



The Influence of Job Placement, Career Development, and Organizational Climate on Employee Loyalty Mediated By Job Satisfaction At Serang Raya University

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Abstract. This research aims to determine the influence of job placement, career development and organizational climate on employee loyalty which is mediated by job satisfaction at Serang Raya University. The form of research used is descriptive and verification research. Descriptive is a form of research aimed at describing existing phenomena, both natural phenomena and man-made phenomena. The population in this study was all educational staff within Serang Raya University, totaling 158 people. Then, in determining the number of samples for the Employee Loyalty variable, the author used the Slovin formula with a standard error of 5%. The research results showed that work placement had a positive and significant influence. on job satisfaction, career development has a positive and significant effect on job satisfaction, organizational climate has a positive and significant effect on job satisfaction, work placement has no significant effect on employee loyalty, career development has a positive and significant effect on employee loyalty, organizational climate has a positive but not significant effect on employee loyalty, job satisfaction has a positive and significant effect on employee loyalty and there is no significant evidence that job satisfaction mediates the relationship between job placement, career development, or organizational climate and employee loyalty. This study is limited to a single institution (Serang Raya University), so the findings may not be generalizable to other organizations. Additionally, there is insufficient evidence that job satisfaction mediates the relationship between job placement, career development, and organizational climate with employee loyalty, necessitating further research with a more comprehensive approach.

Keywords: Placement, Development, Climate, Loyalty, Satisfaction

1. INTRODUCTION

Private universities were founded to support the state's efforts to educate the nation's life. The presence of private universities by providing higher education for students is a form of community support for the government's efforts to provide the widest possible opportunities for the community to obtain higher education and encourage active community participation in education.

Serang Raya University is an educational institution that is responsible for creating human resources who have abilities, skills and expertise so that its graduates can develop performance. Serang Raya University aims to ensure that its graduates have the abilities, skills and expertise in certain fields of knowledge and are skilled to apply them to the world of work.

Employee loyalty is very important to maintain the sustainability and stability of the organization and ensure the continued achievement of organizational goals. Employee loyalty is an important aspect that companies must pay attention to, because with work loyalty, employees have more empathy for the company. The work loyalty that an employee has arises as a result of encouragement from the organization by trying its best in providing care and meeting the employee's needs while still working in the organization. The support provided by the organization can take the form of appropriate work placement, opportunities for career development and a positive organizational climate.

Based on initial observations, Serang Raya University has a level of employee work loyalty that is still not optimal. Unsera employee resignations over the past 3 years have fluctuated and the number has increased quite high, especially in 2022.

The results of a survey with 30 respondents explained that job placement at Serang Raya University is still not optimal because it can be seen from the indicators that have values below the standard score. The weakest indicator or aspect is the clinical examination indicator. According to Hakim (2019), job placement is a follow-up to selection, namely placing prospective employees who are accepted (passing the selection) in positions/jobs that require them and at the same time delegating authority to that person. Placement of work in the right position is not only the company's desire, but it is also the employee's own desire so that the person concerned can know the responsibilities and tasks assigned and carry out these tasks as well as possible. Human resource management must be carried out professionally in order to achieve a balance between the need for human resources. This balance is the main key for a company to be able to develop (Arif & Ardiyan, 2019).

It was also explained that career development at Serang Raya University was still not optimal due to indicators that had values below the standard score. The weakest indicators or aspects are the Rewards and Cadres indicators. It can be explained that the organizational climate at Serang Raya University is still not optimal because it can be seen from the indicators that have values below the standard score. The weakest indicator/aspect is the Problem Solving indicator.

It can be explained that employee loyalty at Serang Raya University is still not optimal because it can be seen from the indicators that have values below the standard score. The weakest indicator/aspect is the direct involvement indicator.

The research results show that employees with high work loyalty will find it easier to collaborate with the company, so that employees are able to work in accordance with company regulations (Lalisang, Taroreh and Luminang, 2022). Low employee work loyalty to the

company will lead to behavior that is contrary to the company's goals, such as lack of employee work enthusiasm, high levels of absenteeism and tardiness, low work discipline, decreased work performance, and can even lead to work strikes.

It can be explained that Job Satisfaction at Serang Raya University is still not optimal because it can be seen from the indicators that have values below the standard score. The weakest indicators/aspects are the salary according to expenses, salary according to expectations and adequate salary.

Previous research conducted by Akhmal et al (2018) on PT. Similar research conducted by Paramita et al (2015) on PT POS Indonesia employees showed that career development had a positive effect on job satisfaction of PT POS Indonesia employees. On the other hand, different results were shown in Prastowo's (2015) research on Hotel Sahid JAYA employees with the result that career development had a negative effect on employee job satisfaction, which means that the better the existing career opportunities can cause employee job satisfaction to decrease. This is due to the employee's perception that career advancement is always followed by transferring assignments to areas further away from where they live but is not synonymous with a high salary increase. (Akadjaja et al., 2022).

2. LITERATURE REVIEW

Job Placement

According to Fitriani et al. (2023): Job placement is a strategic process in organizations that involves selecting and allocating human resources to positions that match their qualifications, skills and potential to achieve organizational goals. Effective work placement can increase productivity, reduce turnover, and improve employee welfare. Indicators: Suitability of employee qualifications with available positions, level of employee satisfaction with their positions, and achievement of individual and team targets. According to Wibowo (2024): Job placement is the act of placing an individual into a certain role based on an assessment of competency, experience and personality that is in line with job demands and organizational culture. This process also considers the potential for long-term career development. Indicators: Competencies that match the job description, work culture adaptation, and career development potential. According to Rahman & Fauzan (2023): Job placement is an important step in human resource management which ensures that employees are in positions that best suit their abilities and potential to maximize their contribution to the organization. Indicator: Level of employee adjustment to the work environment, productivity

and job satisfaction. The main indicators in job placement usually involve the match between employee competencies and job needs, job satisfaction, and achieving optimal performance.

Career Development

Susanti & Wijaya (2023): Career development is a series of activities designed to help employees plan and manage their professional progress within an organization. This development includes training, mentoring, and career path planning to achieve maximum potential. Indicators: Ongoing training, mentoring opportunities, and clear career path planning. Putra & Maharani (2024): Career development is the process of increasing individual abilities, knowledge and competencies in order to achieve desired career goals. It involves continuous evaluation of employee performance and provides them with opportunities to expand their skills. Indicators: Increase in competency level, job rotation opportunities, and continuous performance evaluation. Rahman & Fauzan (2023): Career development includes initiatives taken by organizations to help employees reach their full potential, through training, coaching and mentoring focused on individual and organizational career goals. Indicators: Coaching and mentoring programs, involvement in strategic decision making, and technical and managerial skills training. The main career development indicators are training and skills development, opportunities for coaching and mentoring, clear career path planning. Regular and thorough performance evaluation, Opportunities for promotion and job rotation.

Organizational Climate

Setiawan & Nurhayati (2023): Organizational climate is the shared perception of organizational members about the internal environment in which they work, which includes relationships between individuals, work structures, and organizational policies. A positive climate encourages high performance and employee well-being. Indicators: Harmonious relationships between individuals, clear work structures, organizational policies that support welfare, and fairness in decision making. Pratama & Anggraeni (2024): Organizational climate is the atmosphere or psychological condition within an organization that is formed from interactions between management and employees, including how values, norms and policies are implemented in daily practice. Indicator: Employee perceptions of management openness, fairness in treatment, and support for professional development. Rahman & Yusof (2023): Organizational climate reflects the culture and work environment in which employees operate, influencing work behavior, motivation and levels of satisfaction. A good climate fosters collaboration and innovation. Indicators: Level of collaboration between employees, work motivation, innovation in work, and employee satisfaction with the work environment. The main organizational climate indicators are good interpersonal relationships, openness in

management, fairness and transparency in decision making, support for professional development, level of collaboration and innovation in the workplace, employee satisfaction and motivation.

Employee Loyalty

Sutanto & Nugroho (2023): Employee loyalty is the emotional commitment that an employee has towards the organization where he works, which is reflected in the desire to remain with the organization, support the organization's goals, and contribute optimally to the success of the organization. Indicators: Commitment to the organization, low turnover rate, and involvement in organizational initiatives. Fahmi & Sari (2024): Employee loyalty is the level of employee attachment and commitment to the organization, which is reflected in dedication, loyalty to organizational values, and willingness to work more than expected for the success of the organization. Indicator: Level of loyalty, dedication and participation in strategic decision making. Rahman & Yusof (2023): Employee loyalty includes an employee's positive attitude and long-term commitment to the organization, where employees show loyalty by continuing to work even though they face difficulties or challenges at work. Indicators: Low turnover rate, willingness to stay with the organization in the long term, and contribution to the organization's long-term goals. The main indicators of employee loyalty are low turnover rates, commitment and involvement in the organization, willingness to contribute on an ongoing basis, loyalty to organizational values and goals, dedication to work and improving organizational performance.

Job Satisfaction

Handayani & Susanto (2023): Job satisfaction is the positive feeling that employees experience towards their work, which results from their assessment of various aspects of work such as salary, work environment, relationships with coworkers, and opportunities for development. indicators: Adequate salary, comfortable work environment, positive relationships with coworkers, and opportunities for career development. Wahyudi & Ramadhan (2024): Job satisfaction is the level of employee satisfaction with various aspects of their work, including autonomy, recognition, and a sense of achievement, which influences motivation and commitment to the organization. Indicators: Autonomy at work, recognition of achievements, and a sense of pride in the results of work. Rahman & Fauzan (2023): Job satisfaction refers to the balance between employee expectations and the reality they experience at work. The greater the match between expectations and reality, the higher the level of job satisfaction. Indicators: Conformity between employee expectations and actual working conditions, balance between work and personal life, and involvement in decision making. The main Job Satisfaction indicators are Match between salary and workload, Supportive and safe

work environment, Positive relationships with colleagues and superiors, Recognition of employee achievements, Opportunities for career growth and self-development, Balance between work and personal life.

3. METHODS

The form of research used is descriptive and verification research. Descriptive is a form of research aimed at describing existing phenomena, both natural phenomena and man-made phenomena. These phenomena can be forms, activities, characteristics, changes, relationships, similarities and differences between one phenomenon and another. Verification is model analysis and proof that is useful for finding the truth of the proposed hypothesis. Verification research is also used to test how much influence the independent variable has on the dependent variable. The number of respondents was 113 respondents. Data collection techniques using questionnaires and literature.

4. RESULTS

Research Respondent Data

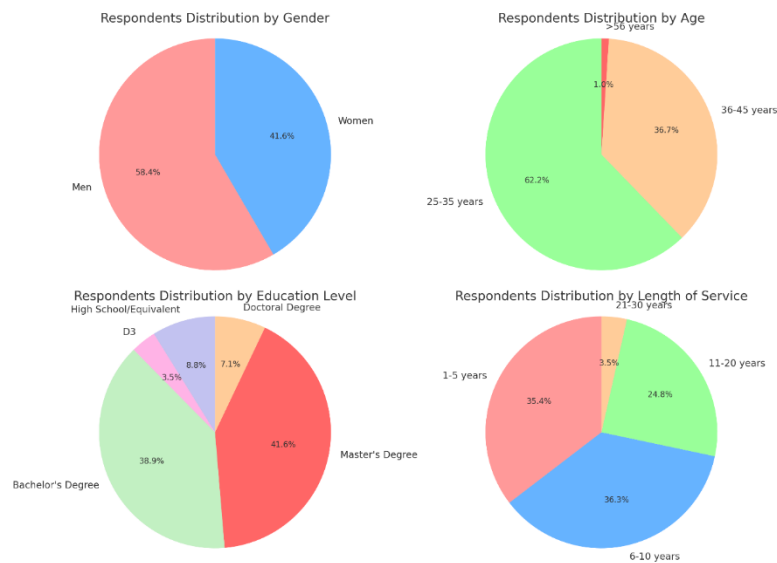


Figure 1. Respondent Data in the Serang Raya University Environment

Of the total number of respondents there were 113, consisting of 66 men (58.4%) and 47 women (41.6%). based on age, the respondents aged 25-35 years were the most numerous, consisting of 61 people or 54.0% and the least aged >56 years, consisting of 1 person or 0.9%. Second place is 36-45 years old, 36 people or 31.9%. based on the characteristics of educational level, it shows that there were 10 respondents with a high school/equivalent education level or

8.8%, D3 with 4 respondents or 3.5%, and respondents with a bachelor's degree education were 44 respondents or 38.9%, respondents with an educational level Master's degree numbered 47 respondents or 41.6%, respondents with doctoral education level numbered 8 respondents or 7.1%. based on length of service or service period of 1-5 years there are 40 employees or 35.4%, with a service period of 6-10 years 41 employees or 36.3%, with a service period of 11-20 years 28 employees or 24.8%, with work period 21-30 years 4 employees or 3.5%.

Model 1 Regression Equation Test

The regression equation model 1 tests the influence of Job Placement (X1), Career Development (X2), Organizational Climate (X3) on Job Satisfaction (Z), then the following multiple regression analysis is used:

Table 1. Model 1 Regression Equation Test

		Coefficients^a				
		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	5,976	4,503		1,327	,187
	Job Placement	,354	,162	,207	2,178	,032
	Career Development	,534	,144	,390	3,699	,000
	Organizational Climate	,342	,119	,246	2,877	,005

a. Dependent Variables: Employee Loyalty

Source; Data processed in 2024

With the following equation results: $Y = 5.976 + 0.354X_1 + 0.534X_2 + 0.342X_3$

It can be explained as follows:

- a = 5.976 means that if job placement, career development and organizational climate are considered zero (0) then job satisfaction will be equal to 5.976
- b1 = 0.354 means that if job placement increases by one point, the job satisfaction value will increase by 0.354 (assuming the other independent variables are zero).
- b2 = 0.534 means that if the career development value increases by one point, the job satisfaction value will increase by 0.534 (assuming the other independent variables are zero).
- b3 = 0.342 means that if the organizational climate score is one point, the job satisfaction score will increase by 0.341 (assuming the other independent variables are zero).

This means that every time there is a positive change in the variable independent, then the dependent variable will experience a change in a positive direction as well.

Model 2 Regression Equation Test

The model 2 regression equation is in order to test the influence of Job Placement (X_1), Career Development (X_2), Organizational Climate (X_3) on job loyalty (Y), Job satisfaction (Z) as mediating variables, then multiple regression analysis is used as following:

Table 2. Model 1 Regression Equation Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,743	2,794		6,708	,000
	Job Placement	,118	,102	,123	1,151	,252
	Career Development	,224	,094	,291	2,374	,019
	Organizational Climate	,129	,076	,165	1,701	,092
	Job Satisfaction	,117	,059	,209	1,991	,049

a. Dependent Variable: Employee Loyalty
 Source; Data processed in 2024

Equation Value $Y=18.743 + 0.118X_1 + 0.224X_2 + 0.129X_3 + 0.117Z$

Constant (Intercept): The constant value is 18.743, which means that when the values of X_1 , X_2 , X_3 , and Z are 0, the predicted value for Y is 18.743. **X_1 :** The coefficient of X_1 is 0.118 if the placement value work increases by one point then the loyalty value employees will increase by 0.118 (assuming the other independent variables are zero). **X_2 :** Coefficient X_2 is 0.224 if the career development value increases by one point then the loyalty value employees will increase by 0.224 (assuming other independent variables are zero). **X_3 :** The X_3 coefficient is 0.129 if the climate value organization increases by one point then the loyalty value employees will increase by 0.129 (assuming other independent variables are zero). **Z:** **Coefficient Z** is 0.117 if the satisfaction value work increases by one point then the loyalty value employees will increase by 0.117 (assuming the other independent variables are zero).

Hypothesis Testing

Direct Hypothesis Testing

The value of the Job Placement coefficient (X_1) is 0.354 (positive) and the calculated t value is $2.178 < t$ table 1.980, with a sig value = $0.032 < \alpha = 0.05$. So it is concluded that hypothesis 1 (one) H_0 is rejected and H_a is accepted, which means that job placement has a positive and significant effect on the variable job satisfaction (Z).

The career development coefficient value (X_2) is 0.534 (positive) and the calculated t value is $2.877 < t$ table 1.980, with a sig value = $0.005 < \alpha = 0.05$. So it is concluded that hypothesis

2 (two) H_0 is rejected and H_a is accepted, thus organizational climate has a positive and significant effect on the variable job satisfaction (Z).

The organizational climate coefficient value (X3) is 0.342 (positive) and the calculated t value is $3.699 < t_{table} 1.980$, with a sig value = $0.000 < \alpha = 0.05$. So it is concluded that hypothesis 3 (three) H_0 is rejected and H_a is accepted, which means that work placement has a positive and significant effect on the variable job satisfaction (Z).

The value of the job placement coefficient (X1) is 0.118 (positive) and the calculated t value is $1.151 < t_{table} 1.980$ with a sig value of $0.252 > \alpha = 0.05$. So it can be concluded that hypothesis 4 (four) H_0 is accepted and H_a is rejected, meaning that job placement has a positive and insignificant effect on the employee loyalty variable (Y).

The coefficient value for career development (X2) is 0.224 (positive) and the calculated t value is $2.374 > t_{table} 1.980$ with a sig value of $0.019 < \alpha = 0.05$. So it can be concluded that hypothesis 5 (five) H_0 is rejected and H_a is accepted, meaning that career development has a positive effect. and significant for the employee loyalty variable (Y).

The coefficient value of organizational climate (X3) is 0.129 with a calculated t value of $1.701 < t_{table} 1.980$ with a sig value of $0.092 > \alpha = 0.05$. So it can be concluded that hypothesis 6 (six) H_0 is accepted and H_a is rejected, meaning that organizational climate has a positive effect but not significant to the employee loyalty variable (Y).

The coefficient value of job satisfaction (Z) is 0.117 with a calculated t value of $1.991 < t_{table} 1.980$ with a sig value of $0.049 < \alpha = 0.05$. So it can be concluded that hypothesis 7 (seven) H_0 is rejected and H_a is accepted, meaning that job satisfaction has a positive and significant effect. on the employee loyalty variable (Y)

Indirect Hypothesis Testing or Mediation (Path Analysis)

Path Analysis is a technique for analyzing cause and effect relationships that occur in multiple regression if the independent variable influences the dependent variable not only directly, but also indirectly. Based on a summary of the calculations of the direct and indirect effects of job placement variables (X₁), career development (X₂) and organizational climate (X₃) on employee loyalty (Y) through job satisfaction (Z) as follows:

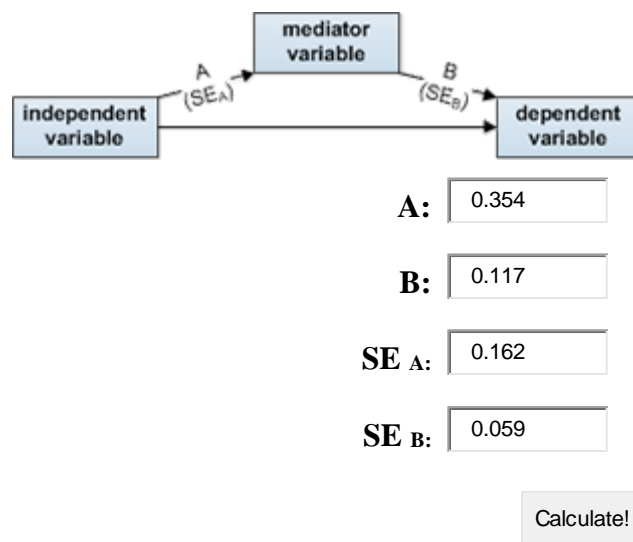
Table 3. Summary of Calculation of Direct and Indirect Effects

Variable Relationships	Direct Influence	Indirect Influence	Standard Error	Total
Direct influence of X1, on Z	0.354		0.162	0.354
Direct influence of X2, on Z	0.534		0.144	0.534
Direct influence of X3, on Z	0.342		0.119	0.342
Direct influence of Z, on Y	0.117		0.059	0.117
Indirect influence X1 to Z to Y	0.354	0.041		0.395
Indirect influence X2 to Z to Y	0.534	0.062		0.596
Indirect influence of X3 to Z to Y	0.117	0.014		0.131

Source; Data processed in 2024

Based on the table above, it can be seen that the indirect effect of *job placement* (X₁) on work loyalty (Y) through *job satisfaction* (Z) is 0.041 while the total effect is 0.395. Then the indirect influence of career development (X₂) on work loyalty (Y) through job satisfaction (Z) is 0.062 with a total influence of 0.596. Furthermore, there is an indirect influence on organizational climate (X₃) work loyalty (Y) through job satisfaction (Z) is 0.014 with a total effect of 0.131.

Influence placement Work (X₁) Against Loyalty work (Y) which is mediated by satisfaction Work (Z). For test strength indirect influence X₁ to Y through Z. is carried out using Sobel test can be found out through calculation following This:



Sobel test statistics:1.46850265

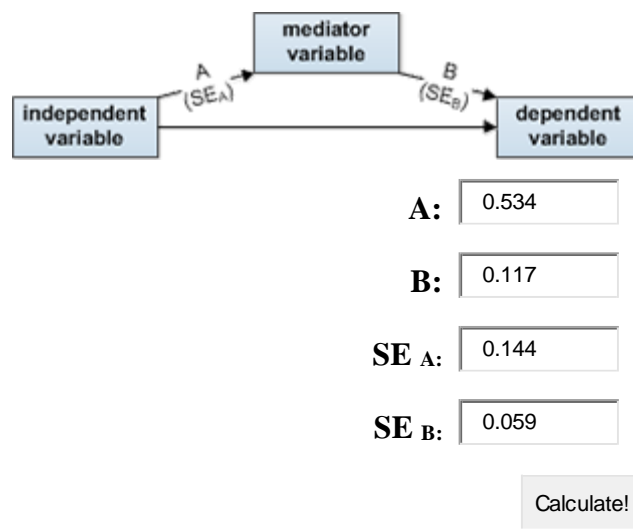
One- tailed probability:0.07098387

Two- tailed probability:0.14196774

Figure 2. Sobel test

The indirect effect of X_1 on Y through Z is 0.0625. It is known that the Z value is $1.4685 < 1.98$, the value is $0.1419 > 0.05$, meaning that Z does not significantly mediate between X_1 and Y (the mediation hypothesis is rejected).

Influence development Work (X_2) Against Loyalty work (Y) which is mediated by satisfaction Work (Z). For test strength indirect influence X_2 to Y through Z . carried out using Sobel test can be seen in the results calculation under This:



Sobel test statistics:1.74871718

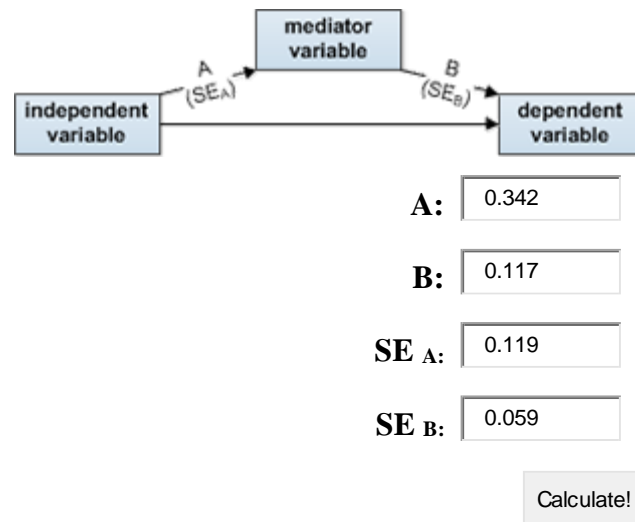
One- tailed probability:0.04016996

Two- tailed probability:0.08033992

Figure 3. Sobel test

The indirect effect of X_2 on Y through Z is 1.749. Known the value of Z sobel $1.749 < 1.980$, the value $0.0803 > 0.05$ means that Z does not significantly mediate between X_2 and Y (The mediation hypothesis is rejected)

Influence of organizational climate (X_3) on Loyalty work (Y) which is mediated by satisfaction Work (Z). For test strength influence No straight away X_3 to Y via Z . done using Sobel test can be seen in the results calculation under This:



Sobel test statistics:1.63220291

One- tailed probability:0.05131837

Two- tailed probability:0.10263675

Figure 4. Sobel test

The indirect effect of X_3 on Y through Z is 0.0400. Known the value of Z sobel 1.632 < 1.980, the value 0.1026 > 0.05 means that Z does not significantly mediate between X_3 and Y (the mediation hypothesis is rejected).

5. DISCUSSION

Based on the results of the model 1 regression equation test in the uploaded table, it was found that independent variables such as Job Placement, Career Development and Organizational Climate have a significant influence on Employee Loyalty. Career Development has the greatest influence with a standardized Beta coefficient of 0.390, followed by Organizational Climate (Beta 0.246) and Job Placement (Beta 0.207). Research that is in line with these results is research that also highlights the importance of these factors in influencing employee loyalty. The following is some research from 2022 to 2024 that is relevant, namely, Research by Wibowo & Nugraha (2023): Exploring the relationship between career development and employee loyalty in the private sector. They found that career development is the main factor that increases employee loyalty. Study by Wijaya (2022): This research reveals that a positive organizational climate contributes significantly to job satisfaction and employee loyalty in the government sector. Research by Sari et al. (2024): This study highlights the importance of appropriate job placement in supporting increased employee

loyalty, especially in the creative industry sector. These studies show that career development factors, job placement, and organizational climate are consistently the main predictors that influence employee loyalty in various sectors.

Based on the results of the Model 2 regression equation test, the independent variables measured were Job Placement, Career Development, Organizational Climate, and Job Satisfaction, which were tested against the dependent variable Employee Loyalty. The interpretation of this regression table is as follows: Job Placement does not show a significant influence on employee loyalty (Sig. = 0.252 > 0.05), with a small Beta value (Beta = 0.123). Career Development has a significant influence on employee loyalty (Sig. = 0.019 < 0.05) with a Beta value = 0.291, indicating that increasing career development is positively related to increasing employee loyalty. Organizational Climate is not significant at the 0.05 level (Sig. = 0.092), although it is approaching a significant value, indicating a potential influence that is approaching significance (Beta = 0.165). Job satisfaction has a significant influence on employee loyalty (Sig. = 0.049 < 0.05) with a Beta value = 0.209, which means that when job satisfaction increases, employee loyalty also increases. Rahmawati & Putri (2023): This research discusses the influence of career development on employee loyalty in the education sector. The results show that good career development increases employee loyalty, consistent with the results that career development has a significant influence. Andriani (2022): This study finds that job satisfaction contributes significantly to employee loyalty in the banking sector, strengthening the results that job satisfaction has an influence on employee loyalty. Wahyudi (2024): Examining organizational climate and employee loyalty in technology companies, this research found that a supportive organizational climate can increase loyalty, although in certain cases the results are close to significant as in your research.

Direct Effect: Job Placement on Job Satisfaction: Has a direct effect of 0.354 with a standard error of 0.162. This shows that good job placement has a direct positive impact on job satisfaction. Career Development on Job Satisfaction: The direct effect is 0.534 with a standard error of 0.144, indicating that career development greatly contributes to increasing job satisfaction. Organizational Climate on Job Satisfaction: Has a direct influence of 0.342 with a standard error of 0.119, which means that organizational climate also makes a positive contribution to job satisfaction. Job Satisfaction on Employee Loyalty: Direct effect of 0.117 with standard error 0.059. This shows that increasing job satisfaction has an impact on employee loyalty.

Indirect Influence: Job Placement on Employee Loyalty through Job Satisfaction: The indirect influence is 0.395, with a contribution from the direct influence of job placement on

job satisfaction and the influence of job satisfaction on employee loyalty. Career Development on Employee Loyalty through Job Satisfaction: The indirect effect is 0.596, which shows that career development significantly increases employee loyalty through job satisfaction. Organizational Climate to Employee Loyalty through Job Satisfaction: Indirect effect of 0.131. This shows that a positive organizational climate can increase employee loyalty, although the impact is smaller compared to career development and job placement. Corresponding Research, Nurhayati & Fitri (2023) This research shows that job placement has a positive influence on job satisfaction, which then influences employee loyalty. The results are similar to your finding that job placement has an indirect impact on loyalty through job satisfaction. Iskandar & Yuliawati (2022) This research examines the influence of career development on job satisfaction and employee loyalty. The results show a significant influence of career development on loyalty through job satisfaction, which is consistent with the results you obtained. Haryanto (2024).

This research found that a positive organizational climate increases job satisfaction, which then contributes to employee loyalty. This research is consistent with the results showing the influence of organizational climate on loyalty through job satisfaction. These studies strengthen the findings that job placement, career development, and organizational climate have a significant influence on employee loyalty both directly and through job satisfaction.

6. CONCLUSION

From the results of the analysis and discussion above, the author can draw the following conclusions and suggestions: **Job Placement on Job Satisfaction:** Job placement has a positive and significant influence on job satisfaction. Employees who are placed in positions that match their skills and interests tend to be more satisfied with their jobs. These findings are consistent with previous research showing the importance of appropriate job placement to increase job satisfaction. **Career Development on Job Satisfaction:** Career development has a positive and significant effect on job satisfaction. Employees who have opportunities for career development feel more satisfied because they see opportunities for professional growth and development, supporting the results found in previous studies. **Organizational Climate on Job Satisfaction:** Organizational climate has a positive and significant influence on job satisfaction. The work environment is positive and contributes to employee satisfaction, in accordance with findings from existing literature. **Job Placement on Employee Loyalty:** Job placement does not have a significant effect on employee loyalty. Although appropriate job placement is important for job satisfaction, its direct effect on employee loyalty is not

significant. This suggests that other factors may have more influence on employee loyalty.

Career Development on Employee Loyalty: Career development has a positive and significant influence on employee loyalty. Employees who feel there are opportunities for growth in their careers are more likely to remain loyal to the organization.

Organizational Climate on Employee Loyalty: Organizational climate has a positive but not significant effect on employee loyalty. Although a good organizational climate is important, its effect on employee loyalty may not be strong enough to reach statistical significance in this study.

Job Satisfaction on Employee Loyalty: Job satisfaction has a positive and significant effect on employee loyalty. Employees who are satisfied with their jobs are more likely to show loyalty to the organization, consistent with previous research results.

Mediation of Job Satisfaction (Z) between Factors X and Employee Loyalty (Y): There is no significant evidence that job satisfaction mediates the relationship between job placement, career development, or organizational climate and employee loyalty. This shows that the relationship between these variables is not through job satisfaction as a mediator.

LIMITATIONS

The limitations in this research lie in the research respondents. Researchers realize that research has many obstacles, one of the factors that is an obstacle in this research is the research respondents. Apart from that, the relationships between variables and statements must be more detailed in explaining the meaning of the statements that will be asked to the respondent.

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