

Lampiran 1

KUESIONER

Saya Aprillita Dian Wanodya adalah mahasiswa Program Pascasarjana Magister Manajemen Universitas 17 Agustus 1945 Surabaya sedang menyusun Tesis dengan judul Pengaruh Tingkat Pendidikan, Pengalaman Kerja dan Kompetensi terhadap Pengembangan Karier, Kepuasan Kerja dan Kinerja Pegawai Dinas Pemadam Kebakaran dan Penyelamatan di Kabupaten Bojonegoro.

Oleh karena itu di sela - sela kesibukan Saudara/i, Saya mohon dengan hormat kesediaan Saudara/i untuk mengisi kuesioner penelitian berikut. Atas kesediaan dan partisipasi Saudara/i, saya sampaikan terima kasih.

Hasil penelitian ini tidak akan mempengaruhi pekerjaan Saudara/i. Seluruh data dan Informasi yang Saudara/i berikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan akademis semata.

Di bawah ini berisi pertanyaan-pertanyaan sebagai berikut:

Nama :

Usia :

Pendidikan terakhir :

Jabatan :

Masa kerja :

Pilihlah jawaban yang menurut Saudara/i paling tepat menggambarkan diri saudara/i dengan kategori :

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

Tingkat Pendidikan						
No	Pernyataan	STS	TS	N	S	SS
1	Pendidikan formal yang saya miliki sesuai dengan pekerjaan saya saat ini					
2	Pendidikan formal yang saya miliki membantu kualitas kerja saya menjadi lebih baik					
3	Pendidikan formal yang saya miliki memberikan saya kesempatan untuk mendapatkan jabatan di instansi ini					
4	Pendidikan formal yang saya miliki memberikan saya kesempatan untuk mendapatkan promosi jabatan di instansi ini					
5	Pendidikan informal yang saya miliki sesuai dengan pekerjaan saya saat ini					
6	Pendidikan informal yang saya miliki membantu kualitas kerja saya menjadi lebih baik					
7	Pendidikan informal yang saya miliki memberikan saya kesempatan untuk mendapatkan jabatan di instansi ini					
8	Pendidikan informal yang saya miliki memberikan saya kesempatan untuk mendapatkan promosi jabatan di instansi ini					

Pengalaman kerja						
9	Masa kerja saya di instansi ini membuat saya mudah memahami tugas pekerjaan saya					
10	Masa kerja saya di instansi ini membuat saya mudah menyelesaikan tugas pekerjaan saya dengan baik					
11	Tingkat pengetahuan saya di instansi ini membuat saya mudah memahami tugas pekerjaan					
12	Pengetahuan tentang pekerjaan membuat saya dapat memahami tugas yang diberikan dengan lebih baik					

13	Keterampilan yang saya miliki di instansi ini membuat saya mudah menyelesaikan tugas pekerjaan saya dengan baik					
14	Pengalaman kerja membuat saya lebih menguasai pekerjaan					
15	Pengalaman kerja membuat saya lebih menguasai peralatan yang digunakan dalam bekerja					

Kompetensi						
16	Pengetahuan yang saya miliki dapat mempermudah saya dalam melaksanakan tugas pekerjaan saya					
17	Saya mampu melaksanakan tugas pekerjaan saya sesuai dengan pengetahuan yang saya miliki					
18	Saya memiliki keahlian yang cukup untuk menyelesaikan tugas pekerjaan yang diberikan					
19	Saya menguasai bidang pekerjaan saya					
20	Saya memiliki kemampuan koordinasi sesuai dengan prosedur yang telah ditetapkan					
21	Saya menanggapi dengan cepat permintaan pihak yang membutuhkan					
22	Saya menanggapi dengan tepat pertanyaan pihak yang membutuhkan					
23	Pengalaman kerja yang saya miliki mampu meminimalisir kesalahan pekerjaan.					

Pengembangan karier						
24	Saya memiliki perencanaan pengembangan karir saya sendiri					
25	Saya memiliki minat yang besar untuk terus mengembangkan karir di instansi tempat saya bekerja					
26	Saya memiliki kesempatan mengikuti pelatihan untuk meningkatkan karir saya					

27	Pimpinan membuka akses bagi pegawai untuk mengembangkan karier melalui berbagai pelatihan					
28	Saya menerima umpan balik atas penilaian kinerja dari supervisor saya					

Kepuasan kerja						
29	Pekerjaan yang saya lakukan sesuai minat saya					
30	Pekerjaan yang saya lakukan sesuai dengan ketentuan yang ditetapkan					
31	Gaji yang saya terima sesuai dengan peraturan pemerintah					
32	Gaji yang saya terima sesuai dengan beban kerja saya					
33	Instansi tempat saya bekerja memberikan kesempatan promosi pada setiap pegawai berdasarkan kinerjanya					
34	Instansi tempat saya bekerja selalu rutin membuka kesempatan promosi dalam kurun waktu tertentu					
35	Rekan kerja saya memotivasi saya dalam bekerja					
36	Rekan kerja mendukung kinerja saya					
37	Instansi ini melakukan supervisi secara rutin pada setiap pegawai					
38	Instansi ini menyamapaikan hasil supervisi sebagai <i>feedback</i> dalam bekerja					

Kinerja						
39	Hasil pekerjaan saya telah sesuai dengan kualitas kerja yang ditetapkan					
40	Saya selalu berusaha meningkatkan kualitas kerja saya untuk mendapatkan hasil yang sempurna					

41	Hasil kerja saya sesuai dengan kuantitas kerja yang telah ditetapkan					
42	Hasil pekerjaan yang saya tangani memenuhi target yang ditetapkan					
43	Saya berhasil menyelesaikan tugas pekerjaan yang diberikan dengan waktu yang telah ditentukan					
44	Saya sangat memperhatikan ketepatan waktu dalam bekerja					
45	Saya menyelesaikan tugas pekerjaan saya sesuai dengan waktu yang telah ditentukan					
46	Saya berinisiatif menyelesaikan tugas pekerjaan saya tanpa menunggu perintah dari atasan					
47	Saya bekerja secara mandiri untuk memenuhi tugas pekerjaan yang ditentukan					
48	Saya bertanggungjawab secara mandiri atas setiap pekerjaan yang diberikan kepada saya					

Lampiran 2

Hasil Tabulasi Responden

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No	Tingkat Pendidikan (X1)								Pengalaman Kerja (X2)							Kompetensi (X3)									
	Pendidikan Formal (X1.1)			Pendidikan Informal (X1.2)					Masa Kerja (X2.1)		Pengetahuan & Keterampilan (X2.2)			Penguasaan Pekerjaan dan		Pengetahuan (X3.1)	Keahlian (X3.2)	Penguasaan (X3.3)	Profesionalisme (X3.4)			Pengalaman (X3.5)			
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No	Tingkat Pendidikan (X1)								Pengalaman Kerja (X2)								Kompetensi (X3)										
	Pendidikan Formal (X1.1)			Pendidikan Informal (X1.2)					Masa Kerja (X2.1)		Pengetahuan & Keterampilan (X2.2)			Penguasaan Pekerjaan dan			Pengetahuan (X3.1)		Keahlian (X3.2)		Penguasaan (X3.3)		Profesionalisme (X3.4)			Pengalaman (X3.5)	
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No	Tingkat Pendidikan (X1)								Pengalaman Kerja (X2)							Kompetensi (X3)									
	Pendidikan Formal (X1.1)			Pendidikan Informal (X1.2)					Masa Kerja (X2.1)		Pengetahuan & Keterampilan (X2.2)			Penguasaan Pekerjaan dan		Pengetahuan (X3.1)		Keahlian (X3.2)	Penguasaan (X3.3)		Profesionalisme (X3.4)			Pengalaman (X3.5)	
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No	Tingkat Pendidikan (X1)								Pengalaman Kerja (X2)							Kompetensi (X3)									
	Pendidikan Formal (X1.1)			Pendidikan Informal (X1.2)					Masa Kerja (X2.1)		Pengetahuan & Keterampilan (X2.2)			Penguasaan Pekerjaan dan		Pengetahuan (X3.1)	Keahlian (X3.2)		Penguasaan (X3.3)		Profesionalisme (X3.4)		Pengalaman (X3.5)		
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No	Pengembangan Karier (Z1)					Kepuasan Kerja (Z2)										Kinerja (Y)											
	Rencana Pengembangan		Akses Pelatihan (Z1.2)		Umpan Balik	Pekerjaan (Z2.1)		Gaji (Z2.2)		Promosi (Z2.3)		Rekan Kerja (Z2.4)		Supervisi (Z2.5)		Kualitas Kerja (Y.1)		Kuantitas Kerja (Y.2)		Ketepatan Waktu	Efektivitas (Y.4)		Kemampuan (Y.5)				
	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48		
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3	9	1	5	5	5	5	5	5	5	5	1	5	1	5	5	5	5	5	5	5	5	5	5	5	1	5	5
4	0	4	5	5	5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4	4	4	4	2	4
4	1	5	5	5	5	5	5	5	4	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4	4	1	1
4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	3	4	5	5	5	5	2	3	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5
4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	6	3	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	5

Lampiran 3
Karakteristik Responden

No	Karakteristik Responden			
	Pendidikan terakhir	Usia (tahun)	Jabatan	Masa kerja (tahun)
1	SMA/Sederajat	34	Petugas Pemadam Kebakaran	7
2	SMA/Sederajat	33	Petugas Pemadam Kebakaran	9
3	SMA/Sederajat	28	Petugas Pemadam Kebakaran	6
4	SMA/Sederajat	28	Petugas Pemadam Kebakaran	7
5	SMA/Sederajat	41	Petugas Pemadam Kebakaran	6
6	SMA/Sederajat	48	Petugas Pemadam Kebakaran	7
7	S1/Sederajat	38	Pasukan Pemadam Kebakaran	8
8	SMA/Sederajat	48	Petugas Pemadam Kebakaran	7
9	SMA/Sederajat	26	Pasukan Pemadam Kebakaran	4
10	SMA/Sederajat	25	Pasukan Pemadam Kebakaran	4
11	S1/Sederajat	33	Petugas Pemadam Kebakaran	8
12	SMA/Sederajat	33	Komandan Regu	9
13	SMA/Sederajat	37	Pasukan Pemadam Kebakaran	8
14	SMA/Sederajat	31	Petugas Pemadam Kebakaran	9
15	SMA/Sederajat	31	Petugas Pemadam Kebakaran	7
16	S1/Sederajat	28	Petugas Pemadam Kebakaran	8
17	SMA/Sederajat	32	Petugas Pemadam Kebakaran	8
18	SMA/Sederajat	39	Anggota	10
19	SMA/Sederajat	34	Personil Pemadam Kebakaran	10
20	SMA/Sederajat	23	Pasukan Pemadam Kebakaran	4
21	SMA/Sederajat	32	Petugas Pemadam Kebakaran	10
22	SMA/Sederajat	34	Anggota	7
23	S2	30	Petugas Pemadam Kebakaran	7
24	SMA/Sederajat	30	Petugas Pemadam Kebakaran	8
25	S2	42	Kepala Bidang	17
26	S1/Sederajat	30	Petugas Pemadam Kebakaran	10
27	SMA/Sederajat	28	Pasukan Pemadam Kebakaran	2
28	S1/Sederajat	39	Pasukan Pemadam Kebakaran	8
29	SMA/Sederajat	47	Petugas Pemadam Kebakaran	10

No	Karakteristik Responden			
	Pendidikan terakhir	Usia (tahun)	Jabatan	Masa kerja (tahun)
30	S1/Sederajat	34	Pasukan Pemadam Kebakaran	7
31	SMA/Sederajat	44	Petugas Pemadam Kebakaran	8
32	SMA/Sederajat	22	Personil Pemadam Kebakaran	4
33	SMA/Sederajat	37	Personil Pemadam Kebakaran	9
34	SMA/Sederajat	26	Petugas Pemadam Kebakaran	5
35	SMA/Sederajat	36	Anggota	6
36	SMA/Sederajat	47	Pasukan Pemadam Kebakaran	1
37	SMA/Sederajat	47	Petugas Pemadam Kebakaran	8
38	SMA/Sederajat	36	Petugas Pemadam Kebakaran	10
39	S1/Sederajat	28	Petugas Pemadam Kebakaran	8
40	SMA/Sederajat	34	Petugas Pemadam Kebakaran	10
41	SMA/Sederajat	35	Petugas Pemadam Kebakaran	8
42	SMA/Sederajat	41	Pasukan Pemadam Kebakaran	10
43	SMA/Sederajat	32	Anggota	10
44	SMA/Sederajat	40	Pasukan Pemadam Kebakaran	7
45	SMA/Sederajat	24	Petugas Pemadam Kebakaran	4
46	S1/Sederajat	32	Pasukan Pemadam Kebakaran	9
47	S1/Sederajat	27	Pasukan Pemadam Kebakaran	4
48	SMA/Sederajat	27	Petugas Pemadam Kebakaran	7
49	SMA/Sederajat	47	Personil Pemadam Kebakaran	8
50	SMA/Sederajat	31	Pasukan Pemadam Kebakaran	8
51	SMA/Sederajat	40	Anggota	10
52	SMA/Sederajat	30	Petugas Pemadam Kebakaran	8
53	S1/Sederajat	35	Pasukan Pemadam Kebakaran	9
54	SMA/Sederajat	22	Petugas Pemadam Kebakaran	4
55	S1/Sederajat	36	Petugas Pemadam Kebakaran	10
56	S1/Sederajat	30	Staf Administrasi	6
57	SMA/Sederajat	47	Personil Pemadam Kebakaran	20
58	SMA/Sederajat	36	Anggota	7
59	SMA/Sederajat	35	Anggota	5
60	S1/Sederajat	30	Anggota	7

No	Karakteristik Responden			
	Pendidikan terakhir	Usia (tahun)	Jabatan	Masa kerja (tahun)
61	SMA/Sederajat	36	Komandan Regu	5
62	SMA/Sederajat	32	Anggota	5
63	SMA/Sederajat	35	Anggota	5
64	SMA/Sederajat	34	Anggota	5
65	SMA/Sederajat	36	Anggota	5
66	SMA/Sederajat	36	Komandan Regu	7
67	SMA/Sederajat	34	Anggota	5
68	SMA/Sederajat	36	Anggota	5
69	SMA/Sederajat	36	Komandan Regu	7
70	SMA/Sederajat	35	Komandan Regu	7
71	SMA/Sederajat	34	Anggota	7
72	SMA/Sederajat	32	Anggota	5
73	SMA/Sederajat	32	Komandan Regu	9
74	SMA/Sederajat	36	Anggota	7
75	SMA/Sederajat	36	Anggota	7
76	SMA/Sederajat	36	Anggota	7
77	SMA/Sederajat	32	Anggota	7
78	SMA/Sederajat	35	Anggota	7
79	SMA/Sederajat	32	Anggota	7
80	SMA/Sederajat	34	Anggota	7
81	SMA/Sederajat	35	Anggota	7
82	SMA/Sederajat	36	Anggota	7
83	SMA/Sederajat	34	Anggota	7
84	SMA/Sederajat	32	Anggota	7
85	S1/Sederajat	30	Anggota	7
86	SMA/Sederajat	34	Anggota	5
87	S1/Sederajat	37	Anggota	7
88	S1/Sederajat	30	Anggota	5
89	S1/Sederajat	34	Anggota	5
90	SMA/Sederajat	34	Anggota	5
91	SMA/Sederajat	32	Anggota	7

No	Karakteristik Responden			
	Pendidikan terakhir	Usia (tahun)	Jabatan	Masa kerja (tahun)
92	SMA/Sederajat	32	Anggota	7
93	S1/Sederajat	31	Anggota	7
94	SMA/Sederajat	32	Anggota	7
95	SMA/Sederajat	33	Anggota	5
96	SMA/Sederajat	32	Anggota	5
97	SMA/Sederajat	33	Anggota	7
98	SMA/Sederajat	34	Anggota	7
99	SMA/Sederajat	32	Komandan Regu	7
100	S1/Sederajat	30	Anggota	5
101	SMA/Sederajat	34	Anggota	7
102	SMA/Sederajat	31	Anggota	7
103	SMA/Sederajat	32	Anggota	5
104	SMA/Sederajat	28	Anggota	5
105	S1/Sederajat	29	Staf Administrasi	7
106	S1/Sederajat	29	Staf Administrasi	9
107	SMA/Sederajat	24	Anggota	4
108	SMA/Sederajat	24	Anggota	4
109	SMA/Sederajat	26	Anggota	3
110	SMA/Sederajat	23	Anggota	3
111	SMA/Sederajat	26	Anggota	3
112	SMA/Sederajat	24	Anggota	3
113	S1/Sederajat	24	Anggota	3
114	SMA/Sederajat	23	Anggota	3
115	SMA/Sederajat	24	Anggota	3
116	SMA/Sederajat	22	Anggota	2
117	SMA/Sederajat	23	Anggota	2
118	S1/Sederajat	25	Staf Administrasi	2
119	S1/Sederajat	24	Anggota	2
120	SMA/Sederajat	23	Anggota	2
121	SMA/Sederajat	24	Anggota	1
122	S2	36	Inspektur Kebakaran	14

No	Karakteristik Responden			
	Pendidikan terakhir	Usia (tahun)	Jabatan	Masa kerja (tahun)
123	S1/Sederajat	46	Inspektur Kebakaran	17
124	SMA/Sederajat	47	Anggota	17
125	SMA/Sederajat	52	Komandan Regu	20
126	SMA/Sederajat	56	Komandan Regu	23
127	S1/Sederajat	55	Komandan Regu	30
128	SMA/Sederajat	48	Anggota	26
129	S1/Sederajat	50	Inspektur Kebakaran	27

Lampiran 4
Mapping Penelitian Terdahulu

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
1	(Fauzi dan Ubaidillah, 2022)	Pengaruh Budaya Organisasi, Tingkat Pendidikan, dan Kompensasi Terhadap Kepuasan Kerja Karyawan	1. Budaya Organisasi berpengaruh signifikan terhadap Kepuasan Kerja 2. Tingkat pendidikan mempunyai berpengaruh positif dan signifikan terhadap Kepuasan Kerja 3. Kompensasi mempunyai pengaruh positif dan pengaruh yang signifikan terhadap kepuasan kerja 4. Budaya Organisasi, Tingkat Pendidikan dan Kompensasi berpengaruh signifikan	Kesamaan dengan penelitian ini adalah variabel tingkat pendidikan terhadap kepuasan kerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			secara simultan terhadap Kepuasan Kerja.	
2	(Novelya dan Karuehni, 2023)	Pengaruh Kompetensi dan Pengalaman Kerja Terhadap Pengembangan Karier Melalui Prestasi Kerja Sebagai Variabel Intervening	1. Kompetensi berpengaruh signifikan terhadap prestasi kerja 2. Pengalaman kerja berpengaruh signifikan terhadap pengembangan karir 3. Prestasi kerja berpengaruh signifikan terhadap pengembangan karir. 4. Kompetensi tidak berpengaruh signifikan terhadap pengembangan karir dan pengalaman kerja tidak berpengaruh signifikan terhadap prestasi kerja.	Kesamaan dengan penelitian ini adalah variabel kompetensi, pengalaman kerja terhadap pengembangan karir

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
3	(Wiryawan dan Rahmawati, 2020)	Pengaruh Tingkat Pendidikan dan Pengembangan Karier terhadap Kinerja Pegawai Pada PT. Bank Pembangunan Daerah Bali Cabang Seririt	1. tingkat pendidikan berpengaruh positif dan signifikan terhadap kinerja pegawai 2. pengembangan karir berpengaruh positif dan signifikan terhadap kinerja pegawai, 3. Tingkat pendidikan berpengaruh positif dan signifikan terhadap pengembangan karir 4. Tingkat pendidikan dan pengembangan karir berpengaruh positif dan signifikan terhadap kinerja pegawai.	Kesamaan dengan penelitian ini adalah variabel tingkat Pendidikan dan pengembangan karir terhadap kinerja pegawai
4	(Sunarsi <i>et al.</i> , 2020)	Pengaruh Kompetensi dan	1. Kompetensi berpengaruh	Kesamaan dengan

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
		Pengembangan Karier terhadap Kinerja Karyawan pada PT. Berkah Cemerlang di Jakarta	signifikan terhadap kinerja karyawan 2. Pengembangan karier berpengaruh signifikan terhadap kinerja karyawan, 3. Kompetensi dan pengembangan karier secara simultan berpengaruh signifikan terhadap kinerja karyawan	penelitian ini adalah variabel kompetensi dan pengembangan karier terhadap kinerja
5	(Nugraha <i>et al.</i> , 2022)	Pengaruh Pengembangan Karier, Kompetensi, Dan Kepuasan Kerja terhadap Kinerja Pegawai Negeri Sipil Dinas Kelautan dan Perikanan Provinsi Jawa Barat	1. Pengembangan karier berpengaruh 36,78 persen terhadap kepuasan kerja. 2. Kompetensi memiliki pengaruh sebesar 2,75 persen terhadap kepuasan kerja.	Kesamaan dengan penelitian ini adalah variabel pengembangan karier, kompetensi dan kepuasan kerja terhadap kinerja pegawai

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			3. Pengembangan karier berdampak 31,63% terhadap kinerja karyawan. 4. Kompetensi berpengaruh terhadap kinerja pegawai sebesar 0,0398 atau 3,98 persen. 5. Kepuasan kerja memiliki pengaruh sebesar 8,18 persen terhadap kinerja karyawan. 6. pengaruh gabungan sebesar 0,4378 atau 43,78 % Artinya variabel pengembangan karier dan kompetensi memberikan sumbangan sebesar 43,78	

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			persen terhadap kepuasan kerja, sedangkan sisanya menyumbang 56,22 persen	
6	Krisnawati dan Bagia (2021)	Pengaruh Kompetensi Kerja Terhadap Kinerja Karyawan	Kompetensi kerja memiliki pengaruh yang positif dan signifikan terhadap kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel kompetensi terhadap kinerja
7	(Pancasasti, 2022)	Pengaruh Pelatihan, Kompetensi dan Pengembangan Karir Terhadap Kinerja Karyawan Pt. Krakatau Steel Tbk	1. Pelatihan, kompetensi dan pengembangan karier berpengaruh langsung terhadap kinerja karyawan. 2. Pengembangan karier tidak memiliki efek mediasi hubungan antara kompetensi terhadap kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel kompetensi dan pengembangan karier terhadap kinerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
8	Nuzleha (2021)	Analisis Tingkat Pendidikan terhadap Kinerja Pegawai Dinas Kependudukan dan Pencatatan Sipil Provinsi Lampung	Pengaruh nyata tingkat pendidikan terhadap kinerja dapat ditunjukkan dengan nilai $R^2 = 0,712$ atau 71,2% sedangkan sisanya 28,8% dipengaruhi oleh faktor lain yang tidak diteliti dalam penelitian ini. belajar. nilai t hitung sebesar 9,564 dan t tabel pada $N = 39$ $y = 0,05$ diperoleh t tabel = 1,685 dan taraf signifikansi 0,00 maka t hitung > t tabel atau $9,564 > 1,685$ dan taraf signifikansi $0,00 < 0,05$ sehingga H_a dapat diterima. Artinya tingkat pendidikan mempunyai kontribusi dan pengaruh yang signifikan	Kesamaan dengan penelitian ini adalah variabel tingkat Pendidikan terhadap kinerja pegawai

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			terhadap kinerja pegawai.	
9	Nargis Lusia <i>et al.</i> , (2018)	Pengaruh Pendidikan dan Pelatihan terhadap Kepuasan Kerja dan Dampaknya terhadap Kinerja Karyawan PT. (Persero) PLN di Palembang	Pengaruh langsung pelatihan dan pendidikan serta kepuasan kerja terhadap kinerja pegawai adalah 1,875, 0,937 dan 2,295. Pelatihan dan pendidikan mempunyai pengaruh tidak langsung terhadap karyawan kinerja sebesar 2,348 dan kepuasan kerja sebesar 0,076. Pengaruh pelatihan dan pendidikan terhadap kinerja pegawai sebesar 3,318, dan kepuasan kerja mempunyai total pengaruhnya sebesar 2,328, sedangkan pengaruh pelatihan dan pendidikan, kepuasan kerja terhadap kinerja	Kesamaan dengan penelitian ini adalah variabel kepuasan kerja terhadap kinerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			pegawai masing-masing sebesar 0,187, 0,937 dan 2,295. Paling dominan Variabel yang mempengaruhi kinerja karyawan adalah kepuasan kerja. Mempengaruhi orang lain variabel luar model terhadap kinerja karyawan sebesar 0,481	
10	(Azlina, 2019)	Pengaruh Pengembangan Karier terhadap Kepuasan Kerja Pegawai Pada PT Kimia Farma (Persero) Tbk Jakarta	Hubungan yang signifikan, perhitungan koefisien determinasi (KD) menyatakan pengembangan karier berpengaruh terhadap kepuasan kerja sebesar 69,7%, dan perhitungan persamaan regresi diperoleh persamaan $Y=8,878+0,787X$ yang menunjukkan bahwa jika tidak	Kesamaan dengan penelitian ini adalah variabel pengembangan karier terhadap kepuasan kerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			ada pengembangan karir, maka kepuasan kerja (Y) sebesar 8,878% dan koefisien regresi pengembangan karir (X) naik atau turun 1 unit menyatakan pengembangan karier dinaikkan atau diturunkan sebesar 1 unit maka akan menaikkan atau menurunkan kepuasan kerja sebesar 0,787%.	
11	(Faronsyah dan Trisninawati, 2020)	Pengaruh Pengembangan Karier terhadap Kepuasan Kerja Karyawan pada PT. Jasa Raharja Putera Palembang	Pengaruh pengembangan karir secara parsial berpengaruh signifikan terhadap kepuasan kerja karyawan PT. Jasa Raharja Putera Palembang. Hal ini terlihat dari uji T yaitu Thitung 5,527	Kesamaan dengan penelitian ini adalah variabel pengembangan karir terhadap kepuasan kerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			dengan tingkat signifikan 0,000 Ttabel (5,527> 1,677) Artinya pengembangan karir berpengaruh signifikan terhadap kepuasan kerja karyawan PT Jasa Raharja Putera Palembang.	
12	(Sinaga dan Wahyanti, 2019)	Pengaruh Pengembangan Karier dan Kompensasi terhadap Kepuasan Kerja Karyawan PT PLN (Persero) UID Jateng & D.I Yogyakarta	Pengembangan karier dan kompensasi berpengaruh positif terhadap kepuasan kerja karyawan. Ketika karier karyawan didalam perusahaan meningkat maka kepuasan kerja dalam dirinya akan tinggi dan hal yang sama ketika karyawan mendapatkan kompensasi yang baik dari perusahaan maka kepuasan kerja	Kesamaan dengan penelitian ini adalah variabel pengembangan karier terhadap kepuasan kerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			karyawan akan tinggi pula.	
13	(Ayuni, I Wayan Sujana dan Novarini, 2022)	Pengaruh Tingkat Pendidikan, Pengalaman Kerja dan Prestasi Kerja terhadap Pengembangan Karier Karyawan Pada CV. Pondok Antik	1. Tingkat pendidikan berpengaruh positif dan signifikan terhadap pengembangan karir karyawan CV. Pondok Antik. 2. Pengalaman kerja berpengaruh positif dan signifikan terhadap pengembangan karir karyawan CV. Pondok Antik. 3. Pengalaman kerja berpengaruh positif dan signifikan terhadap pengembangan karir karyawan CV. Pondok Antik.	Kesamaan dengan penelitian ini adalah variabel tingkat pendidikan, pengalaman kerja terhadap pengembangan karir

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
14	(SIHOTAN G, 2020)	Pengaruh Pengembangan Karier Terhadap Kepuasan Kerja Karyawan Showroom Lestari Mobilindo	Pengembangan karier berpengaruh secara signifikan terhadap kepuasan kerja karyawan pada Showroom Lestari Mobilindo Palembang.	Kesamaan dengan penelitian ini adalah variabel pengembangan karier terhadap kepuasan kerja
15	(Susilo dan Wulansari, 2023)	Pengaruh Pengembangan Karier dan Pelatihan terhadap Kepuasan Kerja Karyawan Pada PT. Taiho Nusantara	Pengembangan karier berdampak signifikan positif kepada kepuasan kerja dan pelatihan berpengaruh signifikan positif kepada kepuasan kerja karyawan pada PT. Taiho Nusantara. Hasil temuan yang ditemukan menjabarkan jika variabel pengembangan karier (X1) dan pelatihan (X2) mempunyai pengaruh kepada kepuasan kerja (Y) sebesar 53,14%	Kesamaan dengan penelitian ini adalah variabel pengembangan karier terhadap kepuasan kerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
16	(Hidayat <i>et al.</i> , 2020)	Pengaruh Kompetensi terhadap Kinerja melalui Kepuasan Kerja Pada Dinas Sosial Kota Makassar	Kompetensi memiliki pengaruh yang positif dan signifikan terhadap kinerja dan kepuasan kerja pegawai secara langsung dan terdapat pengaruh positif dan signifikan antara kompetensi terhadap kinerja melalui kepuasan kerja	Kesamaan dengan penelitian ini adalah variabel kompetensi terhadap kinerja
17	Hitalessy, V., Roni, H. dan Iswandi, I. (2018)	Pengaruh Tingkat Pendidikan, Pelatihan dan Pengalaman Kerja terhadap Kinerja Karyawan	Hubungan dalam kondisi sedang antara tingkat pendidikan, pelatihan dan pengalaman kerja dengan kinerja dan hasil analisis koefisiensi determinasi (R ²) menunjukkan bahwa prosentase sumbangan pengaruh variabel independen yaitu pendidikan, pelatihan dan	Kesamaan dengan penelitian ini adalah variabel tingkat Pendidikan dan pengalaman kerja terhadap kinerja

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
			pengalaman kerja terhadap variabel dependen yaitu kinerja adalah sebesar 26,8%.	
18	Aprilliansyah dan Chalid (2020)	Pengaruh Kompetensi terhadap Kepuasan Kerja Pegawai Dinas Perkebunan Provinsi Kalimantan Timur	Kompetensi berpengaruh signifikan terhadap kepuasan kerjapegawai Dinas Perkebunan Provinsi Kalimantan Timur. Dengan perolehan koefisien determinasi (R^2) sebesar 0,247. Artinya kompetensi mempengaruhi kepuasan kerja pegawai sebesar 24,7 %, sedangkan sisanya sekitar 25,3% dipengaruhi oleh variabel-variabel lainnya, yang tidak termasuk dalam penelitian ini.	Kesamaan dengan penelitian ini adalah variabel kompetensi terhadap kepuasan kerja.

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
19	(Borman dan Rudin. M, 2022)	Pengaruh Kompetensi dan Profesional Kerja Terhadap Pengembangan Karir Guru ASN pada MTS Negeri di Kabupaten Donggala(Restuti Borman dan Rudin. M, 2022)	Profesional kerja dan kompetensi ASN secara bersama-sama berpengaruh signifikan terhadap pengembangan karier guru ASN pada MTs Negeri Kabupaten Donggala. Kompetensi berpengaruh signifikan terhadap pengembangan karier guru ASN pada MTs Negeri Kabupaten Donggala. Serta profesional kerja berpengaruh signifikan terhadap pengembangan karier guru ASN pada MTs Negeri Kabupaten Donggala.	Kesamaan dengan penelitian ini adalah variabel kompetensi terhadap pengembangan karier.

Lampiran 5
Output Uji Validitas Kuesioner

Tingkat Pendidikan (X1)

Correlations

	Pearson Correlation	Tot_X1	
		Sig. (2-tailed)	N
item.1	.715**	.000	129
item.2	.879**	.000	129
item.3	.881**	.000	129
item.4	.891**	.000	129
item.5	.752**	.000	129
item.6	.651**	.000	129
item.7	.754**	.000	129
item.8	.880**	.000	129

** . Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.1	29.27	15.496	.615	.920
item.2	29.19	14.704	.834	.903
item.3	29.25	14.313	.832	.902
item.4	29.30	14.228	.846	.901
item.5	29.16	15.997	.681	.915
item.6	29.05	16.911	.573	.920
item.7	29.17	15.799	.680	.915
item.8	29.26	14.614	.834	.902

Pengalaman Kerja (X2)

Correlations

	Tot_X2		N
	Pearson Correlation	Sig. (2-tailed)	
item.9	.836**	.000	129
item.10	.871**	.000	129
item.11	.922**	.000	129
item.12	.877**	.000	129
item.13	.879**	.000	129
item.14	.911**	.000	129
item.15	.887**	.000	129

**. Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.9	26.49	7.486	.776	.951
item.10	26.50	7.377	.823	.947
item.11	26.53	7.235	.893	.941
item.12	26.54	7.313	.830	.946
item.13	26.59	7.213	.831	.946
item.14	26.54	7.203	.876	.942
item.15	26.57	7.309	.843	.945

Kompetensi (X3)

Correlations

	Tot_X3		
	Pearson Correlation	Sig. (2-tailed)	N
item.16	.828**	.000	129
item.17	.894**	.000	129
item.18	.888**	.000	129
item.19	.844**	.000	129
item.20	.836**	.000	129
item.21	.888**	.000	129
item.22	.897**	.000	129
item.23	.899**	.000	129

** . Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.16	30.49	9.361	.774	.952
item.17	30.58	9.214	.860	.947
item.18	30.58	9.152	.851	.947
item.19	30.62	9.362	.795	.951
item.20	30.65	9.370	.784	.952
item.21	30.56	9.124	.850	.947
item.22	30.60	9.227	.864	.947
item.23	30.60	9.055	.864	.947

Pengembangan Karier (Z1)

Correlations

	Tot_Z1		N
	Pearson Correlation	Sig. (2-tailed)	
item.24	.625**	.000	129
item.25	.808**	.000	129
item.26	.811**	.000	129
item.27	.811**	.000	129
item.28	.759**	.000	129

** . Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.24	17.48	3.095	.350	.801
item.25	17.29	2.928	.686	.734
item.26	17.26	2.973	.698	.733
item.27	17.26	2.973	.698	.733
item.28	17.38	3.003	.609	.757

Kepuasan Kerja (Z2)

Correlations

	Tot_Z2		
	Pearson Correlation	Sig. (2-tailed)	N
item.29	.590**	.000	129
item.30	.665**	.000	129
item.31	.561**	.000	129
item.32	.627**	.000	129
item.33	.722**	.000	129
item.34	.700**	.000	129
item.35	.668**	.000	129
item.36	.746**	.000	129
item.37	.824**	.000	129
item.38	.832**	.000	129

**. Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.29	38.16	15.960	.479	.874
item.30	38.15	15.689	.574	.867
item.31	38.13	16.318	.455	.875
item.32	38.24	15.762	.523	.871
item.33	38.19	15.278	.640	.862
item.34	38.24	15.184	.605	.865
item.35	38.15	15.298	.563	.869
item.36	38.10	15.107	.667	.860
item.37	38.12	15.266	.777	.854
item.38	38.16	15.054	.783	.852

Kinerja (Y)**Correlations**

	Tot_Y		N
	Pearson Correlation	Sig. (2-tailed)	
item.39	.869**	.000	129
item.40	.789**	.000	129
item.41	.857**	.000	129
item.42	.866**	.000	129
item.43	.797**	.000	129
item.44	.761**	.000	129
item.45	.790**	.000	129
item.46	.763**	.000	129
item.47	.602**	.000	129
item.48	.679**	.000	129

** . Correlation is significant at the 0.01 level (2-tailed).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
item.39	38.12	17.541	.837	.888
item.40	38.02	18.023	.742	.894
item.41	38.13	17.647	.823	.889
item.42	38.12	17.375	.831	.888
item.43	38.08	18.088	.754	.894
item.44	38.09	18.172	.710	.895
item.45	38.13	17.522	.734	.893
item.46	38.24	16.903	.685	.896
item.47	38.50	16.846	.434	.905
item.48	38.19	17.407	.580	.903

Lampiran 6

Output Uji Reliabilitas Kuesioner

Tingkat Pendidikan (X1)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.921	8

Pengalaman Kerja (X2)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.953	7

Kompetensi (X3)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.955	8

Pengembangan Karier (Z1)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.802	5

Kepuasan Kerja (Z2)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.877	10

Kinerja (Y)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded ^a	0	.0
	Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	10

Lampiran 7
Tabel Frekuensi Karakteristik Responden

Usia (tahun)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22	3	2.3	2.3	2.3
	23	5	3.9	3.9	6.2
	24	8	6.2	6.2	12.4
	25	2	1.6	1.6	14.0
	26	4	3.1	3.1	17.1
	27	2	1.6	1.6	18.6
	28	6	4.7	4.7	23.3
	29	2	1.6	1.6	24.8
	30	9	7.0	7.0	31.8
	31	5	3.9	3.9	35.7
	32	16	12.4	12.4	48.1
	33	5	3.9	3.9	51.9
	34	15	11.6	11.6	63.6
	35	7	5.4	5.4	69.0
	36	14	10.9	10.9	79.8
	37	3	2.3	2.3	82.2
	38	1	.8	.8	82.9
	39	2	1.6	1.6	84.5
	40	2	1.6	1.6	86.0
	41	2	1.6	1.6	87.6
	42	1	.8	.8	88.4
	44	1	.8	.8	89.1
	46	1	.8	.8	89.9
	47	6	4.7	4.7	94.6
	48	3	2.3	2.3	96.9
	50	1	.8	.8	97.7
	52	1	.8	.8	98.4
	55	1	.8	.8	99.2
	56	1	.8	.8	100.0
	Total	129	100.0	100.0	

Pendidikan terakhir

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S1/Sederajat	27	20.9	20.9	20.9
	S2	3	2.3	2.3	23.3
	SMA/Sederajat	99	76.7	76.7	100.0
	Total	129	100.0	100.0	

Jabatan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Anggota	62	48.1	48.1	48.1
	Inspektur Kebakaran	3	2.3	2.3	50.4
	Kepala Bidang	1	.8	.8	51.2
	Komandan Regu	10	7.8	7.8	58.9
	Pasukan Pemadam Kebakaran	15	11.6	11.6	70.5
	Personil Pemadam Kebakaran	5	3.9	3.9	74.4
	Petugas Pemadam Kebakaran	29	22.5	22.5	96.9
	Staf Administrasi	4	3.1	3.1	100.0
	Total	129	100.0	100.0	

Masa kerja (tahun)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.6	1.6	1.6
	2	6	4.7	4.7	6.2
	3	7	5.4	5.4	11.6
	4	9	7.0	7.0	18.6
	5	19	14.7	14.7	33.3
	6	4	3.1	3.1	36.4
	7	39	30.2	30.2	66.7
	8	14	10.9	10.9	77.5
	9	8	6.2	6.2	83.7
	10	11	8.5	8.5	92.2
	14	1	.8	.8	93.0
	17	3	2.3	2.3	95.3
	20	2	1.6	1.6	96.9
	23	1	.8	.8	97.7
	26	1	.8	.8	98.4
	27	1	.8	.8	99.2
	30	1	.8	.8	100.0
	Total	129	100.0	100.0	

Lampiran 8
Statistik Deskriptif Variabel Penelitian

	STS Count	TS Count	N Count	S Count	SS Count
item.1	3	2	6	85	33
item.2	2	2	4	83	38
item.3	3	2	6	82	36
item.4	2	4	9	81	33
item.5	0	3	4	84	38
item.6	0	0	4	79	46
item.7	0	3	7	79	40
item.8	2	2	8	83	34
item.9	0	0	0	68	61
item.10	0	0	0	69	60
item.11	0	0	0	74	55
item.12	0	0	1	73	55
item.13	0	0	3	75	51
item.14	0	0	1	73	55
item.15	0	0	1	77	51
item.16	0	0	0	69	60
item.17	0	0	0	81	48
item.18	0	0	1	79	49
item.19	0	0	1	84	44
item.20	0	0	2	86	41
item.21	0	0	1	76	52
item.22	0	0	0	83	46
item.23	0	0	2	79	48

	STS Count	TS Count	N Count	S Count	SS Count
item.24	2	2	4	83	38
item.25	0	1	0	78	50
item.26	0	0	1	74	54
item.27	0	0	1	74	54
item.28	0	1	3	83	42
item.29	1	2	3	81	42
item.30	0	3	3	81	42
item.31	0	2	4	80	43
item.32	1	3	3	89	33
item.33	1	1	6	82	39
item.34	2	1	6	85	35
item.35	2	2	1	80	44
item.36	2	0	1	80	46
item.37	0	1	3	84	41
item.38	1	0	3	87	38
item.39	0	0	4	84	41
item.40	0	0	1	78	50
item.41	0	0	4	86	39
item.42	0	0	6	81	42
item.43	0	0	1	85	43
item.44	0	0	2	84	43
item.45	0	2	3	82	42
item.46	1	5	3	83	37
item.47	8	7	3	83	28
item.48	3	1	2	83	40

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
item.1	129	1	5	4.11	.752
item.2	129	1	5	4.19	.705
item.3	129	1	5	4.13	.764
item.4	129	1	5	4.08	.767
item.5	129	2	5	4.22	.612
item.6	129	3	5	4.33	.533
item.7	129	2	5	4.21	.646
item.8	129	1	5	4.12	.718
item.9	129	4	5	4.47	.501
item.10	129	4	5	4.47	.501
item.11	129	4	5	4.43	.496
item.12	129	3	5	4.42	.511
item.13	129	3	5	4.37	.531
item.14	129	3	5	4.42	.511
item.15	129	3	5	4.39	.505
item.16	129	4	5	4.47	.501
item.17	129	4	5	4.37	.485
item.18	129	3	5	4.37	.501
item.19	129	3	5	4.33	.489
item.20	129	3	5	4.30	.494
item.21	129	3	5	4.40	.506
item.22	129	4	5	4.36	.481
item.23	129	3	5	4.36	.512
Valid N (listwise)	129				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
item.24	129	1	5	4.19	.705
item.25	129	2	5	4.37	.531
item.26	129	3	5	4.41	.509
item.27	129	3	5	4.41	.509
item.28	129	2	5	4.29	.548
item.29	129	1	5	4.25	.650
item.30	129	2	5	4.26	.616
item.31	129	2	5	4.27	.596
item.32	129	1	5	4.16	.647
item.33	129	1	5	4.22	.637
item.34	129	1	5	4.16	.682
item.35	129	1	5	4.26	.699
item.36	129	1	5	4.30	.645
item.37	129	2	5	4.28	.545
item.38	129	1	5	4.25	.573
item.39	129	3	5	4.29	.518
item.40	129	3	5	4.38	.503
item.41	129	3	5	4.27	.512
item.42	129	3	5	4.28	.545
item.43	129	3	5	4.33	.487
item.44	129	3	5	4.32	.500
item.45	129	2	5	4.27	.583
item.46	129	1	5	4.16	.716
item.47	129	1	5	3.90	1.007
item.48	129	1	5	4.21	.725
Valid N (listwise)	129				

Lampiran 9

Pengujian Asumsi Dalam Sem

Evaluasi *Multivariate Normality*

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Z2.5	3.000	5.000	-.623	-2.888	.155	.358
Z2.4	3.000	5.000	-.491	-2.275	-.404	-.937
Z2.3	3.000	5.000	-.507	-2.349	-.056	-.129
Z2.2	3.000	5.000	-.329	-1.528	-.506	-1.174
Z2.1	3.000	5.000	-.328	-1.519	-.048	-.110
Y.5	3.000	5.000	-.011	-.052	-.819	-1.900
Y.4	3.000	5.000	-.397	-1.840	-.100	-.232
X3.5	3.000	5.000	-.421	-1.952	-.664	-1.539
X3.4	3.000	5.000	-.649	-3.009	.452	1.048
Z1.3	3.000	5.000	-.299	-1.384	-.661	-1.532
Z1.2	3.000	5.000	-.623	-2.889	-.012	-.027
X1.2	3.000	5.000	-.302	-1.402	-.203	-.470
X1.1	3.000	5.000	-.341	-1.582	-.240	-.557
Y.3	3.000	5.000	-.300	-1.392	-.213	-.493
Y.2	3.000	5.000	-.211	-.976	-.455	-1.054
Y.1	3.000	5.000	-.542	-2.514	-.159	-.367
X3.3	3.000	5.000	-.297	-1.379	-.753	-1.747
X3.2	3.000	5.000	-.410	-1.902	-.693	-1.606
X3.1	3.000	5.000	-.249	-1.156	-.536	-1.243
X2.3	3.000	5.000	-.381	-1.767	-.396	-.917
X2.2	3.000	5.000	-.620	-2.874	.577	1.339
X2.1	4.000	5.000	.051	.239	-1.253	-2.904
Z1.1	3.000	5.000	-.530	-2.456	-.469	-1.087
Multivariate					9.249	1.549

Evaluasi *Univariate Outlier***Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(X1.1)	129	-2.24073	1.52545	.0000000	1.0000000
Zscore(X1.2)	129	-2.39820	1.67243	.0000000	1.0000000
Zscore(X2.1)	129	-1.27548	1.35711	.0000000	1.0000000
Zscore(X2.2)	129	-2.90465	1.38666	.0000000	1.0000000
Zscore(X2.3)	129	-2.89636	1.23215	.0000000	1.0000000
Zscore(X3.1)	129	-2.90473	1.32051	.0000000	1.0000000
Zscore(X3.2)	129	-2.36538	1.00627	.0000000	1.0000000
Zscore(X3.3)	129	-1.88275	1.15318	.0000000	1.0000000
Zscore(X3.4)	129	-2.80595	1.34006	.0000000	1.0000000
Zscore(X3.5)	129	-2.23737	1.02388	.0000000	1.0000000
Zscore(Z1.1)	129	-2.17210	1.27653	.0000000	1.0000000
Zscore(Z1.2)	129	-2.78602	1.12046	.0000000	1.0000000
Zscore(Z1.3)	129	-2.05098	1.13669	.0000000	1.0000000
Zscore(Z2.1)	129	-2.55116	1.45005	.0000000	1.0000000
Zscore(Z2.2)	129	-2.08445	1.37400	.0000000	1.0000000
Zscore(Z2.3)	129	-2.29688	1.39530	.0000000	1.0000000
Zscore(Z2.4)	129	-2.26788	1.21494	.0000000	1.0000000
Zscore(Z2.5)	129	-2.45008	1.29028	.0000000	1.0000000
Zscore(Y.1)	129	-2.51388	1.18174	.0000000	1.0000000
Zscore(Y.2)	129	-2.29688	1.39530	.0000000	1.0000000
Zscore(Y.3)	129	-2.29584	1.37182	.0000000	1.0000000
Zscore(Y.4)	129	-2.55679	1.36971	.0000000	1.0000000
Zscore(Y.5)	129	-1.95573	1.76810	.0000000	1.0000000
Valid N (listwise)	129				

Minimum Z-score : -2.904

Maximum Z-score : 1.768

Evaluasi *Multivariate Outlier***Observations farthest from the centroid (Mahalanobis distance) (Group number 1)**

Observation number	Mahalanobis d-squared	p1	p2
55	42.078	.009	.684
106	40.309	.014	.548
114	39.698	.017	.362
103	37.328	.030	.544
36	37.199	.031	.371
80	36.784	.034	.281
11	36.623	.036	.177
81	35.122	.051	.329
84	34.735	.055	.284
127	34.661	.056	.190
88	34.465	.059	.138
85	33.908	.066	.151
37	33.346	.075	.173
59	32.644	.087	.238
49	32.604	.088	.165
10	32.191	.096	.176
125	31.994	.100	.148
120	30.245	.142	.576
104	30.207	.144	.490
52	30.002	.149	.465
124	29.948	.151	.389
2	29.731	.157	.375
69	28.826	.186	.626
50	28.590	.194	.628
53	28.539	.196	.561
92	28.513	.197	.483
61	28.076	.213	.575
110	28.064	.213	.494
43	28.035	.214	.421
72	27.983	.216	.361
40	27.494	.236	.483
48	27.378	.240	.451
66	27.124	.251	.481

Observation number	Mahalanobis d-squared	p1	p2
30	27.010	.256	.451
44	26.640	.272	.536
62	26.368	.284	.581
97	26.363	.284	.505
107	26.181	.292	.511
25	26.151	.294	.449
96	25.968	.302	.457
17	25.752	.313	.483
79	25.747	.313	.411
57	25.265	.337	.566
4	24.948	.353	.643
29	24.643	.369	.712
9	24.604	.371	.664
21	24.564	.373	.614
58	24.555	.374	.547
15	24.484	.377	.510
67	24.185	.394	.588
1	24.147	.396	.537
116	23.860	.412	.610
111	23.796	.415	.573
101	23.777	.416	.512
16	23.753	.418	.453
100	23.725	.419	.398
20	23.670	.422	.357
73	23.439	.435	.405
75	23.286	.444	.414
65	23.055	.458	.465
122	22.572	.486	.650
34	22.403	.496	.670
5	22.135	.512	.735
117	21.838	.530	.805
63	21.818	.531	.762
54	21.761	.535	.731
24	21.496	.551	.790
118	21.432	.555	.764

Observation number	Mahalanobis d-squared	p1	p2
70	21.404	.556	.720
76	21.402	.557	.659
77	21.085	.576	.751
128	21.062	.577	.703
90	20.945	.584	.699
12	20.900	.587	.658
64	20.805	.593	.642
121	20.599	.606	.683
42	20.590	.606	.622
47	20.433	.616	.638
109	20.133	.634	.727
115	20.125	.634	.668
126	20.082	.637	.623
91	19.915	.647	.644
33	19.873	.650	.598
7	19.827	.652	.551
8	19.796	.654	.495
56	19.507	.671	.586
46	19.418	.677	.564
105	19.418	.677	.489
41	19.337	.682	.460
51	19.233	.688	.445
19	19.047	.698	.475
23	18.851	.710	.511
60	18.789	.713	.469
13	18.602	.724	.498
71	18.414	.735	.528
68	18.324	.740	.500
93	18.047	.755	.578
78	17.584	.780	.747
102	17.345	.792	.789
38	16.995	.809	.864

Evaluasi *Singularity* dan *Multicollinearity*

Condition number = 78.459

Eigenvalues

2.474 .592 .450 .385 .327 .301 .244 .231 .208 .174 .168 .147 .119 .107
.107 .094 .090 .080 .075 .064 .058 .049 .032

Determinant of sample covariance matrix = .000

Sample correlation matrix

	Z2.5	Z2.4	Z2.3	Z2.2	Z2.1	Y.5	Y.4	X3.5	X3.4	Z1.3	Z1.2	X1.2	X1.1	Y.3	Y.2	Y.1	X3.3	X3.2	X3.1	X2.3	X2.2	X2.1	Z1.1
Z2.5																							
Z2.4	0.468																						
Z2.3	0.445	0.433																					
Z2.2	0.424	0.511	0.655																				
Z2.1	0.672	0.511	0.414	0.391																			
Y.5	0.319	0.305	0.273	0.281	0.355																		
Y.4	0.449	0.346	0.396	0.457	0.369	0.415																	
X3.5	0.396	0.277	0.254	0.234	0.351	0.453	0.325																
X3.4	0.420	0.236	0.264	0.358	0.279	0.378	0.435	0.687															
Z1.3	0.292	0.354	0.287	0.267	0.332	0.513	0.350	0.289	0.298														
Z1.2	0.377	0.448	0.333	0.375	0.377	0.440	0.401	0.250	0.349	0.492													
X1.2	0.282	0.261	0.239	0.214	0.208	0.162	0.220	0.128	0.149	0.302	0.270												
X1.1	0.307	0.307	0.153	0.158	0.295	0.257	0.216	0.159	0.165	0.375	0.275	0.653											
Y.3	0.547	0.472	0.405	0.485	0.496	0.503	0.694	0.360	0.426	0.461	0.389	0.206	0.177										
Y.2	0.431	0.244	0.381	0.400	0.377	0.454	0.622	0.324	0.434	0.390	0.382	0.217	0.231	0.676									
Y.1	0.340	0.363	0.344	0.348	0.396	0.602	0.445	0.346	0.246	0.510	0.393	0.179	0.229	0.497	0.404								
X3.3	0.308	0.219	0.272	0.392	0.284	0.319	0.445	0.376	0.500	0.361	0.273	0.150	0.153	0.374	0.382	0.270							
X3.2	0.317	0.213	0.190	0.235	0.295	0.279	0.305	0.444	0.499	0.212	0.227	0.060	0.084	0.336	0.311	0.298	0.530						
X3.1	0.373	0.270	0.309	0.392	0.315	0.419	0.421	0.432	0.546	0.364	0.225	0.201	0.175	0.443	0.442	0.327	0.563	0.415					
X2.3	0.373	0.289	0.351	0.309	0.361	0.214	0.405	0.228	0.142	0.259	0.199	0.090	0.197	0.433	0.336	0.253	0.086	0.055	0.271				
X2.2	0.351	0.233	0.423	0.362	0.319	0.239	0.466	0.160	0.215	0.261	0.329	0.142	0.105	0.412	0.368	0.302	0.168	0.054	0.229	0.752			
X2.1	0.245	0.237	0.208	0.192	0.239	0.281	0.438	0.243	0.229	0.215	0.305	0.141	0.184	0.377	0.436	0.293	0.031	-0.024	0.148	0.512	0.558		
Z1.1	0.393	0.361	0.356	0.311	0.344	0.434	0.453	0.275	0.316	0.588	0.637	0.227	0.254	0.459	0.462	0.365	0.295	0.250	0.302	0.278	0.382	0.276	

Sample correlation (minimum) = -.024

Sample correlation (maximum) = .752

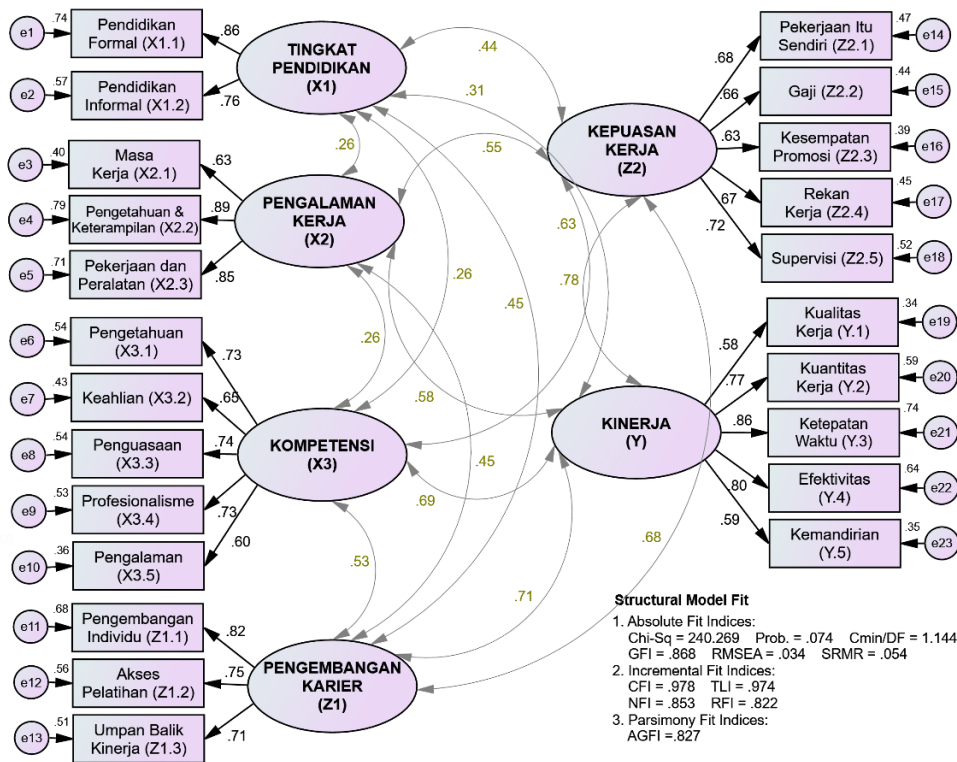
Variance Inflation Factor (VIF)

Multicollinearity Analysis^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Tingkat Pendidikan (X1)	.941	1.063
	Pengalaman Kerja (X2)	.933	1.071
	Kompetensi (X3)	.927	1.079

a. Dependent Variable: Pengembangan Karier (Z1);
Kepuasan Kerja (Z2); Kinerja (Y)

Lampiran 10
Sem - Analisis Measurement Model



Notes for Group (Group number 1)

The model is recursive.

Sample size = 129

Regression Weights: (All Sample - Default model)

	Estimate	S.E.	C.R.	P	Label
Z1.1 <--- Z1	1.000				
X2.1 <--- X2	1.000				
X2.2 <--- X2	1.675	.221	7.583	***	par_1
X2.3 <--- X2	1.697	.227	7.482	***	par_2
X3.1 <--- X3	1.000				

	Estimate	S.E.	C.R.	P	Label
X3.2 <--- X3	1.154	.179	6.448	***	par_3
X3.3 <--- X3	1.447	.193	7.482	***	par_4
Y.1 <--- Y	1.000				
Y.2 <--- Y	1.316	.204	6.465	***	par_5
Y.3 <--- Y	1.485	.215	6.919	***	par_6
X1.1 <--- X1	1.000				
X1.2 <--- X1	.812	.175	4.638	***	par_7
Z1.2 <--- Z1	.803	.095	8.489	***	par_8
Z1.3 <--- Z1	.941	.120	7.837	***	par_9
X3.4 <--- X3	1.050	.142	7.376	***	par_10
X3.5 <--- X3	1.090	.182	5.972	***	par_11
Y.4 <--- Y	1.286	.194	6.633	***	par_12
Y.5 <--- Y	1.010	.143	7.041	***	par_13
Z2.1 <--- Z2	1.000				
Z2.2 <--- Z2	1.118	.185	6.042	***	par_14
Z2.3 <--- Z2	.995	.168	5.907	***	par_15
Z2.4 <--- Z2	1.128	.175	6.451	***	par_16
Z2.5 <--- Z2	1.126	.130	8.631	***	par_17

Standardized Regression Weights: (All Sample - Default model)

	Estimate
Z1.1 <--- Z1	.822
X2.1 <--- X2	.635
X2.2 <--- X2	.889
X2.3 <--- X2	.845
X3.1 <--- X3	.732
X3.2 <--- X3	.652
X3.3 <--- X3	.736
Y.1 <--- Y	.584
Y.2 <--- Y	.767
Y.3 <--- Y	.860
X1.1 <--- X1	.862
X1.2 <--- X1	.758
Z1.2 <--- Z1	.747

	Estimate
Z1.3 <--- Z1	.714
X3.4 <--- X3	.730
X3.5 <--- X3	.596
Y.4 <--- Y	.798
Y.5 <--- Y	.594
Z2.1 <--- Z2	.684
Z2.2 <--- Z2	.661
Z2.3 <--- Z2	.628
Z2.4 <--- Z2	.671
Z2.5 <--- Z2	.720

Covariances: (All Sample - Default model)

	Estimate	S.E.	C.R.	P	Label
X3 <--> Y	.073	.017	4.283	***	par_21
X1 <--> Z2	.069	.020	3.457	***	par_22
X2 <--> X3	.021	.009	2.264	.024	par_23
X2 <--> X1	.028	.013	2.120	.034	par_24
Z1 <--> X3	.084	.020	4.121	***	par_25
Y <--> Z2	.084	.019	4.365	***	par_26
X3 <--> X1	.039	.017	2.240	.025	par_27
Z1 <--> X2	.052	.014	3.590	***	par_28
Z1 <--> X1	.098	.026	3.703	***	par_29
Z1 <--> Y	.105	.024	4.477	***	par_30
X2 <--> Z2	.045	.012	3.832	***	par_31
X2 <--> Y	.044	.011	3.826	***	par_32
Z1 <--> Z2	.109	.024	4.651	***	par_33
X3 <--> Z2	.071	.017	4.224	***	par_34
Y <--> X1	.045	.017	2.662	.008	par_35

Correlations: (All Sample - Default model)

	Estimate
X3 <--> Y	.695
X1 <--> Z2	.443
X2 <--> X3	.260

	Estimate
X2 <--> X1	.255
Z1 <--> X3	.531
Y <--> Z2	.783
X3 <--> X1	.255
Z1 <--> X2	.455
Z1 <--> X1	.450
Z1 <--> Y	.705
X2 <--> Z2	.551
X2 <--> Y	.582
Z1 <--> Z2	.676
X3 <--> Z2	.626
Y <--> X1	.311

Construct Reliability and Average Variance Extracted (AVE)

Construct	Indikator	Factor Loading (FL)	FL ²	Error	Construct Reliability	Average Variance Extracted (AVE)
Tingkat Pendidikan (X1)	X1.1	0.862	0.743	0.257	0.794	0.659
	X1.2	0.758	0.575	0.425		
Pengalaman Kerja (X2)	X2.1	0.635	0.403	0.597	0.837	0.636
	X2.2	0.889	0.790	0.210		
	X2.3	0.845	0.714	0.286		
Kompetensi (X3)	X3.1	0.732	0.536	0.464	0.820	0.525
	X3.2	0.652	0.425	0.575		
	X3.3	0.736	0.542	0.458		
	X3.4	0.730	0.533	0.467		
	X3.5	0.596	0.355	0.645		
Pengembangan Karier (Z1)	Z1.1	0.822	0.676	0.324	0.806	0.581
	Z1.2	0.747	0.558	0.442		
	Z1.3	0.714	0.510	0.490		
Kepuasan Kerja (Z2)	Z2.1	0.684	0.468	0.532	0.806	0.501
	Z2.2	0.661	0.437	0.563		
	Z2.3	0.628	0.394	0.606		

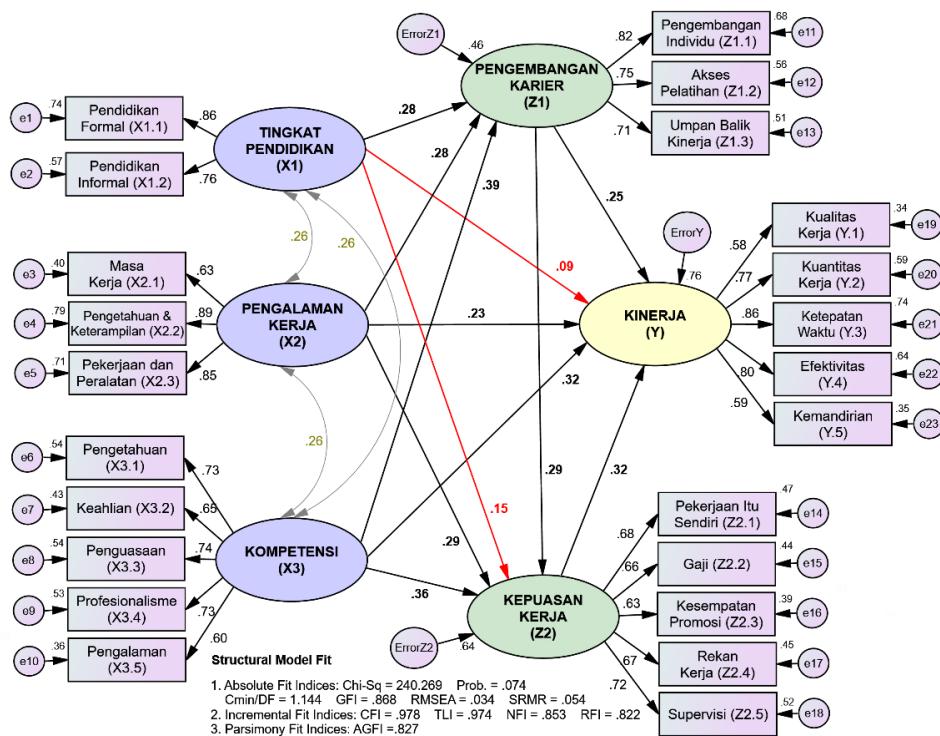
Construct	Indikator	Factor Loading (FL)	FL ²	Error	Construct Reliability	Average Variance Extracted (AVE)
	Z2.4	0.671	0.450	0.550		
	Z2.5	0.720	0.518	0.482		
Kinerja (Y)	Y.1	0.584	0.341	0.659	0.847	0.532
	Y.2	0.767	0.588	0.412		
	Y.3	0.860	0.740	0.260		
	Y.4	0.798	0.637	0.363		
	Y.5	0.594	0.353	0.647		

$$\text{Construct Reliability} = \frac{\sum(FL)^2}{\sum(FL)^2 + \sum(error)}$$

$$\text{Average Variance Extracted (AVE)} = \frac{\sum(FL^2)}{\sum(FL^2) + \sum(error)}$$

Lampiran 11

Sem - Analisis *Structural Model*



Notes for Group (Group number 1)

The model is recursive.

Sample size = 129

Parameter Summary (All Sample)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	32	0	0	0	0	32
Labeled	0	0	0	0	0	0
Unlabeled	29	8	29	0	0	66
Total	61	8	29	0	0	98

Notes for Model (Default model)**Computation of degrees of freedom (Default model)**

Number of distinct sample moments: 276
 Number of distinct parameters to be estimated: 66
 Degrees of freedom (276 - 66): 210

Result (Default model)

Minimum was achieved
 Chi-square = 240.269
 Degrees of freedom = 210
 Probability level = .074

Regression Weights: (All Sample - Default model)

			Estimate	S.E.	C.R.	P	Label
Z1	<---	X1	.291	.110	2.647	.008	par_21
Z1	<---	X2	.560	.200	2.795	.005	par_22
Z1	<---	X3	.548	.148	3.705	***	par_23
Z2	<---	X3	.368	.119	3.098	.002	par_24
Z2	<---	X2	.410	.149	2.752	.006	par_25
Z2	<---	X1	.110	.082	1.346	.178	par_26
Z2	<---	Z1	.205	.097	2.116	.034	par_30
Y	<---	X2	.298	.125	2.393	.017	par_14
Y	<---	X3	.303	.108	2.801	.005	par_19
Y	<---	X1	.059	.058	1.015	.310	par_20
Y	<---	Z1	.166	.080	2.071	.038	par_31
Y	<---	Z2	.300	.148	2.023	.043	par_32
Z1.1	<---	Z1	1.000				
X2.1	<---	X2	1.000				
X2.2	<---	X2	1.675	.221	7.583	***	par_1
X2.3	<---	X2	1.697	.227	7.482	***	par_2
X3.1	<---	X3	1.000				
X3.2	<---	X3	1.154	.179	6.448	***	par_3
X3.3	<---	X3	1.447	.193	7.482	***	par_4
Y.1	<---	Y	1.000				

			Estimate	S.E.	C.R.	P	Label
Y.2	<---	Y	1.316	.204	6.465	***	par_5
Y.3	<---	Y	1.485	.215	6.919	***	par_6
X1.1	<---	X1	1.000				
X1.2	<---	X1	.812	.175	4.638	***	par_7
Z1.2	<---	Z1	.803	.095	8.489	***	par_8
Z1.3	<---	Z1	.941	.120	7.837	***	par_9
X3.4	<---	X3	1.050	.142	7.376	***	par_10
X3.5	<---	X3	1.090	.182	5.972	***	par_11
Y.4	<---	Y	1.286	.194	6.633	***	par_12
Y.5	<---	Y	1.010	.143	7.041	***	par_13
Z2.1	<---	Z2	1.000				
Z2.2	<---	Z2	1.118	.185	6.042	***	par_15
Z2.3	<---	Z2	.995	.168	5.907	***	par_16
Z2.4	<---	Z2	1.128	.175	6.451	***	par_17
Z2.5	<---	Z2	1.126	.130	8.631	***	par_18

Standardized Regression Weights: (All Sample - Default model)

			Estimate
Z1	<---	X1	.280
Z1	<---	X2	.283
Z1	<---	X3	.386
Z2	<---	X3	.361
Z2	<---	X2	.289
Z2	<---	X1	.148
Z2	<---	Z1	.286
Y	<---	X2	.228
Y	<---	X3	.321
Y	<---	X1	.086
Y	<---	Z1	.250
Y	<---	Z2	.325
Z1.1	<---	Z1	.822
X2.1	<---	X2	.635
X2.2	<---	X2	.889
X2.3	<---	X2	.845

	Estimate
X3.1 <--- X3	.732
X3.2 <--- X3	.652
X3.3 <--- X3	.736
Y.1 <--- Y	.584
Y.2 <--- Y	.767
Y.3 <--- Y	.860
X1.1 <--- X1	.862
X1.2 <--- X1	.758
Z1.2 <--- Z1	.747
Z1.3 <--- Z1	.714
X3.4 <--- X3	.730
X3.5 <--- X3	.596
Y.4 <--- Y	.798
Y.5 <--- Y	.594
Z2.1 <--- Z2	.684
Z2.2 <--- Z2	.661
Z2.3 <--- Z2	.628
Z2.4 <--- Z2	.671
Z2.5 <--- Z2	.720

Covariances: (All Sample - Default model)

	Estimate	S.E.	C.R.	P	Label
X3 <--> X1	.039	.017	2.240	.025	par_27
X2 <--> X3	.021	.009	2.264	.024	par_28
X2 <--> X1	.028	.013	2.120	.034	par_29

Correlations: (All Sample - Default model)

	Estimate
X3 <--> X1	.255
X2 <--> X3	.260
X2 <--> X1	.255

Squared Multiple Correlations: (All Sample - Default model)

	Estimate
Z1	.460
Z2	.645
Y	.760

Standardized Residual Covariances (All Sample - Default model)

	Z2.5	Z2.4	Z2.3	Z2.2	Z2.1	Y.5	Y.4	X3.5	X3.4	Z1.3	Z1.2	X1.2	X1.1	Y.3	Y.2	Y.1	X3.3	X3.2	X3.1	X2.3	X2.2	X2.1	Z1.1
Z2.5	0.000																						
Z2.4	-0.154	0.000																					
Z2.3	-0.078	0.115	0.000																				
Z2.2	-0.529	0.699	0.000	0.000																			
Z2.1	0.000	0.531	-0.165	-0.631	0.000																		
Y.5	-0.167	-0.080	-0.207	-0.286	0.403	0.000																	
Y.4	-0.003	-0.761	0.040	0.468	-0.604	-0.601	0.000																
X3.5	1.390	0.291	0.212	-0.134	1.056	2.270	-0.057	0.000															
X3.4	0.975	-0.767	-0.246	0.607	-0.363	0.833	0.326	0.000	0.000														
Z1.3	-0.600	0.315	-0.183	-0.564	0.014	2.318	-0.544	0.696	0.234	0.000													
Z1.2	0.134	1.167	0.168	0.436	0.340	1.367	-0.206	0.147	0.648	-0.418	0.000												
X1.2	0.446	0.391	0.309	-0.090	-0.236	0.245	0.356	0.146	0.093	0.637	0.165	0.000											
X1.1	0.343	0.545	-0.955	-1.036	0.361	1.090	0.018	0.313	0.048	1.054	-0.173	-0.007	-0.027										
Y.3	0.635	0.207	-0.185	0.413	0.366	-0.081	0.073	0.040	-0.107	0.284	-0.666	0.041	-0.589	0.000									
Y.2	-0.014	-1.668	0.041	0.030	-0.348	-0.019	0.099	0.069	0.474	0.036	-0.233	0.400	0.280	0.150	0.000								
Y.1	0.116	0.610	0.618	0.501	0.901	0.000	-0.213	1.148	-0.542	2.344	0.920	0.462	0.806	-0.049	-0.457	0.000							
X3.3	-0.258	-0.974	-0.190	0.948	-0.339	0.160	0.390	-0.647	-0.369	0.893	-0.209	0.088	-0.099	-0.687	-0.116	-0.309	0.000						
X3.2	0.251	-0.670	-0.732	-0.382	0.169	0.107	-0.605	0.578	0.233	-0.391	-0.346	-0.745	-0.670	-0.571	-0.390	0.370	0.505	0.000					
X3.1	0.459	-0.412	0.224	0.959	0.011	1.261	0.164	-0.046	0.112	0.937	-0.710	0.664	0.151	0.052	0.548	0.324	0.237	-0.636	0.000				
X2.3	0.406	-0.260	0.639	0.009	0.458	-0.848	0.130	1.085	-0.203	-0.167	-0.956	-0.825	0.124	0.105	-0.433	-0.365	-0.847	-0.982	1.231	0.000			
X2.2	-0.049	-1.052	1.209	0.378	-0.200	-0.763	0.524	0.242	0.507	-0.326	0.261	-0.345	0.230	-0.371	-0.329	-0.028	-0.041	1.081	0.654	-0.047	0.120		
X2.1	-0.076	0.017	-0.126	-0.428	-0.007	0.685	1.558	1.629	1.224	0.102	0.991	0.198	0.495	0.641	1.662	0.860	-1.020	-1.480	0.304	-0.247	-0.103	0.000	
Z1.1	-0.072	-0.133	0.076	-0.594	-0.377	0.962	-0.096	0.169	-0.025	0.012	0.223	-0.582	-0.704	-0.405	0.177	0.290	-0.277	-0.378	-0.190	-0.409	0.500	0.421	0.000

Total Effects: (All Sample – Bootstrapp, bias-corrected percentile method)

	Estimate	Std. Estimate	S.E. bootstrapp	C.R.	P
Y <--- X1	.040	.058	.074	0.541	.469
Y <--- X2	.548	.419	.128	4.281	.017
Y <--- X3	.538	.571	.113	4.761	.007
Y <--- Z1	.227	.343	.104	2.183	.019
Y <--- Z2	.300	.325	.147	2.041	.034

Specific Indirect Effects: (All Sample – Bootstrapp, bias-corrected percentile method)

			Estimate	Std. Estimate	S.E. bootstrap	C.R.	Lower	Upper	P
Y	< Z	<--	X						
--	1	-	1	.048	.022	2.18	.002	.195	.027
-	-	-	-	0.070		2			
Y	< Z	<--	X						
--	1	-	2	.093	.044	2.11	.004	.283	.039
-	-	-	-	0.071		4			
Y	< Z	<--	X						
--	1	-	3	.091	.043	2.11	.004	.266	.040
-	-	-	-	0.097		6			
Y	< Z	<--	X						
--	2	-	1	.033	.026	1.26	-.006	.145	.138
-	-	-	-	0.048		9			
Y	< Z	<--	X						
--	2	-	2	.123	.052	2.36	.016	.406	.023
-	-	-	-	0.094		5			
Y	< Z	<--	X						
--	2	-	3	.110	.047	2.34	.013	.366	.023
-	-	-	-	0.117		0			

Modification Indices (All Sample - Default model)**Covariances: (All Sample - Default model)**

		M.I.	Par Change
e10 <-->	e15	4.490	-.033
e9 <-->	e14	4.604	-.021
e21 <-->	ErrorZ2	6.647	.021
e21 <-->	e1	4.206	-.022
e20 <-->	e17	8.198	-.043
e19 <-->	e9	4.676	-.024
e19 <-->	e13	4.976	.038
e5 <-->	e10	5.383	.027
e5 <-->	e9	6.288	-.021
e5 <-->	e12	4.304	-.021

		M.I.	Par Change
e5 <-->	e6	4.951	.021
e4 <-->	e10	5.337	-.024
e4 <-->	e21	4.467	-.016
e3 <-->	ErrorY	8.310	.016
e3 <-->	e20	5.628	.024

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	66	240.269	210	.074	1.144
Saturated model	276	.000	0		
Independence model	23	1629.587	253	.000	6.441

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.016	.868	.827	.661
Saturated model	.000	1.000		
Independence model	.099	.262	.195	.240

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.853	.822	.979	.974	.978
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.830	.708	.812
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	30.269	.000	72.712
Saturated model	.000	.000	.000
Independence model	1376.587	1252.737	1507.898

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.877	.236	.000	.568
Saturated model	.000	.000	.000	.000
Independence model	12.731	10.755	9.787	11.780

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.034	.000	.052	.925
Independence model	.206	.197	.216	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	372.269	402.731	561.017	627.017
Saturated model	552.000	679.385	1341.308	1617.308
Independence model	1675.587	1686.202	1741.363	1764.363

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.908	2.672	3.240	3.146
Saturated model	4.313	4.313	4.313	5.308
Independence model	13.091	12.123	14.116	13.173

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	131	139
Independence model	23	25

Lampiran 12

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The Effect of Education Level, Work Experience and Competency on Career Development, Job Satisfaction and Employee Performance of the Fire and Rescue Service In Bojonegoro Regency

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ABSTRACT: The current era of globalization is a big challenge faced by local governments. Government agencies are expected to be able to display professional apparatus, have a high work ethic, competitive advantage and have the ability to uphold bureaucratic ethics in carrying out their duties and functions in order to fulfill the aspirations of the community, namely providing the best, fast and precise service. This research aims to determine empirical evidence regarding the influence of education level, work experience and competency on career development, job satisfaction and employee performance. The population in this research were employees of the Fire and Rescue Service in Bojonegoro Regency. The sampling technique was a saturated sample, namely all employees who worked at the Fire and Rescue Service in Bojonegoro Regency, namely 129 employees. Hypothesis testing was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). Of the 12 hypotheses analyzed, 10 hypotheses were proven to be accepted and the other 2 hypotheses were rejected.

Keywords: Level of education, work experience, competency, career development, job satisfaction, employee performance

I. INTRODUCTION

The current era of globalization is a big challenge faced by local governments. Government agencies are expected to be able to display professional apparatus, have a high work ethic, competitive advantage and have the ability to uphold bureaucratic ethics in carrying out their duties and functions in order to fulfill the aspirations of the community, namely providing the best, fast and precise service. So it will be seen how high the performance of employees in that agency is.

Law Number 23 of 2014 concerning regional government, public services have become widely discussed, because public services are one of the indicators that measure the success of implementing regional autonomy. The provision of public services by government officials to the community is actually an implication of the function of state officials as public servants. Therefore, the position of government officials in public services is very strategic because it will determine the extent to which the government is able to provide the best possible service to the community. The services provided by the regional government through the Fire and Rescue Service in Bojonegoro Regency are currently considered capable of serving the needs of the community, through extinguishing or other rescue actions.

The large number of fire cases in Bojonegoro Regency is caused by the development and increase in population, so that the risk of fires also increases. In the blackout process, of course there are several things that can hinder the blackout activities, including the limited distribution of fire stations in Bojonegoro Regency. The total area of Bojonegoro Regency is 2,307.06 Km² and is inhabited by 1,249,578 residents spread across 27 sub-districts. The wide coverage area and large population of more than one million people mean that the firefighting unit's services are less than optimal. So it is necessary to increase the distribution of fire posts so that they can meet the international standard for response time, namely 15 minutes to the crime scene.

Efforts to improve employee performance include paying attention to education level. In carrying out work, employees are also inseparable from their level of education. A bachelor's degree is a basic requirement for many jobs. However, currently, not all Fire Department employees in Bojonegoro Regency

have Bachelor's level (Strata 1) education, especially employees or personnel who work in the field. This is because personnel who are in the field when working require more skills and abilities obtained from routine training conducted by the District Fire and Rescue Service in Bojonegoro.

Organizations seek employees whose previous work experience matches the organization's current needs in the hope that such experience will help them produce more quickly (Rynes et al., 1997). The more experience a person has, the easier the skills to complete work will be. Work experience is needed to support the competencies possessed by each employee.

Competencies can deepen and expand a person's work abilities. The more often someone does the same job, the more skilled they are and the faster they complete the job. Employees tend to perform well if they have a clear career development path. They need to know that there are opportunities for organizational growth and advancement and feel satisfied with their journey in the world of work.

Job satisfaction is often shown by employees by liking the work itself and the level of enjoyment they have in carrying out their work. In general, it can be stated that job satisfaction is a feeling of comfort and positive relationships between fellow employees (Balotic, 2013: 52). Job satisfaction can influence performance because job satisfaction plays an important role in company development to increase employee efficiency and performance (Ahmed, 2012:45).

II. THEORETICAL STUDY

A. Level of Education

Level of Education according to Lestari in Wirawan (2019) "is a person's activity in developing their abilities, attitudes and forms of behavior, both for future life through certain organizations or unorganized".

The following are several indicators to measure level of education :

1. Formal education
2. Informal education

B. Work Experience

According to Foster (2015:40) work experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and have carried them out well.

The following are several indicators to measure work experience:

1. Length of time/work period.
2. Level of knowledge and skills possessed.
3. Mastery of work and equipment.

C. Competency

Which means skill, ability and authority (Renyut, 2017).

The following are several indicators to measure competency:

1. Knowledge
2. Expertise
3. Mastery
4. Professionalism
5. Experience

D. Career Development

According to Dessler (2020:313) is defined as a series of lifelong activities that contribute to the exploration, formation, success and fulfillment of one's goals.

The following are several indicators to measure career development:

1. Have an individual development plan
2. Have access to training
3. Receive performance feedback from supervisors

E. Job Satisfaction

Robbins and Judge (2017) define job satisfaction as positive feelings about work resulting from evaluating its characteristics.

The following are several indicators to measure job satisfaction:

1. **The work itself**
Work provides employees with the opportunity to learn according to their interests and the opportunity to be responsible.
2. **Salary**
Employee job satisfaction will be formed if the amount of money the employee receives is in accordance with the workload and is balanced with other employees.
3. **Promotion**
Promotion is a form of appreciation received by employees in the organization. Employee job satisfaction will be high if employees are promoted based on the employee's work performance.
4. **Supervision from superiors**
This is shown by superiors in the form of paying attention to how well the work is done by employees, advising and helping employees as well as good communication in supervision.
5. **Coworkers**
If in an organization there is a relationship between employees that is harmonious, friendly, and helps each other, it will create a conducive work group atmosphere, which will create employee job satisfaction.

F. Employee Performance

Robbin (2016:260) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

The following are several indicators to measure employee performance:

1. Quality of Work
2. Quantity
3. Timeliness
4. Effectiveness
5. Independence.

III. CONCEPTUAL FRAMEWORK

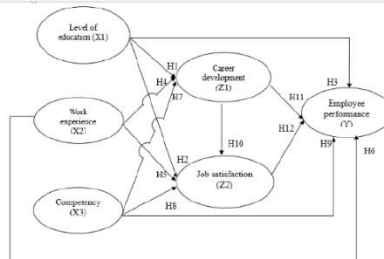


Figure 1 Conceptual Framework

Regarding the research context, problem formulation, literature review, and conceptual framework, then hypothesis that can be formed is as follows:

- H1: Level of education has a significant effect on the career development of the Fire and Rescue Service in Bojonegoro Regency.
- H2: Level of education has a significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency.
- H3: Level of education has a significant effect on performance of the Fire and Rescue Service in Bojonegoro Regency.
- H4: Work experience has a significant effect on career development of the Fire and Rescue Service in Bojonegoro Regency.
- H5: Work experience has a significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency.
- H6: Work experience has a significant effect on performance of the Fire and Rescue Service in Bojonegoro Regency.
- H7: Competency has a significant effect on career development of the Fire and Rescue Service in Bojonegoro Regency.
- H8: Competency has a significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency.
- H9: Competency has a significant effect on performance of the Fire and Rescue Service in Bojonegoro Regency.
- H10: Career development has a significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency.
- H11: Career development has a significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency.
- H12: Job satisfaction has a significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency.

IV. RESEARCH METHOD

A. Data Types and Sources

This type of research is causal explanatory research which explains the causal relationship between endogenous and exogenous variables which are used to predict the general pattern of a situation. This research used secondary data which were retrieved November 2023.

B. Population

The population in this study were employees of the Fire and Rescue Service in Bojonegoro Regency. The number of employees working at the Fire and Rescue Service in Bojonegoro Regency who were respondents in this research was 129.

C. Data Collection

The data collection technique used was a questionnaire distributed to respondents using Google Form.

D. Data Analysis Method

Hypothesis testing in this research was carried out using an approach Structural Equation Model (SEM) based Partial Least Square (PLS). Hypothesis testing is carried out to determine whether there is an effect of research variables on the others. This testing is done by analyzing the Regression Weight, i.e. Critical Ratio (CR) and Probability (P) values. The required limits are ≥ 1.96 for the CR value and ≤ 0.05 for the P-value. If the data processing results show a value that meets these requirements, the proposed research hypothesis is accepted.

V. RESULT & DISCUSSION

A. Evaluation of Measurement Model/ Outer Model

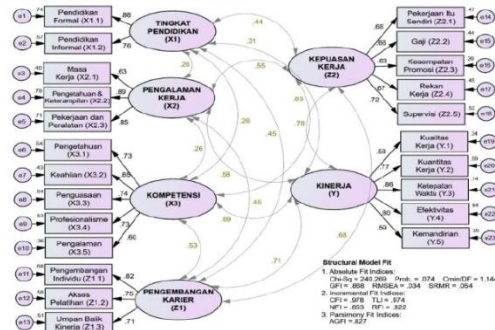


Figure 2 Measurement Model

Chi-Square probability value is greater than 0.05, RMSEA is less than 0.08, GFI and AGFI are greater than 0.90, Cmin/DF is less than 2.00, TL is more than 0.90 and CFI is more than 0.90. These results indicate that the independent variables (exogenous) level of education, work experience, competence and commitment variables (endogenous) performance, career development and job satisfaction formed by the indicators are in accordance (fit) with the data.

B. Evaluation of Structural Model/ Inner Model

After the assumptions underlying the SEM analysis have been fulfilled, a model suitability test is then carried out to ensure that the model fits the data, so that later the model can be used for hypothesis testing. The following are the results of calculating the values of the goodness of fit indices produced by the structural model:

Fit Measure		Critical Value	Structural model	
			Index value	Decision
Absolute Fit Indices	Prob. χ^2	$\geq 0,05$	0.074	Good fit
	Gmin/DF	$\leq 3,00$	1.144	Good fit
	GFI	$\geq 0,90$	0.868	Marginal fit
	RMSEA	$\leq 0,08$	0.034	Good fit
	SRMR	$\leq 0,08$	0.054	Good fit
Incremental Fit Indices	CFI	$\geq 0,95$	0.978	Good fit
	TLI	$\geq 0,95$	0.974	Good fit
	NFI	$\geq 0,90$	0.853	Marginal fit
	RFI	$\geq 0,90$	0.822	Marginal fit
Parsimony Fit Indices	AGFI	$\geq 0,90$	0.927	Marginal fit

Table 1 Overall Model Goodness of Fit Value

the results of the structural model suitability test show that all the criteria for absolute fit indices, incremental fit indices, and parsimony fit indices have met the requirements (good fit and marginal fit). Thus the structural model can be accepted. Good fit means the model developed in this research provides a good fit to the empirical data, while marginal fit means the model fit is within acceptable limits.

Direct Influence		Std. Estimate	C.R.	P-value	Hypothehtical Decisions
Level of education (X1)	→ Career development (Z1)	0,280	2,647	0,008	H ₁ Accepted
Level of education (X1)	→ Job satisfaction (Z2)	0,148	1,346	0,178	H ₂ Rejected
Level of education (X1)	→ Employee performance (Y)	0,086	1,015	0,310	H ₃ Rejected
Work experience (X2)	→ Career development (Z1)	0,283	2,795	0,005	H ₄ Accepted
Work experience (X2)	→ Job satisfaction (Z2)	0,289	2,752	0,006	H ₅ Accepted
Work experience (X2)	→ Employee performance (Y)	0,228	2,393	0,017	H ₆ Accepted
Competency (X3)	→ Career development (Z1)	0,386	3,705	0,000	H ₇ Accepted
Competency (X3)	→ Job satisfaction (Z2)	0,361	3,098	0,002	H ₈ Accepted
Competency (X3)	→ Employee performance (Y)	0,321	2,801	0,005	H ₉ Accepted
Career development (Z1)	→ Job satisfaction (Z2)	0,286	2,116	0,034	H ₁₀ Accepted
Career development (Z1)	→ Employee performance (Y)	0,250	2,071	0,038	H ₁₁ Accepted
Job satisfaction (Z2)	→ Employee performance (Y)	0,325	2,023	0,043	H ₁₂ Accepted

Table 2 Hypothesis Test Results

Based on the analysis of the influence between variables, each hypothesis can be explained as follows :

1. The Effect of Education Level on Employee Career Development of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that the level of education has a positive and significant effect on the career development of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.280. The test shows significant results with a CR value = 2.647 fulfilling the requirements >1.96 with probability = 0.008 which meets the testing requirements <0.05. Thus, the hypothesis which states that the level of education influences career development in this research can be accepted as true.

2. The Effect of Education Level on Employee Job Satisfaction of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that the level of education has a positive but not significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between these two variables was obtained at 0.148. The test shows significant results with a CR value = 1.346 which does not meet the requirements >1.96 with a probability = 0.178 which meets the testing requirements <0.05. Thus, the hypothesis which states that the level of education influences job satisfaction in this study is rejected or cannot be accepted as true.

3. The Effect of Education Level on Employee Performance of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that the level of education has a positive but not significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between these two variables was obtained at 0.086. The test shows significant results with a CR value = 1.015 which does not meet the requirements > 1.96 with a

probability = 0.310 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that the level of education influences performance in this research is rejected or cannot be accepted as true.

4. The Effect of Work Experience on Employee Career Development of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that work experience has a positive and significant effect on the career development of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between these two variables was obtained at 0.283. Testing shows significant results with a CR value = 2.795 fulfilling the requirements > 1.96 with probability = 0.005 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that work experience influences career development in this research can be accepted as true.

5. The Effect of Work Experience on Employee Job Satisfaction of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that work experience has a positive and significant effect on job satisfaction of employees of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.289. Testing shows significant results with a CR value = 0.289 fulfilling the requirements > 1.96 with probability = 0.006 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that work experience influences job satisfaction in this research can be accepted as true.

6. The Effect of Work Experience on Employee Performance of the Fire and Rescue Service in Bojonegoro Regency

Hypothesis testing results prove that work experience has a positive and significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between these two variables was obtained at 0.226. Testing shows significant results with a CR value = 2.393 fulfilling the requirements > 1.96 with probability = 0.017 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that work experience influences performance in this research can be accepted as true.

7. The Effect of Competency on Employee Career Development of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that competency has a positive and significant effect on the career development of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.386. Testing shows significant results with a CR value = 3.705 fulfilling the requirements > 1.96 with probability = 0.000 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that competence influences career development in this research can be accepted as true.

8. The Effect of Competency on Employee Job Satisfaction of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that competence has a positive and significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.361. The test shows significant results with a CR value = 3.098 fulfilling the requirements > 1.96 with probability = 0.002 which meets the testing requirements < 0.05 . Thus, the hypothesis which states that competence influences job satisfaction in this research can be accepted as true.

9. The Effect of Competency on Employee Performance of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that competence has a positive and significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.321. The test shows significant results with a CR value = 2.801 fulfilling the requirements > 1.96 with probability = 0.005 which meets the

testing requirements <0.05 . Thus, the hypothesis which states that competence influences performance in this research can be accepted as true.

10. The Effect of Career Development on Employee Job Satisfaction of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that career development has a positive and significant effect on job satisfaction of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.286. Testing shows significant results with a CR value = 2.116 fulfilling the requirements >1.96 with probability = 0.034 which meets the testing requirements <0.05 . Thus, the hypothesis which states that career development influences job satisfaction in this research can be accepted as true.

11. The Effect of Career Development on Employee Performance of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that career development has a positive and significant effect on the performance of the Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between these two variables is 0.250. The test shows significant results with a CR value = 2.071 fulfilling the requirements >1.96 with probability = 0.038 which meets the testing requirements <0.05 . Thus, the hypothesis which states that career development influences performance in this research can be accepted as true.

12. The Effect of Job Satisfaction on Employee Performance of the Fire and Rescue Service in Bojonegoro Regency

The results of hypothesis testing prove that job satisfaction has a positive and significant effect on the performance of Fire and Rescue Service in Bojonegoro Regency. The estimated parameter for the causal relationship between the two variables was obtained at 0.325. The test shows significant results with a CR value = 2.023 fulfilling the requirements >1.96 with probability = 0.043 which meets the testing requirements <0.05 . Thus, the hypothesis which states that job satisfaction influences performance in this research can be accepted as true.

VI. CONCLUSION

Based on the problem formulation, literature review, analysis of research results and discussions described in the previous chapters, the results of this research can be concluded as follows:

1. Level of education has a positive and significant effect on the career development of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm the theory put forward by Lestari in Wirawan (2016: 3) which states that "a person's activity in developing their abilities, attitudes and forms of behavior, both for future life through certain organizations or unorganized" and Dessler's theory (2020:313) which states that a series of lifelong activities contribute to a person's exploration, formation, success and fulfillment of their goals. The research results are the same as research conducted by Ayuni, I Wayan Sujana, Novarini (2022) who found that level had a positive and significant influence on career development.
2. Level of education has a positive but not significant effect on job satisfaction of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research cannot confirm the theory put forward by Lestari in Wirawan (2016: 3) which states that "a person's activity in developing their abilities, attitudes and forms of behavior, both for future life through certain organizations or unorganized" and cannot confirm the theory of Robbins and Judge (2017) which states that job satisfaction is a positive feeling about work resulting from evaluating its characteristics. The results of this research are different from research conducted by Fauzi and Ubaidillah (2022) which found that education level had a positive and significant effect on job satisfaction.
3. Level of education has a positive but not significant effect on the performance of Fire and Rescue Service employees in Bojonegoro Regency. The research results cannot confirm Lestari's theory in Wirawan

(2016: 3) which states that "a person's activity in developing their abilities, attitudes and forms of behavior, both for future life through certain organizations or unorganized" and the theory cannot confirm Robbin's theory (2016: 260) which states that performance is a result achieved by employees in their work according to certain criteria that apply to a job. The results of this research are different from research conducted by Nuzleha (2021) which found that the level of education has a significant contribution and influence on employee performance.

4. Work experience has a positive and significant influence on the career development of Fire and Rescue Service employees in Bojonegoro Regency. The research results can confirm Foster's theory (2015:40) which states that work experience is a measure of the length of time or working period that a person has taken to understand the tasks of a job and have carried it out well and career development theory according to Dessler (2020:313) which states that a lifelong set of activities that contribute to a person's exploration, formation, success, and fulfillment of goals. The results of this research are the same as research conducted by Novelya and Karuehni (2023) who found that work experience has a significant effect on career development.
5. Work experience has a positive and significant effect on job satisfaction of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm Foster's theory (2015: 40) which states that work experience is a measure of the length of time or period of work that a person has completed in understanding the tasks of a job and has carried it out well and the theory of Robbins and Judge (2017) which states that job satisfaction is a positive feeling about work that results from evaluating its characteristics. The results of this research are the same as research conducted by Badaruddin et al (2022) which found that work experience had a positive and statistically significant effect on performance.
6. Work experience has a positive and significant effect on the performance of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm Foster's theory (2015:40) which states that work experience is a measure of the length of time or period of work that a person has completed in understanding the tasks of a job and has carried it out well and Robbin's theory (2016:260) which states that performance is a result achieved by employees in their work according to certain criteria that apply to a job. The results of this research are the same as research conducted by Yanthi et al (2023) which found that work experience has a positive and significant effect on employee performance.
7. Competency has a positive and significant influence on the career development of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm the theory (Renyut, 2017) which states that "competency" which means skills, abilities and authority as well as Dessler's theory (2020:313) which states that career development is a series of lifelong activities that contribute to exploration, formation, success, and fulfillment of one's goals. The results of this research are the same as research conducted by Restutanti Borman et al (2023) which found that competence has a significant effect on career development.
8. Competency has a positive and significant effect on employee satisfaction at the Fire and Rescue Service in Bojonegoro Regency. The results of this research can confirm the theory (Renyut, 2017) which states that competence means skill, ability and authority as well as the theory of Robbins and Judge (2017) which states that job satisfaction is a positive feeling about work resulting from evaluating its characteristics. The results of this research are the same as research conducted by Aprilliansyah and Chalid (2020) found that competency has a significant effect on employee job satisfaction.
9. Competency has a positive and significant effect on the performance of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm the theory (Renyut, 2017) which states that "competency" which means skills, abilities and authority as well as Robbin's theory (2016:260) which states that performance is a result achieved by employees in their work according to certain criteria specified applies to a job. The results of this research are the same as research conducted by Nugraha et al, (2022) which found that competence influences employee performance.

10. Career development has a positive and significant effect on employee satisfaction at the Fire and Rescue Service in Bojonegoro Regency. The results of this research can confirm Dessler's theory (2020:313) which states that career development is a series of lifelong activities that contribute to the exploration, formation, success and fulfillment of one's goals and the theory of Robbins and Judge (2017) which states that job satisfaction is a feeling positive attitude about a job resulting from an evaluation of its characteristics. The results of this research are the same as research conducted by Susilo and Wuansari (2023) who found that career development had a significant positive impact on job satisfaction.
11. Career development has a positive and significant effect on the performance of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm Dessler's theory (2020:313) which states that career development is a series of lifelong activities that contribute to the exploration, formation, success and fulfillment of one's goals and Robbin's theory (2016:260) which states that performance is a result achieved by employees in their work according to certain criteria that apply to a job. The results of this research are the same as research conducted by Wiryawan and Rahmawati (2020) which found that career development had a positive and significant effect on employee performance.
12. Job satisfaction has a positive and significant effect on the performance of Fire and Rescue Service employees in Bojonegoro Regency. The results of this research can confirm the theory of Robbins and Judge (2017) which states that job satisfaction is a positive feeling about work resulting from evaluating its characteristics and the theory of Robbin (2016: 290) which states that performance is a result achieved by employees in their work according to criteria, specific ones that apply to a job. The results of this research are the same as research conducted by S Egenius et al (2020) which found that job satisfaction has a significant effect on employee performance.

SUGGESTION

The following are suggestions from the author for further research based on our research results.

1. The results of this research can be used as a source of ideas and input for the development of this research in the future. In further research, it could be considered to add variables that can influence career development, job satisfaction and performance other than the variables used in this research.
2. The results of this research can be input for officials within the Fire and Rescue Service in Bojonegoro Regency to provide facilities to employees such as of training and coaching that can increase job satisfaction and employee performance. Besides it, the Fire and Rescue Service in Bojonegoro Regency can also carry out visits or comparative studies and share with related Services in other cities to imitate and apply work patterns or mastery of work to produce the expected performance.

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