaluation of the outer model is conducted to assess the extent to which indicators are able to reflect or form latent variables. According to Ghozali & Latan (2019), testing the outer model includes several tests as follows:

1. Convergent Validity Test
2. Discriminant Validity Test
3. Construct Reliability Test

Structural Model Evaluation (Inner Model)

Evaluation of the inner model aims to test the relationship between latent constructs based on the proposed theory and hypotheses. According to Ghozali & Latan (2019), testing is carried out through the following stages:

1. Coefficient of Determination Test (R²)
2. Predictive Relevance Test (Q²)
3. Goodness of Fit Test (GoF)
4. Hypothesis Significance and Testing (Bootstrapping)

Results and Discussion

Outer Model Analysis

To understand the outer model analysis of this research, see the following image:

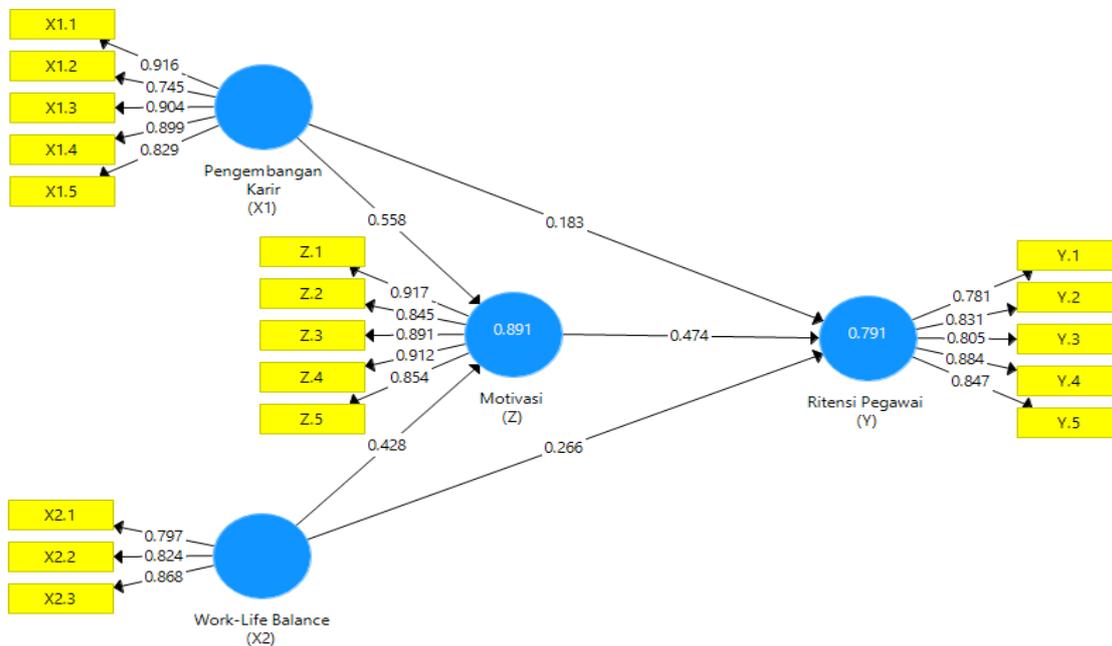


Figure 2. Outer Model

Source : Smart PLS 3.3.3

If seen from the graph above, it can be seen that each variable has a loading factor of 0 for latent variables and a loading factor of 0.7 for manifest variables, this shows that all indicators and these loading factors are valid. The regression analysis of this research is as follows:

Substructure 1
 $Z = b1X1 + B2X2 + e1$
 $Z = 0,558 + 0,428 + e1$
 For substructure 2

$$Y = b_2X_1 + b_2X_2 + b_5Z + e_2$$

$$Y = 0,183 + 0,266 + 474 + e_2$$

Table 1. Outer Loadings

	Motivation (Z)	Career Development (X1)	Employee Retention (Y)	Work-Life Balance (X2)
X1.1		0,916		
X1.2		0,745		
X1.3		0,904		
X1.4		0,899		
X1.5		0,829		
X2.1				0,797
X2.2				0,824
X2.3				0,868
Y.1			0,781	
Y.2			0,831	
Y.3			0,805	
Y.4			0,884	
Y.5			0,847	
Z.1	0,917			
Z.2	0,845			
Z.3	0,891			
Z.4	0,912			
Z.5	0,854			

Source : Smart PLS 3.3.3

Based on Table 1, all indicators for each variable have outer loading values above 0.70, thus declared valid and reliable in measuring their constructs. All indicators are worthy of being retained for further analysis as they have met the convergent validity criteria.

Discriminant Validity

In addition, there is a discriminant validity test seen from the Fornell-Lacker Criterion value and the AVE value of each instrument statement on reflective indicators in this study.

Table 2. Discriminant Validity

	Motivation (Z)	Career Development (X1)	Employee Retention (Y)	Work-Life Balance (X2)
X1.1	0,883	0,916	0,759	0,804
X1.2	0,766	0,745	0,765	0,649
X1.3	0,768	0,904	0,681	0,706
X1.4	0,753	0,899	0,659	0,664
X1.5	0,733	0,829	0,710	0,721
X2.1	0,607	0,682	0,685	0,797
X2.2	0,654	0,529	0,634	0,824
X2.3	0,913	0,819	0,759	0,868
Y.1	0,795	0,719	0,781	0,649
Y.2	0,801	0,713	0,831	0,726
Y.3	0,645	0,685	0,805	0,626
Y.4	0,677	0,684	0,884	0,689
Y.5	0,701	0,657	0,847	0,781

Z.1	0,917	0,816	0,764	0,899
Z.2	0,845	0,865	0,697	0,742
Z.3	0,891	0,800	0,789	0,810
Z.4	0,912	0,796	0,844	0,762
Z.5	0,854	0,761	0,780	0,719

Source : Smart PLS 3.3.3

Based on Table 2, the discriminant validity results show that each indicator has the highest loading value on the construct it measures compared to other constructs. All constructs in the research model have met the discriminant validity criteria, so each variable can explain its indicators accurately and there is no overlap in measurement between constructs.

Composite reliability

In the composite reliability study, each variable's reliability value is compared; if the variable's value is greater than 0.60, the research is considered reliable; if between 0.60 and 0.7, then it is unreliable;

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Motivation_(Z)	0,930	0,947	0,782
Career Development_(X1)	0,911	0,934	0,741
Employee Retention_(Y)	0,887	0,917	0,690
Work-Life Balance_(X2)	0,776	0,869	0,689

Source : Smart PLS 3.3.3

Based on Table 3, all research variables have Cronbach's Alpha values above 0.70 and composite reliability above 0.70, thus declared reliable. In addition, the AVE value of each variable is greater than 0.50, indicating that all constructs have met convergent validity.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is accurate and reliable. Several checks carried out in evaluating the primary model are as follows:

Coefficient of Determination (R²)

The R square test is used by the dependent variable to measure how far the model's ability is in explaining the variation of the dependent variable (Ghozali, 2015). The following is the output result of SmartPLS 3.0 software regarding R square:

Table 4. R Square Results

	R Square	Adjusted R Square
Motivation_(Z)	0,891	0,886
Employee Retention_(Y)	0,791	0,778

Source : Smart PLS 3.3.3

Based on Table 4, the R Square value for Motivation (Z) of 0.891 indicates that the independent variables are able to explain 89.1% of the variation in Motivation, while the remaining 10.9% is influenced by other factors outside the model.

Hypothesis Testing

After analyzing the inner model, the next step is to analyze the relationship between idle builds, as suspected in this review. Specific analysis in this research is conducted by looking at T-Statistics and P-Values. Speculation is used to find out whether T-Insights > 1.96 and P-Values < 0.05. The following are the results of the Direct Impact Path Coefficient:

Table 5. Path Coefficients (Direct Effects) dan Path Coefficients

	Sample Original (O)	T Statistics (O/STDEV)	P Values	Results
Motivation_(Z) -> Employee Retention_(Y)	0,474	2,360	0,009	Accepted
Career Development_(X1) -> Motivation_(Z)	0,558	6,665	0,000	Accepted
Career Development_(X1) -> Employee Retention_(Y)	0,183	1,051	0,147	Rejected
Work-Life Balance_(X2) -> Motivation_(Z)	0,428	4,972	0,000	Ditterima
Work-Life Balance_(X2) -> Employee Retention_(Y)	0,266	1,909	0,028	Accepted
Career Development_(X1) -> Motivation_(Z) -> Employee Retention_(Y)	0,264	2,152	0,016	Accepted
Work-Life Balance_(X2) -> Motivation_(Z) -> Employee Retention_(Y)	0,203	2,083	0,019	Accepted

Source : Smart PLS 3.3.3

1. The Effect of Motivation on Employee Retention

The test results show that Motivation has a positive and significant effect on Employee Retention, with a coefficient value of 0.474 and p-value 0.009. Thus, the hypothesis is accepted, meaning the higher the employee motivation, the higher the employee retention.

2. The Effect of Career Development on Motivation

Career Development is proven to have a positive and significant effect on Motivation, indicated by a coefficient of 0.558 and p-value 0.000. Therefore, the hypothesis is accepted, indicating that good career development is able to increase employee motivation.

3. The Effect of Career Development on Employee Retention

Career Development does not have a significant effect on Employee Retention, with a coefficient value of 0.183 and p-value 0.147. Thus, the hypothesis is rejected, meaning career development has not been able to directly increase employee retention.

4. The Effect of Work-Life Balance on Motivation

Work-Life Balance has a positive and significant effect on Motivation, with a coefficient of 0.428 and p-value 0.000. Therefore, the hypothesis is accepted, indicating that a good work-life balance can increase employee motivation.

5. The Effect of Work-Life Balance on Employee Retention

Work-Life Balance has a positive and significant effect on Employee Retention, with a coefficient value of 0.266 and p-value 0.028. Thus, the hypothesis is accepted, meaning the better the work-life balance, the more employee retention will increase.

6. The Effect of Career Development on Employee Retention through Motivation

Career Development has a positive and significant effect on Employee Retention through Motivation, with a coefficient value of 0.264 and p-value 0.016. Therefore, the hypothesis is accepted, affirming that Motivation acts as an intervening variable in that relationship.

7. The Effect of Work-Life Balance on Employee Retention through Motivation

Work-Life Balance has a positive and significant effect on Employee Retention through Motivation, indicated by a coefficient of 0.203 and p-value 0.019. Thus, the hypothesis is accepted, showing that Motivation mediates the effect of work-life balance on employee retention.

Conclusion

1. The Effect of Motivation on Employee Retention
The test results show that Motivation has a positive and significant effect on Employee Retention, with a coefficient value of 0.474 and p-value 0.009. Thus, the hypothesis is accepted, meaning the higher the employee motivation, the higher the employee retention.
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Conclusion

1. Motivation on Employee Retention, Motivation has a positive and significant effect in increasing employee retention.
2. Career Development on Motivation, Career development has a positive and significant effect on employee motivation.
3. Career Development on Employee Retention, Career development does not have a significant effect on employee retention.
4. Work-Life Balance on Motivation, Work-life balance has a positive and significant effect on employee motivation.
5. Work-Life Balance on Employee Retention, Work-life balance has a positive and significant effect on employee retention.
6. Career Development on Employee Retention through Motivation, Career development affects employee retention through motivation.
7. Work-Life Balance on Employee Retention through Motivation, Work-life balance affects employee retention through motivation.

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