
The Mediating Role of Career Development on The Relationship Between Performance Evaluation and Training Management Toward Job Satisfaction

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Abstract:

This study aims to analyze the effect of performance evaluation and training management on job satisfaction mediated by career development among Tenggir Park employees. Using a quantitative approach, data were collected through structured questionnaires distributed online to respondents aged 20–35 years in the Soloraya region. The sample was determined using purposive sampling, and data analysis was conducted using the Partial Least Squares (PLS) method with SmartPLS 4 software. The research model included performance evaluation and training management as independent variables, career development as a mediating variable, and job satisfaction as the dependent variable. The measurement model was assessed through validity and reliability testing, while the structural model evaluated the relationships among constructs using R^2 and Q^2 values. The results show that both performance evaluation and training management have a positive and significant effect on career development and job satisfaction. Furthermore, career development positively and significantly influences job satisfaction and mediates the relationship between performance evaluation, training management, and job satisfaction. These findings indicate that effective performance evaluation and well-managed training programs enhance employees' career development and overall job satisfaction.

Keywords: *Career Development, Job Satisfaction, Performance Evaluation, PLS, Training Management.*

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1. Introduction

Research on training and development, employee performance, and job satisfaction is essential as it relates to organizational challenges in retaining employees. Training and development play a crucial role in helping organizations address internal issues and enhance employee well-being. This study aims to provide strategic contributions to human resource management (HRM) by minimizing negative impacts on staff's physical and mental health, as well as preventing workplace problems such as high turnover, employee conflicts, absenteeism, and poor working relationships (Thalia et

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al., 2024). Management experts highlight that employee performance is commonly assessed through factors such as quantity, quality, timeliness, effectiveness, creativity, and commitment (Manda, 2020). Effective performance evaluation should consider both internal factors such as ability, motivation, and job satisfaction and external factors such as leadership, organizational culture, and economic conditions. The choice of measurement methods depends on the nature of the job and organizational objectives, as performance appraisal serves to assess company capability and guide managerial evaluation (Lestari & Waskito, 2025).

Developing human resources capable of adapting to technological advancements requires effective human resource management. Enhancing and improving employee performance quality enables companies to remain competitive and achieve organizational goals. Employee performance evaluation management serves as a control system that encompasses planning, goal setting, performance assessment, and strategic decision-making aligned with global business developments (Dwiansyah et al., 2023). To support this, companies typically prepare new employees to understand their roles and provide continuous learning opportunities through training programs aimed at improving skills, changing attitudes, and enhancing performance. Training allows employees to acquire new competencies that help them perform current and future tasks more effectively (Dolan et al., 2023). Several factors influence employee performance, including training, communication, and work discipline. Companies need employees with strong skills and capabilities; therefore, implementing structured training programs is essential to enhance employee competence and maintain effective work performance (Thalia et al., 2024).

Job satisfaction plays a crucial role for both employees and organizations, as it reflects whether employees feel content with their supervisors and work, which is evident in their performance improvement. Satisfaction at work fosters enthusiasm, motivation, and a sense of fulfillment, whereas dissatisfaction leads to disinterest and decreased productivity (Dehyouri et al., 2024; Viegas et al., 2023). Job satisfaction represents an individual's attitude and perception toward their job, which varies among employees and directly influences their work outcomes (Lestari & Waskito, 2025). Moreover, career development is essential for managing human resources effectively. From the moment employees join an organization, they should be able to plan their career paths, while the company's role is to facilitate and provide clear guidance on achieving career goals (Cahyani, 2023). Opportunities for career advancement significantly affect job satisfaction; employees who can grow and develop within their roles tend to be more motivated and productive, while those without such opportunities often experience lower satisfaction and performance (Maidarti et al., 2022). Therefore, organizations must ensure fair and equal career development opportunities for all employees to enhance job satisfaction and overall performance (Saljooghi, 2016).

Career development can serve as a major attraction for employees, as higher positions generally lead to improved welfare and job satisfaction. One crucial aspect in fostering career growth is the availability of promotion opportunities provided by management within each subunit or department. Education level also plays a significant role, as many organizations tend to prioritize employees with higher educational

qualifications over those with lower ones. Consequently, even long-serving permanent employees may face limited career advancement opportunities if their educational background does not meet the company's criteria. Ideally, management should still offer career development opportunities to employees with lower education levels by considering their skills and competencies (Rahmat, 2024). Based on this background, this study aims to examine the influence of performance evaluation and training management strategies on job satisfaction, mediated by career development. This research is essential to understand how performance evaluation can enhance job satisfaction among employees in the Solo Raya region.

2. Theoretical Background

Performance Evaluation: Performance evaluation is a formal and structured system designed to measure, assess, and influence elements related to an employee's work, behavior, and outcomes. Its main focus is to determine how productive an employee is and whether they have the potential to improve their performance in the future, ensuring mutual benefits for the company, employees, and society. Terms such as performance appraisal, performance review, and performance assessment are often used interchangeably to describe the process of evaluating how well an employee performs their job compared to established standards, followed by communicating the results to the employee (Wiliandari, 2019).

Training Management Strategy: Training can be defined as a process of enhancing employees' skills or competencies related to their current job, as well as improving their quality in carrying out responsibilities associated with a specific position or function within a division. The main goal of training is to increase employee performance in relation to their assigned duties or functions. Development, on the other hand, refers to a process of preparing employees to learn or master new knowledge and skills in anticipation of greater responsibilities or higher positions. According to Wijaya, (2023), training is a process of teaching new or existing employees the basic skills they need to perform their jobs effectively and efficiently.

Job satisfaction: Job satisfaction is a psychological state reflecting employees' supportive or unsupportive feelings toward their work and personal conditions. Work-related aspects include salary, career development opportunities, relationships with colleagues, job placement, job type, organizational structure, and quality of supervision, while personal factors involve age, health, abilities, and education (Nurpribadi, 2023). As a crucial component of human resource management, job satisfaction significantly influences employee productivity and organizational performance. It represents a positive attitude encompassing feelings and behaviors toward one's responsibilities, reflecting appreciation for achieving meaningful work values. Key indicators of job satisfaction include the nature of the job, compensation, promotion opportunities, supervision, and coworker relationships. High job satisfaction indicates employees' emotional attachment and positive responses toward their roles. Since every employee has different characteristics, satisfaction levels vary and can lead to different impacts on performance. Moreover, a supportive work

environment not only enhances job satisfaction but also contributes to higher productivity and overall organizational effectiveness(Rinadra et al., 2023).

Career Development: Career development is a systematic and continuous process aimed at enhancing an individual's abilities, potential, and knowledge. It encompasses various activities such as training, continuous education, work experience, and self-awareness to identify strengths and weaknesses. Through career development, individuals can maximize their potential, expand professional networks, and overcome workplace challenges more effectively. Moreover, understanding industry advancements and labor market trends enables individuals to adapt to changes and make informed career decisions. Consequently, achieving long-term career goals and professional growth largely depends on effective career development (Okechukwu, 2017). Career advancement is reflected in one's position and progression along their career path, which encourages employees to pursue roles that enhance their knowledge, attitude, and skills. A well-designed career development plan includes three essential components: (1) assisting employees in identifying their internal career needs, (2) creating and communicating internal career opportunities, and (3) aligning these opportunities with employees' abilities and aspirations (Munir et al., 2022).

Hypothesis Development

The Influence of Performance Evaluation on Career Development: Previous studies have examined the relationship between performance evaluation and career development. Saputra, (2021) found a positive influence between performance appraisal and career development, indicating that effective performance assessment significantly supports employees' career growth. Similarly, Fangiziah et al., (2023) confirmed that performance evaluation has a significant and positive effect on employee career development, while Cahyani et al., (2019) also reported a significant relationship between performance appraisal and employees' career advancement. Based on these previous studies and the explanation above, the hypothesis of this study can be formulated as follows:

H1: Performance evaluation has a positive effect on career development.

The Influence of Training Management Strategy on Career Development: Research on the influence of training management strategies on career development has been conducted by several previous scholars. Elmanisar et al., (2024) stated that career development through education and training can enhance employees' abilities, skills, and expertise to achieve organizational goals, emphasizing the importance of implementing various training and educational programs. Furthermore, Supratman et al., (2020) found that organizations effectively applying talent management strategies tend to improve employee performance, enhance retention, reduce turnover, and increase job satisfaction. Based on previous studies and the above discussion, the hypothesis of this study can be formulated as follows:

H2: Training management strategy has a positive effect on career development.

The Influence of Career Development on Job Satisfaction: Several previous studies have also explored the impact of career development on job satisfaction. Nugraha et al., (2022) stated that career development affects employee performance, and from the beginning of employment, employees should be able to plan their career paths within the company, while the organization's role is to facilitate and provide information regarding the requirements for career advancement. Similarly, Kraus et al., (2019) found that career development has a positive and significant effect on job satisfaction among employees of PT Guna Teguh Abadi (GTA) at the JTB Project, Bojonegoro, East Java. Career development helps employees realize their future career goals and enhance their work capabilities when supported by the HR department. Therefore, to achieve effective and efficient outcomes, companies must pay attention to employees' skills and competencies. Based on previous research and the discussion above, the hypothesis of this study can be formulated as follows:

H3: Career development has a positive effect on job satisfaction.

The Influence of Performance Evaluation on Job Satisfaction: Previous studies have also examined the relationship between performance evaluation and job satisfaction. Saefullah (2022) found that performance appraisal has a positive and significant effect on job satisfaction among Bank BJB employees in the Regional IV Banten area. The purpose of conducting performance evaluations is to increase employee satisfaction by providing recognition for their work achievements. Therefore, an adequate performance appraisal system can provide a clear picture of employees' job satisfaction levels. Similarly, Darmawan et al. (2021) revealed that competence, performance evaluation, and working conditions have both partial and simultaneous significant effects on teachers' job satisfaction. Based on previous studies and the above discussion, the hypothesis of this research can be formulated as follows:

H4: Performance evaluation has a positive effect on job satisfaction.

The Influence of Training Management Strategy on Job Satisfaction: Research on the relationship between training management strategy and job satisfaction has also been conducted by previous scholars. Ekhsan (2021) found that training has a significant effect on job satisfaction, where more frequent training enhances employees' abilities and skills, thereby improving performance. Likewise, Prahawati (2021), based on bootstrapping analysis using SmartPLS 3.29, found that training significantly affects job satisfaction among technical employees, with a T-statistic value of $5.176 > T\text{-table} (1.960)$ and $P\text{-value} (0.000) < 0.05$, indicating a positive and significant influence. Based on previous studies and the above explanation, the hypothesis of this study can be formulated as follows:

H5: Training management strategy has a positive effect on job satisfaction.

The Influence of Performance Evaluation on Job Satisfaction Mediated by Career Development: Job satisfaction refers to an individual's emotional response

to their work, reflecting the extent to which their job fulfills personal needs and expectations. In this context, performance evaluation plays an important role in assessing employee achievements, which in turn supports career development. Career development helps employees take greater responsibility for their future career paths and is typically aimed at those with sufficient qualifications, abilities, and experience factors that can be identified through performance evaluation results. Narung (2022) found that performance evaluation has a considerable effect on employee job satisfaction by fostering career growth. Similarly, Nugraha et al. (2022) concluded that performance evaluation and career development significantly influence work quality and job satisfaction. Based on prior research and the discussion above, the hypothesis of this study can be formulated as follows:

H6: Performance evaluation has a positive effect on job satisfaction mediated by career development.

The influence of training management strategies on job satisfaction mediated by career development: Training plays a crucial role in enhancing job satisfaction, as practical experience helps employees better understand their tasks and perform them more efficiently, leading to higher satisfaction levels. Previous studies have shown that training and development have a positive correlation with employee satisfaction. Research by Tanuwijaya (2021) found that training and development strategies significantly support job satisfaction, while Akbar (2023) demonstrated that career development mediates the relationship between training strategies and job satisfaction. This indicates that effective training management can influence job satisfaction both directly and indirectly through career development. Therefore, career development serves as an important factor that strengthens the positive impact of training strategies on job satisfaction. Based on these findings and prior studies, the following hypothesis can be formulated for this research:

H7: Training management strategy has a positive effect on job satisfaction which is mediated by career development.

3. Methodology

This study adopts a quantitative approach using structured questionnaires as the primary data collection method to test hypotheses with numerical and statistical analysis (Sugiyono, 2022). The population comprises employees in the Soloraya area, with the sample determined using purposive sampling targeting respondents aged 20–35 years residing in the region. Following Ferdinand (2014), a minimum of 50 respondents is required for two independent variables, while Hair et al. (2010) recommend 100–200 samples for SEM analysis to ensure reliability. The study examines three main variables Performance Evaluation and Training Management Strategy as independent variables, Career Development as a mediating variable, and Job Satisfaction as the dependent variable. Data were gathered through Google Form questionnaires, supported by secondary data from previous research journals. The research instrument utilizes a Likert scale ranging from 1 (Strongly Disagree) to 5

(Strongly Agree). Data were analyzed using Partial Least Squares (PLS) through SmartPLS 4, a soft modeling technique that does not require normality or absence of multicollinearity (Ghozali, 2014). The measurement model was assessed through convergent validity (outer loading >0.7), discriminant validity (cross-loading >0.5 or AVE comparison), reliability testing (Cronbach's Alpha >0.6 ; Composite Reliability >0.7), and multicollinearity testing (VIF <5). The structural model (inner model) evaluated the relationships among constructs using R^2 and Q^2 values to assess explanatory power and predictive relevance, respectively (Ghozali, 2018; 2019). Hypothesis testing employed the t-test with a 0.05 significance level where $p < 0.05$ indicates a significant relationship while path coefficient analysis determined both direct and indirect effects among variables within the theoretical framework.

4. Empirical Findings/Result

Respondent Description

To provide a clearer understanding of the participants involved in this study, the following section presents a description of respondents based on their demographic characteristics, specifically age and gender, as summarized in Table 1.

Table 1.
Respondent Profile

Category	Classification	Frequency	Percentage
Age	17–25 Years	56	45%
	25–35 Years	51	41%
	>35 Years	18	14%
Gender	Male	75	60%
	Female	50	40%

Source: Primary data processed, 2025

The data presented in Table 1 show that most respondents are aged 17–25 years, accounting for 56 individuals or 45% of the total, followed by those aged 25–35 years with 51 respondents (41%), and the smallest group being respondents aged over 35 years with 18 respondents (14%). In terms of gender distribution, male respondents dominate the sample with 75 individuals (60%), while female respondents account for 50 individuals (40%). These findings indicate that the majority of participants in this study are young adults aged 17–25 years and predominantly male.

PLS Program Scheme

To test the hypotheses proposed in this study, the researcher employed the Partial Least Squares (PLS) data analysis technique, utilizing the SmartPLS 4.1 software. This analytical approach was chosen because PLS is suitable for examining complex models that involve multiple independent, dependent, and mediating variables, as well as for handling data that may not meet normal distribution assumptions. PLS also allows for simultaneous evaluation of both the measurement model (outer model) and the structural model (inner model), making it effective for testing the relationships between constructs. The following figure illustrates the schematic representation of the PLS model tested in this study:

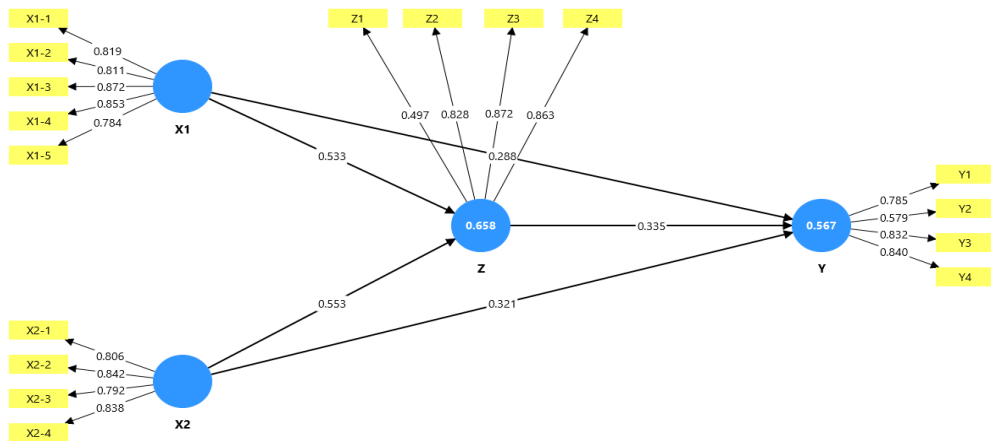


Figure 1. Outer model

Outer Model Analysis

Table 2 presents the results of the outer model analysis, which includes the measurement of indicator loadings, construct reliability, and validity. The table outlines the outer loading values for each item, along with Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) values for each variable. These measurements are used to assess the reliability and validity of the constructs in this study, ensuring that all indicators

Table 2.
Measurements of Variable, Reliability and validity Results

Variable	Items	Outer Loading	CA	CR	AVE
Performance Evaluation	I achieve the targets set by the company.	0,819	0,885	0,916	0,686
	I perform well in all my work.	0,811			
	I perform my work according to the standards set by the company.	0,872			
	I complete my work on time.	0,853			
	I work according to the established service level.	0,784			
Training Management	Employees receive extensive customer service training before they interact with customers.	0,806	0,837	0,891	0,672
	Employees receive training in handling customer issues.	0,842			
	Employees receive training on how to better serve customers.	0,792			
	Employees receive extensive customer service training before they interact with customers.	0,838			

Job Satisfaction	I'm generally happy with my current job.	0,785	0,769	0,848	0,587
	The work I'm doing now aligns with my educational background, skills, and expertise.	0,579			
	I'm happy with the facilities the company provides for me to work.	0,832			
	I'm happy with the salary and benefits the company offers.	0,840			
	A formal process for achieving career development is important to me.	0,515	0,771	0,857	0,610
Career Development	Career development is important to me.	0,828			
	I understand the need for ongoing career development.	0,872			
	Career planning tools are essential to supporting my career development.	0,863			

Primary data sources processed 2025

Based on the results presented in table 2, all indicators show outer loading values above 0.7, with the exception of job satisfaction-2 (0.579) and career development-1 (0.515). According to ghazali (2018), a loading value above 0.7 indicates good convergent validity; however, during the scale development stage, a value greater than 0.5 is still acceptable, meaning the indicators remain valid. Therefore, all indicators in this study meet the minimum threshold and are suitable for further testing. Furthermore, each variable's average variance extracted (ave) exceeds 0.5, which is acceptable since ave values below 0.5 may still be valid if composite reliability exceeds 0.6 and convergent validity is fulfilled (huang et al., 2013). The analysis also reveals that the performance evaluation variable achieved a composite reliability value of 0.916, training management strategy 0.891, job satisfaction 0.848, and career development 0.857 all above the recommended threshold of 0.7 (abdillah, 2015). Hence, it can be concluded that all constructs in this study demonstrate adequate validity and reliability, indicating strong internal consistency and suitability for further analysis.

Multicollinearity Test

A multicollinearity test was conducted to check for high correlations among independent variables. The Variance Inflation Factor (VIF) values are presented in Table 3.

Table 3.
Variance Inflation Factor (VIF) Value

	Performance Evaluation	Training Management Strategy	Job Satisfaction	Career Development
Performance Evaluation			1,844	1,013
Training Management Strategy			1,909	1,013
Job Satisfaction				
Career Development			2,924	

Source: primary data processed 2025

Based on the results of the analysis presented in Table 3, it was found that the Variance Inflation Factor (VIF) values for all variables fall within the acceptable range of greater than 0.1 and less than 5. This indicates that each independent variable in the model is free from multicollinearity issues, meaning that there is no strong correlation between the predictor variables. The absence of multicollinearity ensures that the regression estimates are reliable and that each variable contributes independently to the model without overlapping effects. Therefore, it can be concluded that the data meet the multicollinearity assumption, and the model is suitable for further structural analysis.

Inner Model Analysis

R-square (R^2)

The R-square (R^2) values were analyzed to assess the explanatory power of the model. The results are shown in Table 4.

Table 4.
R-square value

	R-Square	R-Square Adjusted
Job Satisfaction	0,567	0,556
Career Development	0,658	0,652

Source: primary data processed 2025

Table 4 shows that Performance Evaluation and Training Management Strategy explain 56.7% of Job Satisfaction and 65.8% of Career Development, with the remaining variance attributed to other factors outside this study.

Q-square (Q^2)

A Q^2 value > 0 indicates predictive relevance, while $Q^2 \leq 0$ suggests low predictive relevance, as shown in this study.

Table 5.
Q-square values

	Q ² Predict
Job Satisfaction	0,491
Career Development	0,629

Source: primary data processed 2025

From the analysis results on the table 5, it can be explained that the values obtained in this study were 0.491 and 0.629, this means that the model in the study can be said to have predictive relevance.

Hypothesis Testing

Direct effect test

This test is conducted by looking at the t-statistic value of Ttable of > 1.960 and p-value of < 0.05 . If the results in this study are less than the specified value, the hypothesis is rejected. The following are the results of the direct influence analysis in this study.

Table 6.
Direct influence test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PE -> JS	0,288	0,297	0,079	3,658	0,000
PE -> CD	0,533	0,535	0,060	8,861	0,000
MS -> KK	0,321	0,326	0,077	4,189	0,000
MS -> CD	0,553	0,555	0,050	11,165	0,000
CD -> KK	0,335	0,333	0,100	3,351	0,001

Source: primary data processed 2025

Based on the analysis results in Table 6, all proposed hypotheses are supported. Performance evaluation significantly and positively influences career development ($T = 8.861$; $p = 0.000$), while training management also shows a strong positive effect on career development ($T = 11.165$; $p = 0.000$). Career development, in turn, significantly affects job satisfaction ($T = 3.351$; $p = 0.001$). Furthermore, both performance evaluation ($T = 3.658$; $p = 0.000$) and training management ($T = 4.189$; $p = 0.000$) have significant positive effects on job satisfaction. These results confirm that performance evaluation and training management are key factors in fostering career development and improving job satisfaction among employees.

Indirect effect test

This test is conducted by examining the results of the specific indirect effect analysis. The hypothesis is accepted if the t-statistic value is greater than the T-table value, the T-table value is greater than 1.960, and the p-value is less than 0.05. The following are the results of the specific indirect effect analysis..

Table 7.
Indirect influence test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PE -> CD -> JS	0,179	0,177	0,056	3,176	0,002
MS -> CD -> JS	0,186	0,185	0,060	3,099	0,002

Source: primary data processed 2025

Based on the table 7 analysis results, it can be explained that the sixth hypothesis, which tests whether career development mediates the effect of training management on job satisfaction, shows a T-statistic value of 3.099 and a p-value of 0.002. Since the T-statistic exceeds 1.960 and the p-value is below 0.05, the sixth hypothesis is accepted, indicating that career development significantly mediates the relationship between training management and job satisfaction. Similarly, the seventh hypothesis tests whether career development mediates the effect of performance evaluation on job satisfaction, yielding a T-statistic value of 3.176 and a p-value of 0.002. As these results also meet the significance criteria (T-statistic > 1.960 and p-value < 0.05), the seventh hypothesis is accepted, confirming that career development effectively mediates the influence of performance evaluation on job satisfaction.

5. Discussion

The influence of performance evaluation on career development

The results of the direct testing in this study indicate that performance evaluation has a positive and significant effect on career development, implying that the more actively employee performance is evaluated, the greater the improvement in career growth. This finding aligns with previous studies such as Saefullah (2021), Baroroh et al. (2023), and Pakaya (2022), who found that performance appraisal significantly improves employees' career advancement. Similarly, Hidayat (2023) and Tanjung (2021) emphasized that structured and transparent performance evaluation contributes to fair promotion opportunities and enhances motivation. Furthermore, Hosen et al. (2024) revealed that performance evaluation systems integrated with training and development foster employees' long-term career trajectories and work commitment. These findings reinforce that continuous evaluation provides constructive feedback essential for professional development and organizational performance growth.

The influence of training management on career development

The results of the direct effect test indicate that training management has a positive and significant influence on career development, meaning that the more frequently employees receive training, the greater their opportunities to advance their careers. This is consistent with Satrya (2020) and Tabarru et al. (2018), who reported that employee training programs strongly correlate with career advancement. Supporting these results, Fendy (2021) and Pentury et al. (2025) found that training management directly enhances career development through the acquisition of new competencies and performance improvement. Likewise, Hosen et al. (2024) confirmed that training

& development are among the strongest predictors of employee performance and commitment, which are crucial components of career success. Effective training allows employees to improve capabilities, align personal goals with organizational objectives, and accelerate career growth.

The influence of career development on job satisfaction

The direct testing results show that career development has a positive and significant effect on job satisfaction. This implies that enhancing career opportunities and providing advancement paths lead to higher levels of employee satisfaction. The finding supports studies by Nurlilah (2020) and Hulu et al. (2024), which demonstrated that structured career planning programs contribute to employee satisfaction and motivation. In line with this, Marta (2022) and Zewude (2021) highlighted that career development serves as a key determinant of job satisfaction, particularly when employees perceive fairness and growth opportunities within the organization. Moreover, Hidayat (2023) emphasized that well-managed career paths enhance productivity and long-term employee engagement. Thus, fostering career growth not only fulfills personal aspirations but also strengthens organizational performance.

The influence of performance evaluation on job satisfaction

The results of the direct testing in this study indicate that performance evaluation has a positive and significant effect on job satisfaction. This suggests that consistent and fair evaluations can improve employee morale and motivation. The result aligns with Setiawan (2014), who found a significant influence of performance evaluation on employee satisfaction at PT Mataram Agung. Similarly, Siswanto (2024) and Sija (2021) confirmed that transparent evaluation systems enhance employees' sense of recognition and fairness, which directly improve satisfaction and reduce turnover intention. Hosen et al. (2024) further asserted that when performance feedback is developmental rather than punitive, it strengthens employees' confidence and organizational loyalty.

The influence of training management on job satisfaction

The results indicate that training management has a positive and significant effect on job satisfaction. Effective training programs, aligned with job roles, not only improve competence but also foster motivation and satisfaction. This supports previous findings by I. Setiawan et al. (2021) and Dahri & Putra (2024), who revealed that structured training enhances both individual and team productivity. These findings are consistent with Hidayat (2023), Pentury et al. (2025), and Siswanto (2024), who emphasized that employees experiencing well-planned training report higher satisfaction and stronger commitment. Hosen et al. (2024) also added that continuous learning fosters psychological empowerment, increasing both satisfaction and performance outcomes. Hence, training management is a strategic tool to improve not only skills but also emotional well-being in the workplace.

The role of career development in mediating the influence of training management on job satisfaction

The indirect effect analysis revealed that career development mediates the relationship between training management and job satisfaction. This means effective training enhances employees' career development, which in turn increases satisfaction. This finding is consistent with Riyanto and Askafi (2023) and is supported by international studies by Mengesha & Zewude (2021) and Fendy (2021), which found that career advancement serves as a bridge between training and satisfaction. According to Hidayat (2023) and Pentury et al. (2025), employees perceive training as valuable when it supports tangible career growth, leading to higher satisfaction and engagement. Therefore, career development functions as a psychological reward mechanism linking training management and satisfaction outcomes.

The role of career development in mediating the influence of performance evaluation on job satisfaction

The indirect effect analysis shows that career development mediates the relationship between performance evaluation and job satisfaction. This indicates that performance evaluation enhances satisfaction by providing clarity and motivation for career advancement. The finding supports Setiawan (2014) and is strengthened by recent research from Marta (2022) and Hosen et al. (2024), who found that performance evaluation and career development jointly affect satisfaction and commitment. Furthermore, Tanjung (2021) noted that when evaluations are linked to fair compensation and promotions, employees feel appreciated and committed. Thus, performance evaluation not only measures achievement but also acts as a catalyst for career growth, resulting in higher job satisfaction and organizational loyalty.

6. Conclusions

The results indicate that performance evaluation and training management both have a positive and significant effect on career development, while career development itself positively and significantly influences job satisfaction. Furthermore, both performance evaluation and training management directly and significantly impact job satisfaction, with career development serving as a mediating variable that strengthens these relationships. Future research is recommended to extend this study by using samples from different companies or regions to examine potential variations in results. Subsequent studies could also include additional or alternative variables such as compensation, work environment, group participation, or employee performance to provide a broader understanding of the factors influencing job satisfaction. Moreover, while this study employed a quantitative approach using online surveys, future researchers may adopt qualitative methods such as case studies, in-depth interviews, or participatory observation to gain deeper insights into the dynamics of performance evaluation, training management, career development, and job satisfaction.

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