

## **Analysis Of The Influence Of The Work Environment, Career Development And Work Responsibility On Job Satisfaction In The Personnel Agency And Resource Development Humans In Binjai City**

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### **Abstract**

The research analysis aims to find out whether the work environment, career development and job responsibility affect job satisfaction. The data analysis technique used is an associative research method with the help of the SPSS version 25 program. This study uses multiple linear regression analysis. The sample in this study was 39 respondents. Primary data collection uses questionnaires. The results of the study show that the tcount value is  $3.440 > t_{table}$  is 2.03 with a significant value of  $0.002 < 0.05$ , then the H3 hypothesis is accepted and H0 is rejected, meaning that responsibility has a positive and partially significant effect on the job satisfaction of employees of the Personnel and Human Resources Development Agency in Binjai City. The calculation value of  $0.854 < t_{table}$  of 2.03 with a significant value of  $0.399 > 0.05$ , then the H2 hypothesis was rejected and H0 was accepted, meaning that career development did not have a significant partial effect on job satisfaction. The calculation value is  $2.581 > t_{table}$  is 2.03 with a significant value of  $0.014 < 0.05$ , then the H3 hypothesis is accepted and H0 is rejected, meaning that responsibility has a positive and partially significant effect on job satisfaction. The value of F is calculated as 53.520 which is greater than 2.87 and the significant value of 0.000 is less than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected, namely work environment, career development and responsibility have a significant effect simultaneously on job satisfaction.

### **Keywords :**

Work Environment, Career Development, Job Responsibility and Satisfaction

## **Introduction**

Every agency, both government and private, believes that human resources have a very important role in achieving the goals that have been set. Agencies are required to be able to use their resources effectively and efficiently in order to carry out their functions properly. Human resources are an important component to achieve the company's goals. Human resources who can develop several ideas to face the various demands of the times. Job satisfaction is an important part of an agency, because employees who are satisfied with their work will show a positive attitude towards their work and can work better for their own interests as employees and for the benefit of the company in general. Job satisfaction is felt to be important because what is felt by individuals, whether satisfied or dissatisfied with their work, will continue to have an impact not only on the individual himself, but also on colleagues, groups, work teams, superiors and organizations.

Employee job satisfaction in an organization is very important in order to create good work performance (Darmilisani, 2020). The impact of job satisfaction needs to be monitored in relating it to the results such as examples of job satisfaction with productivity, job satisfaction with attendance, job satisfaction with other effects such as physical and mental health, the ability to learn new jobs and work accidents, and job satisfaction with *turnover* Sutrisno (2019). According to Hasibuan (2018), job satisfaction is an emotional attitude that is pleasant and loves their work. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside of work. Job satisfaction must get attention in every organization because it can affect the company's achievements (Wakhyuni, 2020).

There are several factors that can affect job satisfaction, one of which is the work environment (Sutrisno, 2019). The work environment, in the sense of all circumstances that exist around the workplace, will affect employees both directly and indirectly. As well as the overall tools and materials faced, the surrounding environment in which a person works, the working methods, and the work arrangements both as individuals and as a group. A conducive work environment can have a positive impact on the achievement of employee job satisfaction, so companies need to create a conducive work environment (Sedarmayanti, 2019).

According to Sutrisno (2019), one of the factors that can affect job satisfaction is career development. Human resource development is an effort to develop the quality or ability of human resources through the process of planning, education, training and



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management of personnel or employees to achieve optimal results. Human resource development involves the process of behavior engineering .

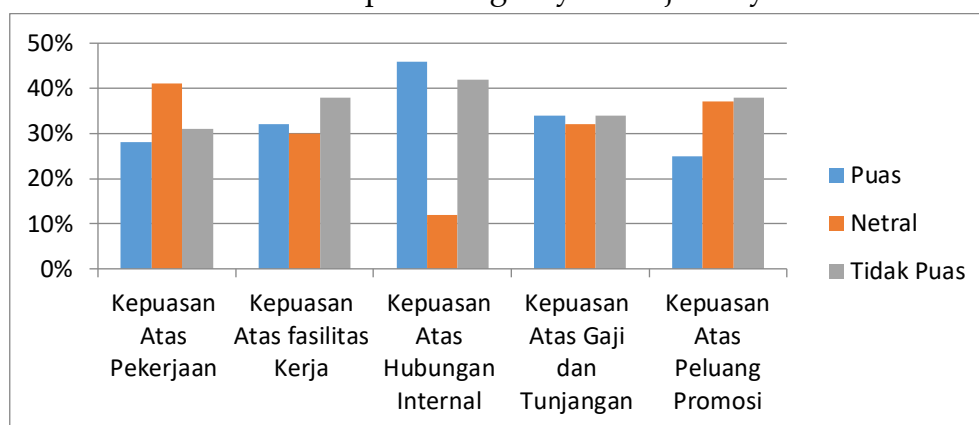
Siagian (2018) mentioned that the term development has a different meaning from training. This understanding emphasizes that development is a long-term educational process for managerial employees to acquire mastery of abstract and theoretical concepts in a systematic manner.

Based on the results of research by Felayati and Harmen (2020), responsibility has a significant effect on job satisfaction. Good responsibility is expected to be completed quickly and obtain better results, such as that productivity does not only depend solely on moral factors, there are many other factors that also affect productivity but moral factors are still mental factors that play a considerable role.

This research was conducted at the Regional Civil Service and Human Resources Development Agency (BKDPSPDM) of Binjai City is a Regional Apparatus Organization (OPD) that plays a role in assisting the Mayor of Binjai in implementing personnel management for State Civil Apparatus Employees (ASN) within the Binjai City Government.

To maintain the integrity of the relevant agencies in achieving the vision and mission, the leadership focuses on increasing employee job satisfaction. Government Regulation (PP) Number 30 of 2019 concerning the Employment Assessment of Civil Servants (PNS), is implemented in a Civil Servant Work Management System that contributes to the level of employee job satisfaction.

The company conducts a pre-survey to see the level of employee job satisfaction. The results of the pre-survey conducted on employees at the Regional Civil Service and Human Resources Development Agency of Binjai City are as follows:



Source : BKDPSPDM Binjai City, 2024  
**Figure 1 Employee Job Satisfaction Index**

Figure 1 Job Satisfaction Index of Employees of the Regional Civil Service Agency and Human Resource Development of Binjai City in 2024. The job satisfaction index reached 28% of satisfied employees, 41% neutral and 31% dissatisfied. The satisfaction index for work facilities only reached 32%, neutral as much as 30%, dissatisfied 38%. The satisfaction index for internal relationships is 46%, neutral is 12% and dissatisfaction is 42%. The satisfaction index for salaries and benefits is 34%, neutral at 32%, dissatisfied at 34%. The satisfaction index for promotion opportunities is only 25%, neutral 37%, and dissatisfied 38%. It can be concluded that the average value of job satisfaction shows a low percentage.

Based on the results of the observation conducted by the researcher, several indicators of the declining level of employee job satisfaction are caused by several indicators. This shows that employees are not satisfied with their work so that they do not comply with the rules in the Regional Civil Service and Human Resources Development Agency (BKDPSDM) of Binjai City. The level of tardiness of employees in work shows that employees are not serious about work.

Some of the factors highlighted by researchers that cause a decrease in employee job satisfaction are the work environment factor. The work environment at the Personnel and Human Resources Development Agency in Binjai City has not supported the job satisfaction of employees. The work environment is less supportive, namely the cooperative relationship between employees and with superiors that is less effective so that the employee's work results are not satisfactory.

The researcher sees that problems related to the career development process in the office require a very long process that causes employees to have difficulty achieving career improvement at the Binjai Regional Civil Service and Human Resources Development Agency. Career development in the Personnel and Human Resources Development Agency in Binjai City must follow several sustainable processes by following steps that can improve qualifications and achieve career goals effectively such as education, training, work experience, employee performance evaluation.

Another factor that is highlighted for researchers is the sense of responsibility of employees for their positions in the office. Employees do not have a good sense of responsibility in the Personnel and Human Resources Development Agency in Binjai City. The lack of employee responsibility can be seen from the employee attendance data where most employees do not arrive on time and some employees do not understand well the duties and responsibilities in the office.



With a less effective level of supervision, of course, it has an impact on the low level of employee work discipline. Some factors that can affect employee job satisfaction that are not optimal are the level of effective supervision that causes employees to be unhappy at work.

Based on some of the background descriptions above, the author is interested in conducting research with the title "**Analysis of the Influence of Work Environment, Career Development and Work Responsibility on Job Satisfaction at the Personnel and Human Resource Development Agency in Binjai City**".

## **Job Satisfaction**

According to Sutrisno (2019), job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work and matters related to physical and psychological factors of employees. According to Robbins (2018) job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. According to Hasibuan (2018), job satisfaction is an emotional attitude that is pleasant and loves their work. Work demands interaction with co-workers, superiors, organizational rules and policies, performance standards, working conditions and so on. A person with a high level of job satisfaction shows a positive attitude towards the job, on the other hand, a person who is dissatisfied with his job shows a negative attitude towards his job.

## **Satisfaction Factors**

According to Robbins (2019) explains the factors that affect employees:

1. Responsibility (challenging work)

Employees tend to like jobs that give them the opportunity to use their skills and abilities.

2. Fast Rewards

Employees want a wage system according to the results of the work they do.

3. Work Environment (Favorable Conditions)

Employees care about a good work environment for personal comfort and to make it easier to perform good tasks.

4. Career Development

Career development helps employees plan their future careers in the company

## **Work Environment**



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The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is all physical aspects of work, work psychology and work regulations that can affect job satisfaction and achieve productivity (Mangkunegara, 2019).

Sedarmayanti (2019) the work environment is the whole of tools and materials faced, the surrounding environment where a person works, the working method, and the work arrangement both as an individual and as a group. Afandi (2018) the work environment is something that exists in the environment of workers that can affect them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. Nitisemito (2019) The work environment is everything that exists around the employee and can affect in carrying out the tasks entrusted to him.

### **Career Development**

Rivai (2019) explained that what is meant by career development is the process of improving individual employability achieved in order to achieve the desired career. According to Mangkunegara (2018), career development is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Siagian (2018) mentioned that the term development *has* a different meaning from training. This understanding emphasizes that development is a long-term educational process for managerial employees to acquire mastery of abstract and theoretical concepts in a systematic manner.

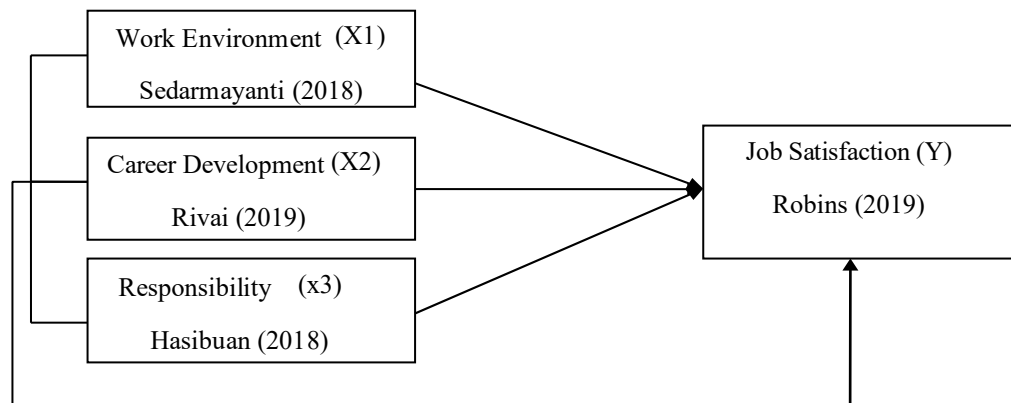
### **Responsibility**

Responsibility is a person's attitude and behavior to carry out his duties and obligations as he should do to himself, society, and the environment. Responsible people tend to be able to carry out their duties well (Nitisemito, 2019). Responsibility is the necessity to perform all responsibilities/duties imposed as a result of the authority received or possessed by him (Hasibuan, 2018). Responsibility at work is to do the work thoroughly, not to delay time, so that the work is improved, of higher quality and can be accounted for officially and legally. Efforts to increase work productivity in achieving goals require high responsibility for all personnel in an organization (Nitisemito, 2019).





## Conceptual Framework



**Figure 1. Conceptual Framework**

## Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

1. Hypothesis H1: The work environment has a positive and partially significant effect on employee job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.
2. Hypothesis H2: Career development has a positive and partially significant effect on employee job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.
3. Hypothesis H3: Responsibility has a positive and partially significant effect on employee job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.
4. Hypothesis H4: The work environment, career development and responsibility have a positive and significant effect simultaneously on employee job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.

## Research Methods

The research used in this study is a causal associative quantitative research. According to (Manullang and Pakpahan, 2018) causal research (cause-effect relationship) is "research that wants to see whether a variable that acts as an



independent variable has an effect on other variables that are bound variables. This research was carried out at the Binjai Personnel and Human Resources Development Agency which is located at Jl. Wr.Mongonsidi No.24, Satria, Binjai City District, Binjai City, North Sumatra 20714.

### Population and Sample

The population referred to in this study is all employees of the Binjai City Personnel and Human Resources Development Agency totaling 60 people. Sample determination using purposiv sampling is the determination of samples with certain criteria. Sampling by *purposive sampling*, which is a sampling technique from a population based on a certain criteria. (Jogiyanto, 2018). The criteria used in this study are ASN employees in the Binjai Personnel and Human Resources Development Agency totaling 39 ASN.

## RESEARCH RESULTS AND DISCUSSION

### Validity Test

To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

**Table 1. Data Validity Test**

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Work Environment (X1)	X1.1	0.602	0,3	Valid
	X1.2	0.479		Valid
	X1.3	0.565		Valid
	X1.4	0.590		Valid
	X1.5	0.581		Valid
	X1.6	0.766		Valid
	X1.7	0.578		Valid
	X1.8	0.555		Valid
	X1.9	0.489		Valid
	X1.10	0.602		Valid
Career Development (X2)	X1.3	0.466	0,3	Valid
	X2.2	0.454		Valid
	X2.3	0.900		Valid
	X2.4	0.838		Valid
	X2.5	0.900		Valid





Variable	Question Item	Corrected Item Corelation	r-mean	Result
	X2.6	0.838		Valid
	X2.7	0.885		Valid
	X2.8	0.824		Valid
Responsibility (x3)	X3.1	0.471	0,3	Valid
	X3.2	0.612		Valid
	X3.3	0.646		Valid
	X3.4	0.618		Valid
	X3.5	0.663		Valid
	X3.6	0.766		Valid
	X3.7	0.577		Valid
	X3.8	0.559		Valid
	X3.9	0.450		Valid
	X3.10	0.588		Valid
Job Satisfaction (Y)	Y.1	0.570	0,3	Valid
	Y.2	0.612		Valid
	Y.. 3	0.387		Valid
	Y.4	0.463		Valid
	Y.. 5	0.724		Valid
	Y.6	0.627		Valid
	Y.7	0.576		Valid
	Y.8	0.665		Valid
	Y.9 reviews	0.595		Valid
	Y.10	0.561		Valid

Source : SPSS output ver 19 (2024)

Based on the results of the SPSS output, it is known that the validity value contained in the *Corrected Item-Total Correlation* column is declared valid because all coefficient values are greater than 0.30.

## Reliability Test

**Table 2. Reliability Test Results**

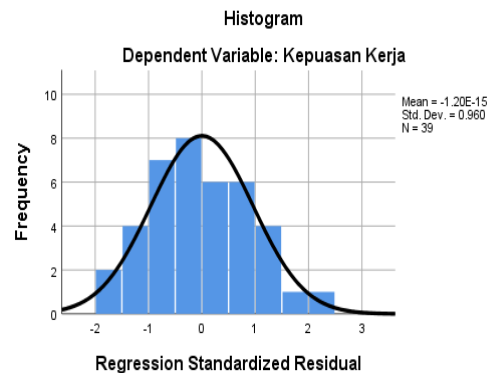


Variable	Cronbach's Alpha	N of Items
Work Environment (X1)	0,864	10
Career Development (X2)	0,929	8
Responsibility(X3)	0,874	10
Job Satisfaction (Y)	0,863	10

Source : SPSS output ver 19 (2024)

Based on the results of the SPSS output, it is known that the Cronbach's Alpha value in each variable  $> 0.3$  so that it can be concluded that the data is reliable or reliable.

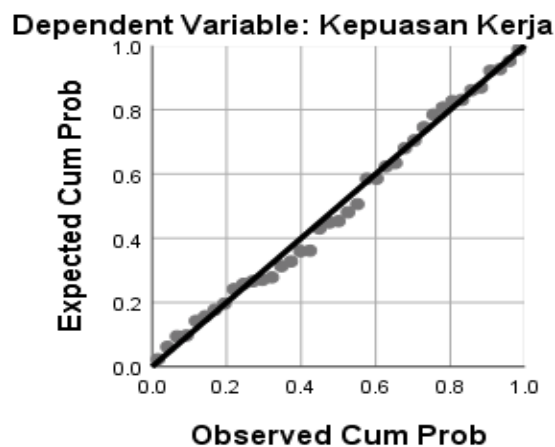
## Normality Test



**Figure 2. Histogram Test**

Source : SPSS ver 25 output (2025)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.



**Figure 3. PP Plot Test**

Source : SPSS Output ver 25 (2025)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

**Table 3. Kolmogorov-Smirnov Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		39
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.51132763
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.051
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the *Smirnov colmogrov* test , it can be seen that the value of Asymp. Sig. (2-tailed) is  $0.200 > 0.05$ , then it can be concluded that the data is distributed normally.

### Multicollinearity Test

**Table 4. Multicollinearity Test Results**

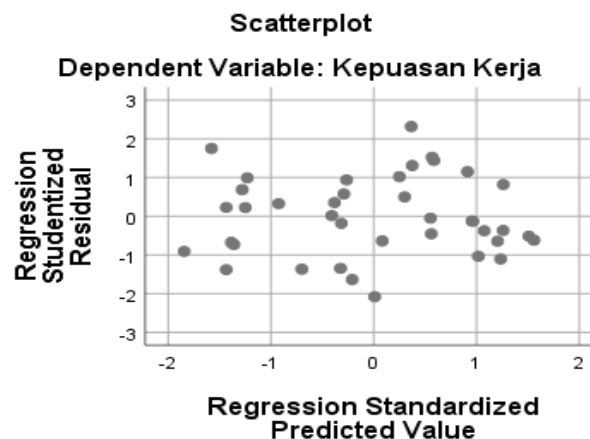
Type	Collinearity Statistics	
	Tolerance	VIF
Anon Work ymou Environment s Career Development Responsibility	.241	4,141
	.356	2,811
	.270	3,704

Source: SPSS Processing Results Ver 25 (2025)



Based on the data in table 4, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all independent variables is no more than the fixed value of 10. Therefore, the data in this study is said to show that competence, training and work experience do not experience multikolineity problems.

### Heteroscedasticity Test



**Figure 4. Heterokedesity Test**

*Source : SPSS Output ver 25 (2025)*

Based on the scatterplot image , it shows that the resulting points are spread randomly and do not form a pattern or trend of a specific line. The figure above also shows that this regression model is free from heteroscedasticity problems,

### Multiple Linear Regression

**Table 5. Multiple Linear Regression**

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.506	2.304	
	Work Environment	0.438	0.127	0.501
	Career Development	0.133	0.155	0.102
	Responsibility	0.296	0.115	0.355

a. Dependent Variable: Job Satisfaction

*Source : SPSS Output ver 25 (2025)*



Based on the table above, an equation can be formulated:

$$Y = 5.506 + 0.438 X_1 + 0.133 X_2 + 0.296 X_3$$

The above multiple linear regression equation interperformance is as follows:

1. A constant value of 5.506 indicates a positive sign which means that if the work environment, career development and responsibilities are considered zero, then job satisfaction is 5.506 units.
2. The regression coefficient value for the work environment variable shows a positive value of 0.438 which means that if the work environment variable increases by one unit, then job satisfaction will increase by 0.438 units.
3. The regression coefficient value for the career development variable shows a positive value of 0.133 which means that if the career development variable increases by one unit, then the employee's job satisfaction will increase by 0.133 units.
4. The regression coefficient value for the responsibility variable shows a positive value of 0.296 which means that if the responsibility variable increases by one unit, then job satisfaction will increase by 0.296 units.

#### Partial Hypothesis Test (t-Test)

**Table 6. Results of Partial Hypothesis Test**

Coefficients <sup>a</sup>					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.506	2.304		2.390	0.022
Work Environment	0.438	0.127	0.501	3.440	0.002
Career Development	0.133	0.155	0.102	0.854	0.399
Responsibility	0.296	0.115	0.355	2.581	0.014

a. Dependent Variable: Job Satisfaction

Source : SPSS Output ver 25 (2025))

1. The test results for the work discipline variable showed a tcount value of 3.440 > ttable of 2.03 with a significant value of 0.002 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that the work environment had a positive and partially significant effect on job satisfaction.
2. The test results for the career development variable showed a tcal value of 0.854



< a ttable of 2.03 with a significant value of  $0.399 > 0.05$ , then the H2 hypothesis was rejected and H0 was accepted, meaning that career development did not have a significant effect on job satisfaction partially.

3. The test results for the responsibility variable showed a tcal value of  $2.581 > a$  ttable of 2.03 with a significant value of  $0.014 < 0.05$ , then the H3 hypothesis was accepted and H0 was rejected, meaning that responsibility had a positive and partially significant effect on job satisfaction.

### Test F

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

**Table 7. Results of Simultaneous Hypothesis Tests**

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1099.420	3	366.473	53.520	.000a
	Residual	239.657	35	6.847		
	Total	1339.077	38			

a. Predictors: (Constant), Work Environment, Career Development and Responsibilities

b. Dependent Variable: Job Satisfaction

The simultaneous hypothesis test or F test proves that the F value calculated is 53.520 which is greater than 2.87 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected, namely work environment, career development and responsibility have a significant simultaneous effect on job satisfaction.

### R2 Test (Determination)

The following can be presented the results of the independent variable determination test explaining the dependent variable as follows:

**Table 8. Determination Coefficient Test Results**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.906	0.821	0.806	2.617

a. Predictors: Dependent Variable: Job Satisfaction





The results showed that the *adjusted R Square* value of 0.806 which can be called a determination coefficient which in this case means that 80.6% of job satisfaction can be obtained and explained by the work environment, career development and responsibilities while the remaining 19.4% is explained by other factors or variables outside the research model.

## **Discussion of Research Results**

### **1. The Influence of Work Environment on Satisfaction at the Personnel and Human Resource Development Agency in Binjai City.**

The results of the study show that the work environment has a positive and significant effect on job satisfaction. This can be seen from the partial hypothesis test with a *t*cal value of 3.440 > a *t*table of 2.03 with a significant value of 0.002 < 0.05, then the H3 hypothesis is accepted and H0 is rejected, meaning that responsibility has a positive and partially significant effect on the job satisfaction of employees of the Personnel and Human Resources Development Agency in Binjai City.

The positive direction shows that the work environment causes an increase in job satisfaction, in other words when there is an improvement in the work environment with indicators of superior-subordinate relationships, relationships between employees, lighting, air temperature and movement space, it has an impact on increasing job satisfaction in employees. The results of this study are the same as the results of the study (Rosento et al, 2020) which stated that the work environment has a significant effect on job satisfaction. The results of the study are in accordance with the research objectives to find out whether the work environment affects job satisfaction. The results of this study answer problems related to the work environment at the Personnel and Human Resources Development Agency in Binjai City.

A conducive work environment can have a positive impact on the achievement of job satisfaction, so related agencies need to create a conducive work environment.

### **2. The Effect of Career Development on Satisfaction at the Personnel and Human Resources Development Agency in Binjai City.**

The results of the study showed that career development did not have a significant effect on job satisfaction. This can be seen from the partial hypothesis test with a *t*cal value of 0.854 < a *t*table of 2.03 with a significant value of 0.399 > 0.05, then



the H2 hypothesis was rejected and H0 was accepted, meaning that career development did not have a significant partial effect on job satisfaction.

The positive direction shows that career development leads to an insignificant increase in job satisfaction, in other words when there is an increase in career development with career planning indicators, individual career development, career development supported by the HR department and the role of feedback on performance, it has an impact on increasing job satisfaction in employees. The results of this study are the same as the results of the study (Febriyanti and Prasetyo, 2020) which states that career development does not have a significant effect on job satisfaction. The results of the study are in accordance with the research objectives to find out whether career development has an effect on job satisfaction. The results of this study answer problems related to career development at the Personnel and Human Resources Development Agency in Binjai City.

Career development in the Personnel and Human Resources Development Agency in Binjai City must follow several sustainable processes by following steps that can improve qualifications and achieve career goals effectively such as education, training, work experience, employee performance evaluation.

### **3. The Effect of Responsibility on Satisfaction in the Personnel and Human Resources Development Agency in Binjai City.**

The results of the study show that responsibility has a positive and significant effect on job satisfaction. This can be seen from the partial hypothesis test with a tcal value of 2.581 > a ttable of 2.03 with a significant value of 0.014 < 0.05, then the H3 hypothesis is accepted and H0 is rejected, meaning that responsibility has a positive and partially significant effect on job satisfaction.

The positive direction shows that responsibility leads to an increase in job satisfaction, in other words when there is an increase in responsibility with indicators Having an attitude and awareness showing a great sense of responsibility for their work, Ability to complete work that is charged properly and on time, Dare to take risks to decisions taken, Work diligently and with high dedication and Provide optimal service according to The field of duties has an impact on increasing job satisfaction in employees. The results of this study are the same as the results of the study (Felayati and Harmen) which stated that responsibility has a significant effect on job satisfaction. The results of the study are in accordance with the research objectives to find out whether responsibility affects job satisfaction. The results of this study answer the problems related to the provision of work responsibilities at the



Personnel and Human Resources Development Agency in Binjai City. The giving of responsibility is in the form of a task or obligation to perform or complete with full satisfaction that a person must fulfill and that has a consequence of punishment for failure. So if the sense of responsibility is not owned by the employee, then the employee does not have satisfaction in work and the employee no longer thinks about his future career

#### **4. The Influence of Work Environment, Career Development and Responsibility on Satisfaction in the Personnel and Human Resource Development Agency in Binjai City**

The results of the study showed that the work environment, career development and responsibility had a positive and significant effect on job satisfaction. This can be seen from the simultaneous hypothesis test with a value of F calculated as 53.520 which is greater than 2.87 and a significant value of 0.000 smaller than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected, namely work environment, career development and responsibility have a significant effect simultaneously on job satisfaction. The positive direction shows that every improvement in the work environment, career development and responsibility will lead to an increase in employee job satisfaction.

The results of this study are in accordance with the purpose of the research carried out, which is to find out whether the influence of the work environment, career development and responsibility simultaneously have a positive and significant effect on employee satisfaction has been implemented. The results of this study have solved problems related to employee job satisfaction that is not optimal.

#### **Conclusion**

1. The work environment has a positive and partially significant effect on job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.
2. Career development did not have a significant partial effect on job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.
3. Responsibility has a positive and partially significant effect on job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.



4. The work environment, career development and responsibility simultaneously have a significant effect on job satisfaction at the Personnel and Human Resources Development Agency in Binjai City.

### **Suggestion**

Based on the lowest mean value in the research indicators, the researcher recommends several suggestions, namely:

1. The Personnel and Human Resources Development Agency in Binjai City must be able to improve a conducive work environment through improving good communication between superiors and employees in the agency in order to create good cooperation and support each other's achievement of employee performance. Communication between superiors and subordinates can be improved through the provision of regular meetings to discuss goals, expectations, and challenges. Leaders must provide clear and constructive feedback, and open space for subordinates to provide input.
2. The Personnel and Human Resources Development Agency in Binjai City should encourage employees to develop their careers through proper career planning by following several continuous processes by following steps that can improve qualifications and achieve career goals effectively such as education, training, work experience, employee performance evaluation.
3. The Personnel and Human Resources Development Agency in Binjai City must be able to increase the sense of responsibility of employees in accordance with the job desc of employees so that employees can provide optimal services according to their field of duty. The solution is to ensure that every employee understands their roles and responsibilities. Setting specific and measurable goals for each employee. Give employees the freedom to make decisions in their jobs
4. The Personnel and Human Resources Development Agency in Binjai City must be able to improve employee performance by providing training to improve employee skills and competencies. The relevant agency must be able to provide the right career development program for employees. Relevant agencies must also be able to create a conducive and supportive work environment.

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