



## Analysis of Work Environment, Attitude, Coaching, and Servant Leadership on Job Satisfaction Mediated by Career Development (Literature Review Study)

Wenny Desty Febrian<sup>1\*</sup>, Indra Sani<sup>2</sup>

<sup>1</sup>Universitas Dian Nusantara, Jakarta

<sup>2</sup>ITB Asia Malang

**Corresponding Author:** Wenny Desty Febrian [wenny.desty.febrian@undira.ac.id](mailto:wenny.desty.febrian@undira.ac.id)

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### ABSTRACT

The purpose of this study is to analyze the factors that cause the achievement of good management performance, this study uses a literature review from google scholar, ScienceDirect, and Emerald to review relevant previous articles, and supporting factors that are suspected as factors that can achieve management performance include Work Environment, Attitude, Coaching, and Servant Leadership, Career Development, the findings of this study are several variables that do not affect the dependent variable. The gaps found in previous research are the basis for this research and this research can answer these gaps in the conclusion.

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## INTRODUCTION

Job satisfaction as "employees' attitude toward work". This means that job satisfaction is how employees feel about themselves or their jobs. From this, we can conclude that job satisfaction is the sentiment that favors or disapproves an employee regarding his or her job or condition (Wibowo et al., 2023). Work-related emotions include aspects such as effort, career development opportunities, relationships with other employees, employment, and organizational structure. On the other hand, emotions associated with him include age, health, abilities, educational background, etc. There are many factors that can affect employee job satisfaction. Based on the definition of job satisfaction above, we can also see that satisfaction actually depends on each employee's personality and subjectivity. However, there are also some common factors that have a significant impact on overall employee satisfaction. Factors influence job satisfaction: Opportunity for promotion. In this case, you have the opportunity to gain experience and improve your skills while working. Job security. This factor is called supportive job satisfaction for both employees and employees. A safe environment has a huge impact on how employees feel at work. salaries/wages. Higher salaries lead to more dissatisfaction, but few people express satisfaction with their income levels. Company and managers. A good company or leader is someone who can create a stable work environment and working conditions. These factors determine employee job satisfaction. Overseer and overseer. Poor supervision can lead to absenteeism and turnover. Essential elements of work. The traits present in the job require certain skills. Satisfaction can be increased or decreased depending on the difficulty, ease, and pride of the task. Working conditions. This includes premises conditions, ventilation, broadcasting, canteens and parking. Social aspects of work. It's a difficult attitude to explain, but it's seen as a factor Underpinning job satisfaction or dissatisfaction. Smooth communication. Unhindered communication between employees and management is often cited as a reason they prefer their positions. A manager's willingness to listen, understand, and acknowledge the views and achievements of employees plays a very important role in job satisfaction. Adequate facilities. Hospital facilities, vacations, pension funds, or housing are the norm for the position, and meeting them will give you satisfaction. In line the research (Halimatussakdiah et al., 2019); (Tanjung et al., 2020); (Yusuf, 2021); (Sopyan & Ahman, 2015); (Pringgabayu & Dewi, 2018); (Pahrudin et al., 2018); (Gentari et al., 2023); (Ayu et al., 2018); (Arianti et al., 2020); (Fauziridwan et al., 2018).

## THEORETICAL REVIEW

**X1 Work Environment:** The term work environment refers to the various aspects, both physical and non-physical, that make up the conditions and places in which one works. Arguably the first thing that comes to mind when we hear the word 'work environment' is the office/workplace as a physical aspect. The work environment also includes non-physical aspects such as relationships with co-workers (Ferawati, 2017);( et al., 2018). An employee's working hours

are always spent in the working environment. It is natural that employees are strongly influenced by the environmental conditions in which they work. Of course, this impact is not only non-physical, as in the case of toxic employees, but also physical. For example, too bright office lighting can make you more tired at work, especially if you are constantly using your computer during work (Sofyan, 2013);(Nurhandayani, 2022).

In other words, the work environment comprises physical, social, and psychological lives that interact to influence the performance of those who work there. Working environment conditions in a company or place of business can have a positive or negative impact on employee performance, productivity and ideas. For employees, the work environment is a very important and influential part of the company's operations. The working environment affects the productivity of a company because a good and satisfying working environment definitely improves the performance of employees. It is important to maintain a stable and comfortable work environment. If employees are satisfied with their working conditions and feel comfortable, they will be able to work comfortably and perform their duties, and their working time will be used effectively. Conversely, poor working conditions lead to poor employee performance. In line the research (Wahyuningsih, 2018); (Saleh & Utomo, 2018); (Panjaitan, 2018); (Arianto, 2013).

**X2 Attitude:** Attitudes are a person's attitudes and behaviors in dealing with other people, and involve the tendency to act in accordance with those attitudes. Attitude is often associated with one's mental readiness, which influences and directs one's activities in responding to situations that are meaningful to them. Attitudes are characterized by a wide range of innate attitudes, fixed attitudes, incapacitated attitudes, motivational and emotional aspects. To be successful, she must hone her three key ingredients: skills, knowledge, and attitude. In fact, a lot of studying, reading, and practicing will allow you to fine-tune between ability and knowledge. However, attitude is a part of your personality that can be learned and trained. Attitude is very important in a person's life, especially in the world of work. In line the research (Newman et al., 2010);(Susanto et al., 2023);(Rogelberg et al., 2000);(Rogelberg et al., 2000).

**X3 Coaching:** Coaching is the action of helping someone change for the better in order to achieve set goals. Coaching is about helping people at all levels become who they want to be. Coaching is about raising awareness, making decisions, and leading to change. Coaching, also called coaching, is one of the tools that companies use to develop management skills, but its application is not limited to simple management training. Because all our in-house training courses are aimed at improving the resilience and performance of our employees and our company in dealing with change. In general, coaching is about enabling people to perform better, as leaders of themselves, as human learners, adapting to the current situation, growing and continuing to develop, and realizing their own ideas and visions. train. So that the person can be

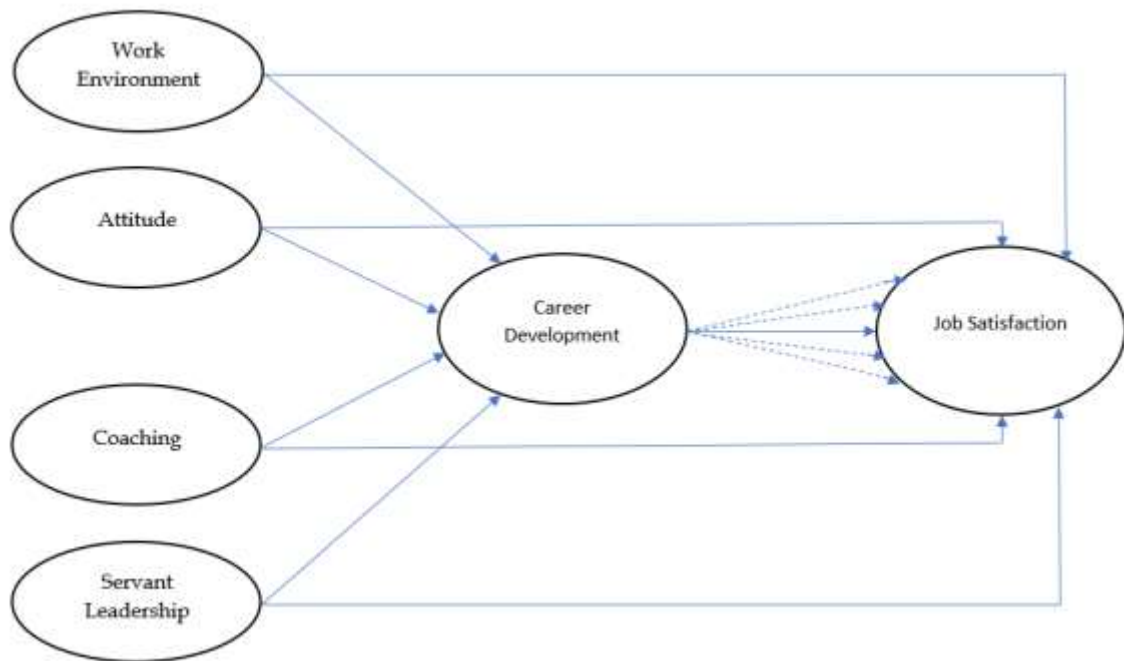
trusted to bring about better decisions and actions. Although important, implementation of the Coaching His process within an organization can still be problematic. Many argue that every organization has a different culture than others. Therefore, the coaching process should be put in place. In doing so, coaching seeks to build creative partnerships with the coachee (coachee) to design and implement tangible and meaningful changes in the coach's life. In line the research (Kakarala et al., 2018);(Permata, 2017);(Susanto, 2021);(Susanto, Sawitri, & Suroso, 2023b);(Brown et al., 2019);(Susanto et al., 2023);(Taylor et al., 2019); (Susanto & Sawitri, 2022); (Parsloe & Leedham, 2016);(Neupane, 2015); (Al Hilali et al., 2020).

**X4 Servant Leadership:** Servant leadership is about serving first. It begins with the natural feeling of wanting to serve, to serve first. And conscious decisions lead to efforts to take the initiative. This person was very different from the one who initially took the initiative, perhaps due to the need to moderate an unusual rise in power or acquire possessions. The Chief Master and First Servant are extremes. In between are the shades and blends that are part of the infinite diversity of human nature. Servant leadership, also known as servant leadership, is a leadership model that focuses on leadership and service to those below. Servant His leader not only cares about the development of the company, but also wants to help employees grow and discover their potential. This type of leader assumes the role of mentor and promoter who strives to build strong trusting relationships with all employees. They believe that leaders should put the needs and interests of others ahead of their own. In line the research (Ruiz-palomino et al., 2021);(Syahda & Handoyo, 2022);(Supardi et al., 2023);(Chiniara & Bentein, 2018);(Susanto et al., 2023);(Rosalina et al., 2021);(Adiguzel et al., 2020; Syahda & Handoyo, 2022);(Carter & Baghurst, 2014).

**Y1 Career Development:** A career development program is one of the company's promotional activities to encourage and motivate employees to build better careers in terms of status and income. Every employee doesn't want their career to stagnate, but they want to progress to reach their point of success. Career development is one of the company's priorities to give employees the opportunity to reach their potential. A planned career development program increases employee motivation, job productivity and job satisfaction. This encourages employee performance and contribution. In reality, there are three key elements that support career development programs. Individuals (employees themselves), managers, and companies. Here, employees are the determining factor in the success of career development programs. No plan works without the intention and willingness to learn from the employees themselves. Managers have direct knowledge of their employees' performance in the field. His job is therefore to provide value reports and feedback on employee performance. From a corporate perspective, its role is to act as a driving force by preparing training programs, choosing career paths, and following its own guidelines. In line the research (Susanto et

al., 2023);(Susanto et al., 2023);(Cherian & Jacob, 2013);(Ketprapakorn & Kantabutra, 2022)

**Y2 Jobs Satisfaction:** In other words, employee job satisfaction is a term that describes how satisfied team members are with their jobs and their company. The term is often used by corporate leaders and human resource development team members to better understand employee satisfaction. An employee or employee who is satisfied with what he or she gets The company offers something more to the company, And we try to improve our performance to keep us satisfied with our work, which leads to maximum work results. In order for a company to continue to move forward and evolve, it is necessary to recognize the factors that lead to employee job satisfaction and to do what the company should do to realize job satisfaction. In line the research (Student et al., 2021);(Susanto et al., 2023);(Susanto, Sawitri, & Suroso, 2023a);(Biswas-Diener et al., 2013);



**Figure 1. Conceptual Framework Research**

## METHODOLOGY

This study uses qualitative techniques in a manner relevant to the literature. Literary studies is the form or method of writing scientific writings in the form of literary studies. Theoretical analysis of books and magazines from Mendeley, Science Direct and other online media and analysis of relationships between variables. The journals surveyed are listed in the Journal Indicators table below.

**Table 1.** Distribution Journal dan Publisher

<b>Numb</b>	<b>Name Article</b>	<b>Author</b>	<b>Journal</b>	<b>Publisher</b>	<b>Year</b>
1.	Work-related use of information and communication technologies (W ICTs) and job satisfaction of kindergarten teachers: A moderated mediation model	(Liu et al., 2023)	Acta Psychologica	Elsevier	2023
2.	What drives job satisfaction among community pharmacists? An application of relative importance analysis	(Fadare et al., 2023)	Exploratory Research in Clinical and Social Pharmacy	Elsevier	2023
3.	It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout	(Dorta-Afonso et al., 2023)	International Journal of Hospitality Management	Elsevier	2023
4.	The effect of customer incivility on employees' work effort and intention to quit: Mediating role of job satisfaction	(Doğantekin et al., 2023)	Tourism Management Perspectives	Elsevier	2023
5.	An Analysis of the Relationship Between Job Satisfaction and Employee Engagement	(Vorina et al., 2017)	Economiv Themes	The Gruyter	2017
6.	Effects of professional identity on turnover intention in China's	(Wang et al., 2020)	Journal of Hospitality and Tourism Management	Elsevier	2020

	hotel employees: The mediating role of employee engagement and job satisfaction				
7.	Moderation- mediation framework connecting internal branding, affective commitment, employee engagement and job satisfaction: an empirical study of BPO employees in Indian context	(Kaur et al., 2020)	Asia-Pacific Journal of Business Administration	Elsevier	2020
8.	Integrated datasets on transformational leadership attributes and employee engagement: The moderating role of job satisfaction in the Fast Moving Consumer Goods (FMCG) industry	(Salau et al., 2018)	Data in Brief	Elsevier	2018
9.	Beyond safety outcomes: An investigation of the impact of safety climate on job satisfaction, employee engagement and turnover using social exchange theory as the theoretical framework	(Huang et al., 2016)	Applied Ergonomics	Elsevier	2016
10.	Intervention Enhancing Effects of Acceptance and Commitment	(Pingo et al., 2020)	Behavior Analysis in Practice	Abai	2020

Training on  
Performance  
Feedback for Direct  
Support  
Professional Work  
Performance, Stress,  
and Job Satisfaction

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## RESULTS

Employee job satisfaction is the emotional state of the employee, Positive or negative for work Employees with high job satisfaction show their attitude positive about his work. On the other hand, employees who do not he is satisfied with his job but has a negative attitude towards it this job. Job satisfaction theory is made of theory Discord, Theory of Justice, and Herzberg's Two-Factor Theory. Importance of employee roles in an organization or company It's also important to pay attention to the factors that affect job satisfaction employee. To boost morale, you must make your job as satisfying as possible. Increased employee commitment and discipline. Job satisfaction is an emotional attitude He's fun and loves his job. This attitude is reflected in work ethic, discipline and work performance. This satisfaction is enjoyed in the heart work, outside work, a combination of inside and outside work.

## DISCUSSION

Job satisfaction is a form of satisfaction and well-being with your current job. This satisfaction is achieved because the company is able to adequately meet the needs of its employees. Achievement of work goals, work environment dynamics, and other aspects that support employee work. Job satisfaction is reflected in a variety of attitude changes, including high levels of morale, discipline, motivation, productivity, output, and job performance. Job satisfaction is an interesting issue in management Organizations and companies that have a large impact on employees organization or company. For employees, job satisfaction Feeling comfortable at work. Regarding the company. Job satisfaction helps you be more productive and better yourself employee attitudes and behavior. job satisfaction It reflects how workers think about their jobs. It looks deep Employee positive attitude towards work and environment. Conversely, dissatisfied employees have a negative attitude towards work. Different from each other. Companies should be aware of the existence of employee job dissatisfaction. Job satisfaction is a result of employee perceptions of job satisfaction Your work can create such emotional states. , job satisfaction is associated with a pleasant emotional state, or Feeling uncomfortable with how employees perceive their work. Job satisfaction reflects a person's feelings about their job. Object This is reflected in the employees' positive attitude towards work and everything, facing the working environment. Job satisfaction is a form of satisfaction and well-being with your current job. This satisfaction is achieved because the company is able to adequately meet the needs of its employees.



Achievement of work goals, work environment dynamics, and other aspects that support employee work.

Job satisfaction is reflected in a variety of attitude changes, including high levels of morale, discipline, motivation, productivity, output, and job performance. When it comes to hiring employees, there is often a difference between what is intended and what it actually means. Another reason is job satisfaction. Additionally, it comes with this concept It's a job where you interact a lot with your colleagues and bosses. Compliance with company rules and policies, compliance with performance standards Living in a less-than-ideal work environment, etc. Measure other things apart from the work itself. All these factors influence whether employees are satisfied with their jobs. should be included in the evaluation. A conclusion can be drawn from the above limits on job satisfaction. That job satisfaction is an emotion, whether supported or unsupported support employees in their own work, with his condition. Including feelings about work. Aspects such as wages and salaries received and opportunities for growth career, relationships with other employees, place of employment, type of work, company organizational structure, quality control. While I have feelings. Things about yourself, such as your age, health, and abilities education, etc.

## **CONCLUSIONS AND RECOMMENDATIONS**

The purpose of this research is to find the literature supporting the variables in this scientific paper and to provide results for further research, including research gaps and different research goals. With the help of these research recommendations, you can broaden your perspective on the variables presented in this article, especially in the field of human resource management.

## **FURTHER STUDY**

Further research is needed using the distribution of questionnaires to respondents in order to obtain a significant and accurate value for measuring the relationship between variables, in the future this research must be continued by other researchers so that it remains updated and becomes a treasure of human resource management knowledge that is useful for all circles.

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