

# THE EFFECT OF COMPENSATION AND CAREER OPPORTUNITIES ON JOB SATISFACTION OF EMPLOYEES OF THE LHOKSUKON SHARIA COURT, NORTH ACEH REGENCY

**Sutan Febriansyah<sup>1</sup>, Yusnidar<sup>2</sup>, Almunadiya<sup>3</sup>, Rahmiatul Aula<sup>4</sup>, Raudhatinur<sup>5</sup>, Raudhatul Jannah<sup>6</sup>**

Universitas Bumi Persada

Email: [sutanf@gmail.com](mailto:sutanf@gmail.com)

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## Abstract

In the modern era, human resource development is very important and crucial because it produces employees who are innovative, creative, have initiative, able to solve problems, have broad expertise, and have extraordinary work abilities. The purpose of this study is to determine whether Motivation and Job Satisfaction Influence the Performance of Employees of the 92nd Representative Office of Bank Indonesia Lhokseumawe. Sample determination uses the Slovin formula with a sample size of 1,000 people. The results of the study say that Motivation and Job Satisfaction have a positive and significant effect on the Performance of Employees of the Lhokseumawe Representative Office of Bank Indonesia. In the Anova test or F-test, motivation and job satisfaction together have a significant effect on the Performance of Employees of the Lhokseumawe Representative Office of Bank Indonesia. Determination of the results of the data study shows that the R<sup>2</sup> value is 0.578 or 57.8%, this illustrates that the influence of Motivation and Job Satisfaction on the Performance of Employees of the Lhokseumawe Representative Office of Bank Indonesia is 57.8% and the remaining 42.3% is influenced by other unknown variables and is not included in this regression analysis.

**Keywords:** *Motivation, Job Satisfaction, and Employee Performance*

## INTRODUCTION

Human resources are the most important asset in any organization, including government agencies that play a role in providing public services. The success of an agency depends heavily on the performance and job satisfaction of its employees. Employees with high levels of job satisfaction tend to demonstrate greater loyalty, discipline, and productivity in carrying out their duties and responsibilities. Conversely, low levels of job satisfaction can lead to various problems, such as low work morale, increased absenteeism, and even a desire to change agencies (turnover). Therefore, understanding the factors influencing job satisfaction is crucial in the context of human resource management in the public sector.

One factor believed to have a significant influence on job satisfaction is compensation. Compensation encompasses not only financial rewards such as salary, benefits, or bonuses, but also non-financial rewards provided by organizations to employees for their contributions and performance. According to Judge et al. (2010), compensation has a positive relationship with job satisfaction, although the degree of influence can vary depending on perceptions of fairness and the appropriateness of the rewards received to the employee's workload. Research conducted by Fadli and Rahmawati (2020) also shows that compensation significantly influences job satisfaction, where fair compensation can increase employee motivation and commitment to the organization. Conversely, dissatisfaction with the compensation system often leads to decreased morale and productivity.

Besides compensation, another factor influencing job satisfaction is career opportunities or career development. Career opportunities include opportunities for employees to develop through promotions, training, and improving job competencies. Wang (2021) stated that clear and planned career opportunities create a sense of security and optimism about the future for employees, thus leading to higher job satisfaction. Research by Lestari and Wulandari (2022) also supports these findings by showing that career development positively impacts civil servant job satisfaction, as employees feel valued and have the prospect of achieving better positions in the future.

In the context of public institutions, particularly government agencies under the Supreme Court of the Republic of Indonesia, such as the Lhoksukon Sharia Court of North Aceh Regency, the issues of compensation and career opportunities are becoming increasingly important. As a judicial institution based on Islamic sharia values, the Sharia Court has a significant responsibility to provide professional and integrity-based legal services. Therefore, the success of this institution is largely determined by the extent to which its employees feel satisfied and motivated in their work. However, based on initial observations, there are still problems related to a suboptimal compensation system and limited career opportunities for non-structural employees. This condition can lead to dissatisfaction and impact organizational performance.

Several previous studies in government settings have yielded mixed results. Yuliana and Hasan (2020) found that compensation and career development significantly influence job satisfaction of employees at the Aceh Ministry of Religious Affairs. Conversely, Zainuddin and Mardiah (2021) showed that compensation outweighs career opportunities in job satisfaction among civil servants in local government. These differing research findings indicate that the relationship between compensation, career opportunities, and job satisfaction requires further study, particularly in the context of religious court institutions, which have their own managerial characteristics. Based on this phenomenon, it is important to conduct research to analyze the extent to which compensation and career opportunities simultaneously or partially influence employee job satisfaction. The results are expected to contribute theoretically to the development of human resource management in the public sector and provide practical input for Sharia Court leaders in formulating more effective policies to sustainably improve employee satisfaction and performance.

## **LITERATURE REVIEW**

### **Human Resources (HR) — Theoretical Framework**

Human resources (HR) are strategic assets for organizations because they determine the organization's capability to achieve goals, maintain service quality, and adapt to environmental changes (Wang, 2021). A modern management perspective positions HR not merely as a workforce, but as an asset whose added value can be developed through HR policies such as recruitment, selection, training, performance appraisal, compensation, and career management (Wang, 2021; Chen, Li, & Wang, 2023). Investments in employee competency development and well-being are expected to impact individual outcomes (e.g., job satisfaction, organizational commitment) and organizational outcomes (e.g., productivity, retention)—a premise that underlies research on the influence of compensation and career opportunities on job satisfaction.

In the HRM literature, the effects of HR policies on employee behavior and attitudes are often explained through psychological mechanisms such as perceptions of distributive and procedural justice, as well as the fulfillment of self-actualization and career development needs (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). For example, perceived fair compensation not only satisfies economic needs but also serves as a form of social recognition that enhances feelings of appreciation and fosters work commitment (Judge et al., 2010; Chen et al., 2023). Similarly, career management policies that provide promotion opportunities, training, and clear career development paths strengthen employees' expectations of future prospects, thereby increasing motivation and job satisfaction (Wang, 2021).

Empirical evidence in the Indonesian context supports the relationship between HR practices and job satisfaction. Research in various public and private institutions shows that adequate compensation and career development programs contribute significantly to increased employee job satisfaction (Fadli & Rahmawati, 2020; Lestari & Wulandari, 2022; Yuliana & Hasan, 2020). However, the magnitude of the influence of each HR dimension can vary depending on the characteristics of the organization and the bureaucratic context—for example, in public institutions, promotion structures and compensation mechanisms are often tightly regulated, making perceptions of fairness a key variable (Zainuddin & Mardiah, 2021).

Furthermore, meta-analytic literature and systematic reviews confirm that the relationship between HR practices (including compensation and career development) and job satisfaction is not always linear and is often moderated or mediated by other variables such as organizational justice, organizational commitment, and work engagement (Judge et al., 2010; Chen et al., 2023). Therefore, empirical research examining the influence of compensation and career opportunities within the Lhoksukon Sharia Court needs to consider the institutional context (religious values, judicial bureaucracy) and possible reinforcing or dampening variables.

## **Compensation**

Compensation is a key factor in human resource management, playing a crucial role in creating job satisfaction and improving employee performance. According to Mathis and Jackson (2011), compensation is all forms of rewards given to employees in return for their contributions to the organization. Compensation includes not only financial rewards such as salaries, wages, bonuses, and allowances, but also non-financial rewards such as awards, recognition, work facilities, and opportunities for personal development. Compensation plays a strategic role in attracting, motivating, and retaining qualified employees. According to equity theory proposed by Adams (1965), a person's job satisfaction is strongly influenced by their perceived fairness in the rewards they receive compared to colleagues with similar responsibilities. When employees perceive that their compensation is fair and proportionate to their contributions, their job satisfaction and loyalty to the organization will increase (Judge et al., 2010). Conversely, dissatisfaction with compensation can lead to job stress, low motivation, and increased turnover intentions.

Empirical research supports the importance of compensation in increasing job satisfaction. Fadli and Rahmawati (2020) found that compensation had a positive and significant impact on employee job satisfaction at PT Indah Gemilang Bekasi, where fair and appropriate compensation boosted employee morale and performance. Similar results were found by Yuliana and Hasan (2020) among employees at the Aceh Regional Office of the Ministry of Religious Affairs, demonstrating that a well-planned compensation system can increase loyalty and a sense of belonging to the organization. Furthermore, an international study by Chen, Li, and Wang (2023) confirmed that performance-based compensation not only increases job satisfaction but also strengthens perceptions of fairness and organizational commitment. A meta-analytic study by Judge et al. (2010) also found a consistent positive relationship between compensation levels and job satisfaction, although its strength was influenced by perceived fairness and individual needs.

In the context of public organizations such as the Lhoksukon Sharia Court, North Aceh Regency, compensation systems are often bureaucratically regulated and follow national regulations. Therefore, employee perceptions of fairness and transparency in the compensation system are crucial. When employees perceive that compensation policies align with their contributions and responsibilities, they tend to demonstrate higher job satisfaction and a stronger commitment to the institution. Conversely, if compensation is perceived as inadequate or disproportionate to the workload, it can decrease motivation and productivity (Zainuddin & Mardiah, 2021). Therefore, compensation can be viewed as an important variable influencing employee job satisfaction, both through financial and non-financial aspects. This relationship between compensation and job satisfaction serves as an empirical basis for analyzing the influence of compensation on employee job satisfaction at the Lhoksukon Sharia Court, North Aceh Regency.

**H1.** Compensation influences the job satisfaction of employees at the Lhoksukon Sharia Court, North Aceh Regency

## **Career Opportunities**

Career opportunities are a crucial factor in creating job satisfaction and maintaining employee motivation within an organization. According to Rivai (2014), career opportunities are opportunities provided by an organization to employees to improve their skills, responsibilities, and position through promotion, training, and career development. Clear career opportunities reflect the extent to which an organization provides a planned professional development path for its employees. Theoretically, Maslow's (1943) theory of needs explains that every individual has a need for self-actualization, including through career achievement. When organizations provide career opportunities that align with individual potential and achievements, employees will feel valued and motivated to contribute optimally (Maslow, 1943; Wang, 2021). This aligns with Herzberg's (1959) two-factor theory, which states that career development is a motivating factor that can lead to job satisfaction if managed properly.

According to Noe et al. (2017), career opportunities can be viewed from several dimensions, namely: (1) job promotion opportunities; (2) access to training and competency development; (3) a performance appraisal system that supports career advancement; and (4) clarity of career direction within the organization. These four aspects influence employee perceptions of fairness and organizational support. When employees perceive good career prospects, their sense of job security, commitment, and job satisfaction will increase (Wang, 2021). Empirical research shows a significant relationship between career opportunities and job satisfaction. Research conducted by Lestari and Wulandari (2022) found that career development has a positive and significant impact on job satisfaction for civil servants in Medan City. The study explained that the more open career opportunities are,

the greater the employee's motivation and job satisfaction. Yuliana and Hasan (2020) found a similar finding within the Aceh Ministry of Religious Affairs, indicating that career opportunities play a significant role in shaping employee loyalty and performance. In an international context, Wang (2021) found that organizational career growth positively influences job satisfaction through the mediation of career commitment. Employees with clear career opportunities tend to have higher job satisfaction and engagement. Similarly, research by Chen et al. (2023) suggests that organizational support for career development can enhance perceptions of fairness and strengthen the relationship between compensation systems and job satisfaction.

In public institutions such as the Lhoksukon Sharia Court in North Aceh Regency, career opportunities are a relevant issue because most employees are in a bureaucratic career structure. Limited opportunities for promotion and training can lead to dissatisfaction and career stagnation. Conversely, when employees are given fair opportunities for development through training, job rotation, or performance-based promotions, job satisfaction and loyalty to the organization increase (Zainuddin & Mardiah, 2021). Therefore, career opportunities are a crucial factor to consider in efforts to improve employee job satisfaction within religious courts.

**H2.**Career opportunities influence job satisfaction of Lhoksukon Sharia Court Employees, North Aceh Regency.

### Job Satisfaction

Job satisfaction is an employee's positive attitude or emotional evaluation of their job, reflecting the extent to which their needs and expectations are met (Robbins & Judge, 2019). Job satisfaction is not only related to salary, benefits, or financial compensation, but also involves various aspects of the job such as relationships with superiors and coworkers, working conditions, responsibilities, career development opportunities, and recognition for achievements (Spector, 1997). According to Locke (1976), job satisfaction arises from the alignment between individual expectations and job reality. When employees perceive that their work and rewards align with their expectations, job satisfaction levels increase. Conversely, a mismatch between expectations and reality will lead to dissatisfaction. Herzberg's (1959) two-factor theory also explains that job satisfaction is influenced by motivating factors such as recognition, responsibility, and career development opportunities, while hygiene factors such as salary, organizational policies, and working conditions serve to prevent dissatisfaction.

Empirical research shows that job satisfaction is significantly influenced by compensation and career opportunities. Judge et al. (2010) found that pay level had a positive effect on job satisfaction, but this effect was moderated by perceived fairness and organizational context. Chen, Li, and Wang (2023) confirmed that the combination of compensation and support for career development significantly increased job satisfaction because employees felt valued and had opportunities for professional growth. In the context of public organizations such as the Lhoksukon Sharia Court in North Aceh Regency, job satisfaction has direct implications for service quality and institutional performance. Employees who are satisfied with their jobs tend to be highly motivated, have stronger loyalty, and achieve optimal productivity (Fadli & Rahmawati, 2020; Yuliana & Hasan, 2020). Conversely, job dissatisfaction can trigger stress, high absenteeism, and turnover intentions, which negatively impact organizational effectiveness. Therefore, understanding the factors influencing job satisfaction, including compensation and career opportunities, is crucial for improving performance and service delivery in religious court institutions.

**H3.**Compensation and Career Opportunities have a simultaneous influence on the performance satisfaction of employees at the Lhoksukon Sharia Court, North Aceh Regency.

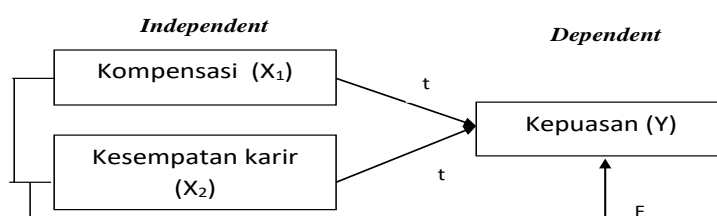


Figure 1. Conceptual Framework

### METHOD

This research was conducted at the Lhoksukon Sharia Court office, North Aceh Regency, on Medan-Banda Aceh Street, Alue Mudem Village, Lhoksukon District, North Aceh Regency. The sample of this research was all 30 employees of the Lhoksukon Sharia Court office. The sampling technique was carried out by total sampling or saturated sampling or also called census sampling, which is a sampling technique carried out by taking the entire

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population (Sugiyono, 2017). Using the saturated sampling technique because the sample is small or less than 100 if the sample of 29 is divided into categories then the number of sample members for each category is at least 30 so that all populations are taken as samples of 30 Lhoksukon Sharia Court Office Employees. Data collection used questionnaires, observation and documentation and used questionnaire data.

## Multiple Linear Regression Analysis

This analysis is intended to determine the magnitudeThe Influence of Compensation and Career Opportunities on Job Satisfaction of Employees at the Lhoksukon Sharia Court, North Aceh Regency using the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Where :

Y : Compensation

a : Constant

$\beta_1, \beta_2$  : Estimation coefficient

$X_1$  : Employment Opportunity

$X_2$  : Job satisfaction

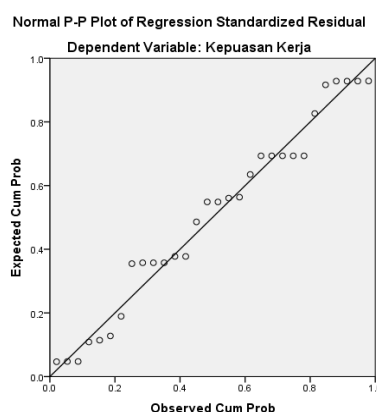
e :error term

A tool for analyzing multiple regression using computer assistance with the SPSS 20 application (*Statistical program for society science*).

## RESEARCH RESULT

### Classical Assumption Test

#### Normality Test



Based on the graph above, the residual data shows a normal curve seen in the points spread around the normal line (diagonal line), as well as the distribution that follows the direction of the diagonal line. Therefore, the regression model is suitable for predicting employee job satisfaction at the Lhoksukon Sharia Court, North Aceh based on the input of the independent variables or the regression model meets the assumption of normality.

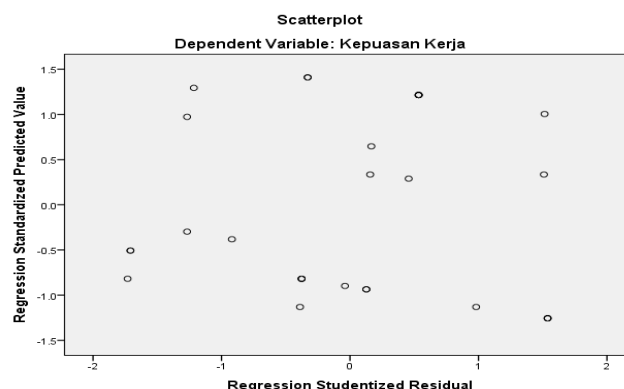
#### Multicollinearity Test

Model	Collinearitas Statistic	
	Tolerance	VIF
(Constant)		
Kompensasi ( $X_1$ )	0.121	8.258
Kesempatan Karier ( $X_2$ )	0.121	8.258

The magnitude of VIF (Variance Inflation Factor) and Tolerance. The guideline for a multicollinearity-free regression model is if it has a VIF value below 10 and has a tolerance number of not less than 0.1. In the coefficient section, it can be seen that the VIF value is below 10, namely  $X_1$  (8.258),  $X_2$  (8.258) and likewise the Tolerance value is not less than 0.1, namely  $X_1$  (0.121),  $X_2$  (0.121). Thus, it can be concluded that the regression model does not have a multicollinearity problem.



## Heteroscedasticity Test



From the Scatterplots graph, it can be seen that the data points are randomly spread and spread both above and below zero on the Y axis and form a certain pattern. This can be concluded that there is no heteroscedasticity in the regression model or the data is homoscedastic, so the regression model is suitable for analyzing the effect of Compensation, Opportunity on Job Satisfaction of Lhoksukon Sharia Court Employees, North Aceh Regency.

## Coefficient of Determination Test ( $R^2$ )

### Hasil Koefisien Determinasi ( $R^2$ )

Model	R	R Square	Adjusted R Square
1	0.974 <sup>a</sup>	0.949	0.946

Sumber : Data kuisioner yang telah diolah (2024)

Based on the processing results, the R number or multiple correlation is 0.974 or 97.4%, which means the relationship between the independent variable and the dependent variable in the study can be said to have a strong relationship because it is close to 1 (one). This figure indicates a positive relationship between the variables of Compensation and Career Opportunities on Job Satisfaction of Lhoksukon Sharia Court Employees, North Aceh Regency. Meanwhile, the determination of the results of data processing shows that the  $R^2$  value is 0.949 or 94.9%, this illustrates that the influence of Compensation, Career Opportunities on Job Satisfaction of Lhoksukon Sharia Court Employees, North Aceh Regency is 94.9% and the remaining 5.1% is influenced by other unknown variables and is not included in this regression analysis.

## Simultaneous Test with F-test

### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.786	2	2.884	253.546	0,000 <sup>b</sup>
	Residual	307	27	011		
	Total	6.076	29			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Kompensasi, Kesempatan Karier

Sumber : Data kuisioner yang telah diolah (2024)

Based on the results of the ANOVA or F test, it is known that the value is 253,546 with a significance level of 0.000. Because 253,546 is much greater than the value of 3.35 obtained from the F table with  $n = 30$  and  $k = 27$ , it is rejected and accepted, meaning that together the independent variables have a significant effect on the dependent variable.  $F_{hitung} > F_{tabel} - H_0 H_a$

### Partial Test with t-test

Hasil Uji Parsial dengan t-test						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.062	0.199		310	759
	Kompensasi (X1)	0.371	0.118	0.391	3.144	0.004
	Kesempatan Karier (X2)	0.623	0.129	0.598	4.811	0.000
a. Dependent Variable: Kepuasan Kerja (Y)						

Judging from the table above, the data shows that the two independent variables have a partial and significant relationship with the dependent variable (Y), including:

- Compensation (X1) on Job Satisfaction of Lhoksukon Sharia Court Employees (Y)  
In this study, the significant value of Compensation(X1) is 3.144. When compared with the value of 1.70133, the result is greater than . Thus, Compensation(X1) has a positive and significant effect on Job Satisfaction of Lhoksukon Sharia Court Employees.  $t_{hitung} > t_{tabel}$
- Career Opportunities (X2) on Job Satisfaction of Lhoksukon Sharia Court Employees (Y)  
In this study, the significant value of Career Opportunities (X2) is 4.811. When compared with the value of 1.70133, the result is greater than . Thus, Career Opportunities (X2) has a positive and significant effect on Job Satisfaction of Lhoksukon Sharia Court Employees.  $t_{hitung} > t_{tabel}$

From the two variables above, it shows that Compensation and Opportunity have a partial and significant influence on Job Satisfaction of Lhoksukon Sharia Court Employees.

### Multiple Regression Analysis

By obtaining multiple linear regression model as follows:

$$Y = 0.062 + 0.371X1 + 0.623X2$$

The coefficients in the multiple linear regression equation above can be interpreted as follows:

1. The constant value of the regression equation model is 0.062. This means that if the Compensation and Career Opportunity variables are zero, then the average Job Satisfaction of Sharia Court Employees is 0.062 units.
2. The value of the Compensation regression coefficient is 0.371. This shows that for every 1-fold increase, the compensation increases by 37.1% units. Conversely, if the Compensation decreases by 1-fold, the Compensation will decrease by 37.1% units. This shows that there is a positive relationship between Compensation and Job Satisfaction of Lhoksukon Sharia Court Employees.
3. The regression coefficient value for Career Opportunities is 0.623. This indicates that for every one-fold decrease in Career Opportunities, Career Opportunities will decrease by 62.3%. Conversely, if Career Opportunities increase by one-fold, Career Opportunities will increase by 62.3%. This indicates that there is a positive relationship between Career Opportunities and Job Satisfaction of Lhoksukon Sharia Court Employees.

## DISCUSSION

### The Simultaneous Effect of Compensation and Career Opportunities on Employees of the Lhoksukon Sharia Court, North Aceh Regency.

To obtain confidence from the regression model in predicting the influence of independent variables on the dependent variable, we must test it based on the F test (Simultaneous Test) by seeing whether the Job Satisfaction variable of Lhoksukon Sharia Court Employees is simultaneously influenced by the Compensation and Career Opportunity variables, this can be seen from the simultaneous testing that has been carried out and the value obtained is (3.35) obtained from the F table with  $n = 30 - k = 3$ , while the value is 253.546 and the significance level is 0.000, thus  $>$ , this is said that the two independent variables have a simultaneous and significant effect on the dependent variable, so it can be concluded that the Compensation and Career Opportunity variables have a simultaneous and significant effect on the Job Satisfaction of Lhoksukon Sharia Court Employees  $F_{hitung} > F_{tabel}$

**The Partial Effect of Compensation (X1) on Job Satisfaction of Employees at the Lhoksukon Sharia Court, North Aceh Regency.**

In the analysis of data that has been calculated using SPSS version 20, we can see that the independent variable Compensation has a positive and significant effect on the Job Satisfaction variable of Lhoksukon Sharia Court Employees, North Aceh Regency. This is supported by the results of data calculations obtained that the regression coefficient for the Compensation variable is equal to a value of 3.144 greater than 1.70133, and a significance value of 0.004. This means that Compensation has a positive and significant effect on Job Satisfaction of Lhoksukon Sharia Court Employees because the significance value is smaller than 0.05. So it can be concluded that Compensation has a partial and significant effect on Job Satisfaction of Lhoksukon Sharia Court Employees and is formulated to be rejected and accepted.  $t_{hitung} > t_{tabel}$   $H_0$   $H_a$

**The partial influence of career opportunities (X2) on job satisfaction of employees at the Lhoksukon Sharia Court, North Aceh Regency.**

In the data analysis that has been calculated using SPSS version 20, we can see that the independent variable Work Experience has a negative and significant influence on the Employee Performance variable. This is supported by the results of the data calculations which show that the regression coefficient for the Career Opportunity variable is 0.000 with a value of  $t_{hitung}$  4.811 is greater than 1.70133 and the significance value is 0.000. This means that Career Opportunities have a significant influence on Job Satisfaction of Lhoksukon Sharia Court Employees because the significance value is smaller than 0.05. Therefore, it can be concluded that Career Opportunities have a partial and significant influence on Job Satisfaction of Lhoksukon Sharia Court Employees, North Aceh Regency and are formulated to be rejected and accepted.  $t_{hitung} > t_{tabel}$   $H_0$   $H_a$

**CONCLUSION**

This study confirms that compensation and career opportunities play a significant role in shaping the job satisfaction of employees at the Lhoksukon Sharia Court, North Aceh Regency. Fair and adequate compensation increases employee motivation and loyalty, while clear and planned career opportunities strengthen employee engagement and job satisfaction. Simultaneously, these two variables exert a more significant influence than their individual partial effects. These results indicate that effective human resource management, through compensation and career development, is a key factor in improving the institution's performance and service quality. For future research, it is recommended to explore additional variables that may mediate or moderate the relationship between compensation, career opportunities, and job satisfaction, such as work engagement, organizational justice, or work-life satisfaction. Furthermore, comparative research across various Sharia Courts or other public institutions could broaden understanding of the factors influencing job satisfaction and increase the generalizability of the findings. By implementing these measures, it is hoped that the Lhoksukon Sharia Court can improve employee job satisfaction, which ultimately has a positive impact on service quality, productivity, and overall institutional performance.

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