Research Article

The Mediation Role of Job Satisfaction in the Relationship between Career Development and Work Stress on Employee Loyalty

(Case Study at BPR Agung Sejahtera)

Wahyu Arif Hardianto[1]*, Hertiana Ikasari[2]

[1-2] Dian Nuswantoro University, Indonesia; e-mail: 2112107059@mhs.dinus.ac.id
* Corresponding Author: Wahyu Arif Hardianto

Abstract: This study aims to analyze and test the mediating role of job satisfaction in the relationship between career development and job stress on employee loyalty at BPR Agung Sejahtera. This study used a quantitative methodology to collect primary data from 90 employees of BPR Agung Sejahtera through questionnaires. Partial Least Squares (PLS) with Structural Equation Modeling (SEM) was used to test the relationship between latent variables. Data testing included validity, reliability, bootstrapping , Adjusted R-Square, Path Coefficient, and Specific Indirect Effects . The results showed that career development had a positive and significant effect on job satisfaction. Conversely, job stress was found to have a negative and significant effect on job satisfaction. Career development also had a positive and significant effect on employee loyalty. Job stress had a negative and significant effect on employee loyalty. Job satisfaction had a positive and significant effect on employee loyalty. However, the mediating role of job satisfaction in the relationship between career development and job stress on employee loyalty proved to be insignificant. This finding indicates that employee loyalty is more influenced by good career development and low levels of job stress than the mediating role of job satisfaction. Overall, these findings conclude that managing career development and work stress through job satisfaction is crucial for increasing employee loyalty. It is hoped that these research findings will help BPR Agung Sejahtera's management better manage its human resources to achieve the company's goals.

Keywords: Career Development; Employee Loyalty; Job Satisfaction; Job Stress; Work Stress

1. Introduction

In the era of globalization and increasingly fierce competition, companies must be able to manage their employees well for the sake of the company's sustainability by managing employee loyalty (Sabariah, 2024). Employee loyalty is manifested as a protective attitude towards the organization, which shows active participation (Lestari et al., 2023). The most developed banks in Indonesia are conventional banks, which operate on the principle of making money for their customers by charging interest as a price and small fees. The goals of these banking organizations depend more on individuals who carry out their duties than high-quality equipment and complete facilities. The success of banking is greatly influenced by employee work loyalty with the hope that what is the banking goal will be achieved (Octaviana et al., 2020). Bank Perekonomian Rakyat (BPR) plays a strategic role in supporting the growth of the MSME sector and expanding financial access for communities in rural and semi-urban areas. As a microfinance institution based on personal and local services, the operational success of BPRs depends heavily on the performance and loyalty of their employees. Employee loyalty is a crucial factor in creating organizational stability, increasing productivity, and maintaining quality service to customers.

The employee loyalty study in this study will be conducted at Bank Perekonomian Rakyat (BPR) Agung Sejahtera. In 1990, BPR Agung Sejahtera was established in Boja District, Kendal Regency, as a banking and financial services institution engaged in conventional business activities. Employee loyalty at BPR Agung Sejahtera is the focus of this study, given its crucial role in supporting the achievement of organizational goals. The assessment of employee loyalty at this company aims not only to measure specific values,

principles, or entities but also to identify factors that require improvement. Data and initial interviews with BPR Agung Sejahtera employees indicate that employee loyalty has not been optimal and tends to be low. This can be seen from the employee turnover data at BPR Agung Sejahtera from 2022 to early 2025, as shown in the following graph:
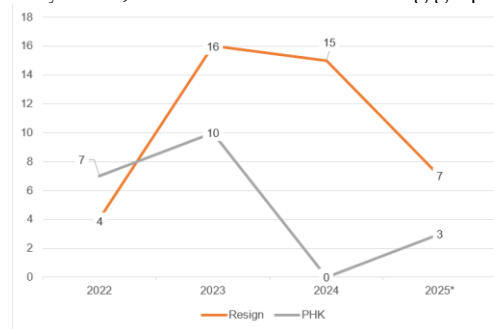
Figure 1. Employee Turnover Graph Year (2022 – 2025*)

Note: * = Current year

Source: BPR Agung Sejahtera

Companies can experience employee turnover issues in terms of costs, resources, and employee motivation. Turnover indicates that a significant portion of a company's employees are resigning. New employees must be recruited to replace those who resign. From recruitment to securing a ready-to-work workforce, companies incur costs. Employees will begin looking for vacancies if they have not previously tried to find other jobs, which will result in employee turnover. Employee loyalty to the company and the employee turnover problem faced by the company are closely related (Yuniasih, 2022). Based on BPR Agung Sejahtera's turnover data from 2022 to mid-2025, which shows a high rate of resignations and layoffs, especially in 2023 and 2024, it can be concluded that employee loyalty at BPR Agung Sejahtera is relatively low, indicating a systemic problem that needs to be addressed. Research shows (Putra & Sriathi, 2019)that one sign of poor employee loyalty in a company is turnover intention, which influences the tendency of employees to leave.

The low level of employee loyalty at BPR Agung Sejahtera is confirmed by the results of a pre-survey conducted on 25 employees. Loyalty assessments were conducted by considering relevant indicators, such as adherence to regulations, responsibility to the company, willingness to cooperate, sense of belonging to the company, interpersonal relationships, and enjoyment of work. Researchers conducted a pre-survey on 25 contract employee respondents spread across BPR Agung Sejahtera's work units. Data were collected through closed-ended statements (dichotomous questions: yes/no) that represented indicators of each variable. This activity produced initial quantitative data in the form of a percentage distribution of respondents' answers. This data is expected to clearly describe the level of employee loyalty, as well as the potential for development that can be improved by the company to achieve optimal loyalty at BPR Agung Sejahtera. The following are the results of the pre-survey:

Table 1. Pre-Survey Results

Variables	No	Statement	Answer			
			Yes		No	
			Respondents	%	Respondents	%
Career Development	1	I have created a personal career development plan	15	60	10	40
	2	I am always looking for opportunities to learn new skills that are relevant to my job.	15	60	10	40
	3	The company provides information regarding promotion opportunities or job rotation.	19	76	6	24
	4	I frequently receive feedback about my performance from the company.	15	60	10	40
	5	The feedback I received helped me understand the skills I needed to improve	17	68	8	32
Work stress	1	I often lack enthusiasm in completing office tasks.	9	36	16	64
	2	I often have trouble sleeping (difficulty falling asleep or waking up at night)	9	36	16	64
	3	I smoke more often, overeat, or use caffeine as a stress reliever.	6	24	19	76
	4	I have difficulty concentrating at work	12	48	13	52
	5	I procrastinate more often than usual.	11	44	14	56
Job satisfaction		I feel that the salary I receive is always in accordance with my workload	17	68	8	32
	2	I feel appreciated for my contribution to my work.	21	84	4	16

	3	The reward system at my workplace is fair and transparent.	11	44	14	56
	4	I have a clear opportunity to get a promotion at work.	12	48	13	52
	5	I know the criteria used in the promotion process	15	60	10	40
Employee Loyalty	1	I always comply with the regulations in force in the company	16	64	9	36
	2	I am always responsible for my work in the company	19	76	6	24
	3	I am always willing to work with anyone in the company.	19	76	6	24
	4	I often feel like this company is a part of me.	15	60	10	40
	5	I always maintain good working relationships with other employees.	21	84	4	16
	6	I always enjoy this job	17	68	8	32

Source: Researcher Pre-Survey Results, 2025

Based on Table 1. 25 contract employee respondents spread across BPR Agung Sejahtera's work units. Data were collected through closed-ended statements (dichotomous questions: yes/no) representing indicators of each variable. This activity generated initial quantitative data in the form of percentage distribution of respondents' answers.

Technically, the pre-survey results indicate that career development is suboptimal, as indicated by 40% of respondents stating they do not have a personal career plan, do not actively seek out self-development opportunities, and do not receive feedback on their performance. Suboptimal career development negatively impacts employee loyalty by reducing motivation, job satisfaction, and emotional attachment to the company. This has the potential to increase employee turnover rates and undermine productivity and the company's image.

Work stress is quite high, as evidenced by 48% of respondents stating that experiencing difficulty concentrating as a result of work stress indirectly reduces employee loyalty by disrupting performance, affecting psychological well-being, and severing emotional bonds with the workplace. Therefore, it is crucial for companies to manage work stress to prevent it from negatively impacting employee retention and loyalty.

The statement that the workplace reward system is transparent and fair scored highest on the job satisfaction variable, with 56% of respondents stating it was not transparent. Employee loyalty is significantly impacted by job satisfaction, which declines due to unfair and opaque compensation structures. Employees become less motivated, distrustful of the organization, and are more likely to move to other companies that offer clarity and fairness in their compensation systems.

Overall, employee loyalty shows positive indications in some aspects (such as cooperation and responsibility), but there are still gaps in affective dimensions, such as a sense of belonging to the company (only 60% agree). The emotional attachment experienced by only a portion of employees poses a risk to team stability and effectiveness.

Low employee loyalty can be detrimental to a company in terms of productivity, costs, work culture, and long-term sustainability. Meanwhile, suboptimal career development and work stress, potentially related to job satisfaction, can impact employee loyalty. Therefore, career development and work stress, mediated by job satisfaction, are considered relevant for research because they have the potential to significantly contribute to improving overall employee loyalty at BPR Agung Sejahtera.

The sequence of jobs that shape a person's career is known as career development. People who are able to develop their profession and have a sound plan to achieve their goals. A career is the advancement a worker can achieve within their position or level of office within an organization over a certain period of time. Although career development is a human resource management activity within a company, it should be recognized by every employee as a development effort. Helping prospective employees reach their professional level while simultaneously completing their self-development tasks is necessary for a competitive workforce. Someone receiving a job offer for the first time will view the job differently than someone who has been with the organization for a long time. Compared to hiring new employees who must undergo new training procedures to learn the business and adjust to the workplace, retaining existing employees saves money and time, and long-serving employees will have a more comprehensive and meaningful perspective. Other motivations, such as recognition from colleagues, power struggles, and promotions, can influence perceptions of retaining employee loyalty. Therefore, as a way to maintain employee loyalty, every employee needs to be given the opportunity to develop their career. Employee dedication can also be enhanced through career development (Octaviana et al., 2020).

Job stress is the stress experienced by workers when they have to handle their work (Maharani & Budiono, 2023). Company managers need to pay special attention to the work environment and employee stress because of the importance of employee stress levels in increasing employee loyalty. The relationship between employees and the company is predicted to improve, because employees believe that the organization understands and recognizes the demands of their lives that drive them to work (Putra & Sriathi, 2019).

Job satisfaction is the feeling that employees have about their work, where they get the best results and recognition in a supportive work environment (Hulu et al., 2024). When employees are happy with their jobs, they are more dedicated to them. Employee loyalty increases with job satisfaction (Elfani, 2019).

These results demonstrate that the influence of these variables on employee loyalty can vary. This reinforces the urgency of conducting research focused on Bank Perekonomian Rakyat (BPR) Agung Sejahtera, given the importance of optimal employee loyalty to support the company's sustainability. Career development is not only an investment for employees but also a crucial strategy for companies to grow sustainably and compete. Managing work stress is not only important for individuals but also part of a business strategy to create a healthy, productive, and sustainable organization. Furthermore, job satisfaction is equally important for company success. A positive work environment results in satisfied, more productive, loyal, and highly committed employees. This research is expected to provide insight into the extent to which these variables influence employee loyalty at BPR Agung Sejahtera and serve as a foundation for managing human resource quality to optimally achieve organizational goals.

2. Literature Review
The Influence of Career Development on Job Satisfaction
Career development is one of the official ways an organization ensures its human resources, as it is crucial for employee job satisfaction and helps the company achieve its goals and objectives (Handoko & Rambe, 2020). Career development impacts job satisfaction by providing opportunities for employees to grow, feel valued, and achieve their professional goals. With opportunities for development, employees not only become more productive but also more satisfied with their work. High job satisfaction also has positive impacts on the company, such as increased performance, employee retention, and a healthy work culture.

Study Andjanie (2023), Sari & Rahyuda (2022), and Handoko & Rambe (2020) stated that career development has a positive and significant impact on job satisfaction.
H1: Career development has a positive and significant effect on job satisfaction.
The Influence of Job Stress on Job Satisfaction
Stress is a state of tension that affects a person's feelings, mental processes, and overall health. Stress can lead to job dissatisfaction, and one of its psychological effects is a decrease in employee job satisfaction (Handoko & Rambe, 2020). Occupational stress is described as an adaptive reaction influenced by individual variance and psychological processes, resulting from actions, situations, or environmental events (Sianturi & Pramukty, 2023). Work stress directly impacts employees' physical and mental well-being, motivation, social relationships, and performance. All of these factors are interrelated and lead to decreased job satisfaction. The higher the stress level, the greater the potential for employees to feel dissatisfied with their work.

Based on the test results that have been carried out by Maharani & Budiono (2023) dan Kurniasari & Bahjahtullah (2022) Job stress has a negative and significant impact on job satisfaction.
H2: Job stress has a negative and significant effect on job satisfaction.
The Influence of Career Development on Employee Loyalty
Career development is a program designed to help employees plan their future careers within a company to optimize their potential for the benefit of both the company and themselves. As a company's career development program improves, employee loyalty also increases (Yuniasih, 2022). Employees feel valued and cared for when the company offers opportunities for professional development, such as training, promotions, or a clear career path. This increases motivation, commitment to the company, and job satisfaction. Conversely, a lack of career development can lead to employees feeling stagnant and inclined to seek opportunities elsewhere.

Study (Octaviana et al., 2020)stated that career development has a positive and significant impact on employee loyalty.
H3: Career development has a positive and significant effect on employee loyalty.

The Influence of Work Stress on Employee Loyalty

With the increasing need for workplace efficiency, stress has become a significant symptom that needs to be addressed in corporate organizations. Companies must be aware of their employees' stress levels, as they are a vital resource and valuable asset in achieving corporate goals. High levels of stress lead to poor performance (Anjani & Supartha, 2020). High pressure, excessive workloads, and an unsupportive work environment contribute to job stress and negatively impact employee loyalty. When employees feel unappreciated, experience an imbalance between work and personal life, or are constantly under stress, they tend to lose motivation and feel emotionally disconnected from the company, leading to employee loyalty issues.

Study(Putra & Sriathi, 2019) stated that work stress has a negative and significant impact on employee loyalty.

H4: Work stress has a negative and significant effect on employee loyalty.

The Influence of Job Satisfaction on Employee Loyalty

Job satisfaction is a key component in improving and maintaining overall business performance and employee loyalty through improved performance and effective service delivery. One of the most important factors influencing employee loyalty is job satisfaction. Job satisfaction creates a strong emotional and psychological bond between employees and the company. This bond fosters loyalty. Satisfied employees are more likely to stay, engage, and contribute optimally to the organization.

Research Darmawan (2025) and Putri et al. (2022) found that job satisfaction has a positive impact on employee loyalty.

H5: Job satisfaction has a positive and significant effect on employee loyalty.

The Mediating Role of Job Satisfaction in the Relationship Between Career Development and Job Stress on Employee Loyalty

When employees feel valued and have clear future prospects, they tend to be more satisfied with their jobs. The relationship between employee loyalty, job stress, and career development is mediated by job satisfaction. Employee loyalty is influenced by career development and job stress, which are explained by job satisfaction.

H6: The mediating role of job satisfaction in the relationship between career development on employee loyalty.

Based on the data above, the conceptual framework in this study is:
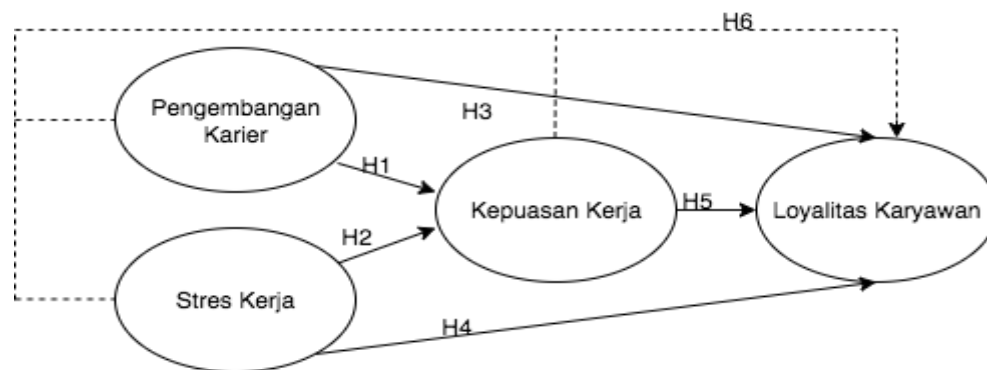
Figure 2. Conceptual Framework of the Research

3. Research Method

Type of research and data sources

The research design in this study is quantitative. A questionnaire designed according to the variables to be studied is used as a data collection instrument. A Likert scale can be used in questionnaire questions to measure respondents' agreement or disagreement with related statements. The Likert scale assesses a person's behavior related to the subject of their attitude and helps in determining their perceptions and opinions (Sabariah, 2024). The independent variables in this study are Career Development (X1) and Job Stress (X2), the mediating variable is Job Satisfaction (Z), and the dependent variable is contract employee loyalty (Y). Meanwhile, the data source is primary data, obtained directly from employees working at BPR Agung Sejahtera.

Population and sample

Population is a generalization field consisting of objects and people with certain attributes and characteristics selected by researchers to be examined and from which conclusions are then made (Octaviana et al., 2020). The population of this study is all

employees of BPR Agung Sejahtera. Consisting of the head office on Jl. Pamularsih Raya West Semarang, Boja branch office, Kudus branch office, and 3 cash offices which are each located on Kelud Raya, Soekarno Hatta artery, and Prof. Dr., Hamka Ngaliyan Semarang. With a total number of BPR Agung Sejahtera employees of 90 people, the entire population was sampled using saturated sampling techniques or census sampling .

Operational Definition and Measurement

The operational definition for each variable in this study is:

a. Career Development (X1), The indicators are (Handoko & Rambe, 2020)career planning, individual career development, career development supported by the HR department, and the role of feedback on performance.

b. Work Stress (X2), The indicators are (Sianturi & Pramukty, 2023)excessive workload, time pressure, inadequate feedback on work performance, and interpersonal and intergroup conflict.

c. Job satisfaction (Z), Indicators that measure job satisfaction include (Elfani, 2019)satisfaction with salary, satisfaction with job rewards, and satisfaction with promotion opportunities.

d. Employee Loyalty (Y), Loyalty indicators in the research include (Putri et al., 2022)obedience to regulations, responsibility to the company, willingness to cooperate, sense of belonging to the company, interpersonal relationships, and liking for work.

Data Collection and Data Analysis Techniques

The questionnaire uses a Likert scale to measure respondents' agreement or disagreement with the related topic. The Likert scale assesses a person's behavior related to the subject of their attitude and helps in determining their perceptions and opinions (Sabariah, 2024). Questionnaires, interviews, and observations were used as data collection methods. The attitudes, views, and perceptions of individuals or groups towards current social events were measured in this study using a Likert scale. The Likert scale consists of (1) STS/Strongly Disagree, (2) TS/Disagree, (3) N/Neutral, (4) S/Agree, and (5) SS/Strongly Agree.

SEM-PLS (Structural Equation Modeling – Partial Least Squares) is a statistical technique that tests the relationship between quantitative indicators and latent constructs, or variables that cannot be observed directly. It includes Validity Test (ensuring the indicators reflect the variables), Reliability Test, Bootstrapping Test (significance of the relationship between variables), Adjusted R-Square Test (variation of the independent variable on the dependent variable), Path Coefficient Test (direct effect), and Specific Indirect Effects Test (mediating effect). This approach is expected to produce valid and reliable findings. The following are the stages of SEM-PLS data processing:

Assessing the Measurement Model (Outer Model)

a. Convergent Validity: Loading factor ≥ 0.7 (minimum 0.5 is still acceptable).
   AVE ≥ 0.5.

b. Discriminant Validity
   1) Fornell-Larcker Criterion: The AVE of a construct should be higher than the other correlations.
   2) Cross loading: more indicators than others for the construct being measured.
   3) HTMT (Heterotrait-Monotrait Ratio) < 0.9.

c. Reliability
   1) Composite Reliability (CR) ≥ 0.7.
   2) Cronbach's Alpha ≥ 0.7.

Assessing the Structural Model (Inner Model)

a. Multicollinearity
   Variance Inflation Factor (VIF) < 5.

b. Coefficient of Determination (R2)
   Assess the predictive power of the dependent variable.

c. Path Coefficient Value
   Determine the strength and direction of the correlation between the variables.

d. Significance Test (Bootstrapping)
   1) t-value > 1.96 (a $= 0.05$).
   2) p-value < 0.05 indicates a significant relationship.

e.   f Effect Size and Q^ Predictive Relevance (optional)
 1)   f: see the magnitude of the effect of the construct.
 2)   Q': Does the model have good predictive power?.

4.   Results and Discussion
Respondent Data

The respondents for this study were 90 employees working at Bank Perekonomian Rakyat (BPR) Agung Sejahtera. Based on the questionnaire distribution, descriptive analysis of respondents' gender, age, highest education, length of service, department within the company, and position was conducted, as follows:

Table 2. Descriptive Analysis of Respondents

Characteristics	Information	Amount	Percentage
Gender	Man	60	66.7%
	Woman	30	33.3%
	Total	**90**	**100%**
Age	20-25	21	23.3%
	26-30	49	54.4%
	31-35	15	16.7%
	>36	5	5.6%
	Total	**90**	**100%**
Education	High School/Equivalent	43	47.7%
	>S1	47	52.2%
	Total	**90**	**100%**
Years of service	<5 Years	82	91.1%
	6-10 Years	7	7.8%
	>11 Years	1	1.1%
	Total	**90**	**100%**
Part	Lending Relationship Officer	14	15.6%
	Funding Relationship Officer	6	6.7%
	General Affair	39	43.3%
	Operational Section	1	1.1%
	Marketing	8	8.9%
	IT	2	2.2%
	Digital Marketing	1	1.1%
	Teller	5	5.6%
	Driver	3	3.3%
	Cleaning Service	2	2.2%
	Customer Service	4	4.4%
	HR & GA	1	1.1%
	Risk Management	1	1.1%
	Head office	3	3.3%
	Total	**90**	**100%**
Position	Business Development	3	3.3%
	Cleaning Service	2	2.2%
	Customer Service	4	4.4%
	Digital Marketing	1	1.1%
	Driver	3	3.3%
	HR & GA	1	1.1%
	Employee	29	32.2%
	Head of Division	5	5.7%
	Head office	4	4.4%
	Coordinator	1	1.1%
	Marketing	4	4.4%
	Executive Officer	1	1.1%
	Funding Relationship Officer	6	6.7%
	Lending Relationship Officer	14	15.6
	Relationship Officer Collection	2	2.2%
	Staff	5	5.7%
	Teller	5	5.7%
	Total	**90**	**100%**

Source : Researcher Data Processing 2025

This study involved 90 respondents from BPR Agung Sejahtera employees who participated. 60 male employees (66.7%) while 30 female employees (33.3%). The age of respondents ranged from 20-25 years old as many as 21 people (23.3%), the age range between 26-30 years old as many as 49 people (54.4%), the age range between 31-35 years old as many as 15 people (16.7%), and the age range between >36 years old as many as 5 people (5.6%). The education of respondents was high school/equivalent 43 people (47.8%) and >S1 47 people (52.2%). And the age of respondents with characteristics <5 years 82 people (91.1%), 6-10 years 7 people (7.8%), and >11 years 1 person (1.1%). The sections in the company vary from ROL as many as 14 people (15.6%) to the head of the office section 4 people (3.3%). And from employee positions starting from Business Development as many as 3 people (3.3%) to the position of teller as many as 5 people (5.7%).

Outer Model Results

Convergent Validity Test

If the outer loading > 0.7 then the indicator is said to have a high level of validity and meets the convergent validity criteria.

Table 3. Convergent Validity Test

Indicator	Original Sample Extimate	Information
Career Development		
X1.1 Career planning	0.917	Valid
X1.2 Individual career development	0.927	Valid
X1.3 Career development supported by HR department	0.929	Valid
X1.4 The role of feedback on performance	0.918	Valid
Work Stress		
X2.1 Excessive workload	0.862	Valid
X2.2 Time pressure	0.871	Valid
X2.3 Feedback on inadequate job performance	0.863	Valid
X2.4 Interpersonal and intergroup conflict	0.879	Valid
Job satisfaction		
Z1 Satisfaction with salary	0.915	Valid
Z2 Satisfaction with job rewards	0.944	Valid
Z3 Satisfaction with promotional opportunities	0.916	Valid
Employee Loyalty		
Y1 Obey the rules	0.907	Valid
Y2 Responsibility to the company	0.902	Valid
Y3 Willingness to cooperate	0.910	Valid
Y4 Sense of belonging to the company	0.904	Valid
Y5 Interpersonal relationships	0.854	Valid
Y6 Love of Work	0.879	Valid

Source: Researcher Data Processing 2025

All outer loading indicator values for the variables Career Development, Work Stress, Job Satisfaction, and Employee Loyalty have a value > 0.7, which indicates that all indicators are recognized as valid.

Discriminant Validity

An indicator is considered to meet the requirements of the discriminant validity test if a variable in the cross-loading discriminant validity test has a greater correlation than the correlation of the other variables. This represents the value of each indicator.

Table 4. Discriminant Validity (Cross Loading Method)

Indicator	Career Development	Work Stress	Employee Loyalty	Job satisfaction
X1.1 Career planning	0.917	-0.448	0.736	0.572
X1.2 Individual career development	0.927	-0.412	0.734	0.537
X1.3 Career development supported by HR department	0.929	-0.501	0.768	0.613
X1.4 The role of feedback on performance	0.918	-0.467	0.733	0.584
X2.1 Excessive workload	-0.452	0.862	-0.668	-0.511
X2.2 Time pressure	-0.428	0.871	-0.671	-0.553
X2.3 Feedback on inadequate job performance	-0.434	0.863	-0.609	-0.546
X2.4 Interpersonal and intergroup conflict	-0.412	0.879	-0.674	-0.562
Y1 Obey the rules	0.725	-0.676	0.907	0.724
Y2 Responsibility to the company	0.767	-0.665	0.902	0.701
Y3 Willingness to cooperate	0.726	-0.705	0.910	0.732
Y4 Sense of belonging to the company	0.754	-0.660	0.904	0.674
Y5 Interpersonal relationships	0.652	-0.696	0.854	0.679
Y6 Love of Work	0.686	-0.642	0.879	0.640
Z1 Satisfaction with salary	0.557	-0.563	0.712	0.915
Z2 Satisfaction with job rewards	0.628	-0.586	0.762	0.944
Z3 Satisfaction with promotion opportunities	0.548	-0.587	0.675	0.916

Source: Researcher Data Processing 2025

The results of the discriminant validity test using the cross-loading method can be concluded that its validity has been met well. Sourced from table 5, where the discriminant validity value using the cross-loading method for latent variable indicators is > other variable indicators .

Reliability Test

Reliability testing was conducted using SmartPLS and the Cronbach's Alpha method. If Cronbach's Alpha > 0.70, the variable is considered reliable.

Table 5. Cronbach's Alpha.

Indicator	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Career Development	0.942	0.943	0.958	0.851
Work Stress	0.892	0.893	0.925	0.755
Employee Loyalty	0.949	0.950	0.959	0.797
Employee Satisfaction	0.916	0.919	0.947	0.856

Source: Researcher Data Processing 2025

Based on table 6, it can be concluded that all tested variables have high reliability, with Cronbach's alpha values above 0.70. The Career Development variable (X1) has a value of 0.942, Work Stress (X2) is 0.892, Employee Loyalty of BPR Agung Sejahtera (Y) is 0.949, and the mediating variable Job Satisfaction (Z) obtains a value of 0.916.

Inner Model Results

The inner model test examines the impact between latent variables and hypotheses using Smart PLS 4.0 through bootstrapping, with the following results:
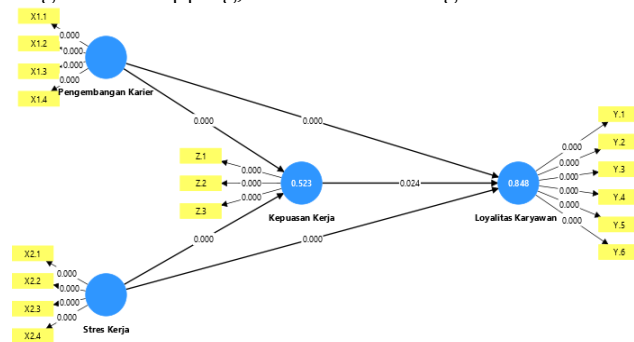
Figure 3. Bootstrapping Output Method
Source: Researcher Data Processing 2025

Hypothesis testing is conducted to assess the relationship between constructs. P values <0.05 indicate a significant effect, while P values >0.05 indicate an insignificant effect.

R-Square Adjusted

To measure the strength of the model on the independent variable against the dependent variable. Adjusted R-square of 0.75 (strong), 0.50 (moderate), and 0.25 (weak) indicates the strength of the model.

Table 6. R-Square Adjusted

Indicator	R-square	R-square adjusted
Job satisfaction	0.523	0.512
Employee Loyalty	0.848	0.842

Source: Researcher Data Processing 2025

Employee loyalty has an adjusted R-square of 0.842, where the strength of the career development and work stress variables on employee loyalty is 84%, while 16% is due to other variables. Job satisfaction as a mediating variable has an adjusted R-square of 0.842. 0.512 also shows a moderate influence of 51 %.

Path Coefficient

A test to determine the direction and strength of the causal relationship between variables in a structural model. Essentially, this coefficient is a standardized regression value that shows how one variable (independent) directly affects another variable (dependent).

Table 7. Results Test Path Coefficient

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Career Development -> Job Satisfaction	0.418	0.417	0.078	5,325	0.000
Job Stress -> Job Satisfaction	-0.418	-0.421	0.067	6,276	0.000
Career Development -> Employee Loyalty	0.463	0.447	0.080	5,759	0.000
Job Stress -> Employee Loyalty	-0.363	-0.354	0.070	5,228	0.000
Job Satisfaction -> Employee Loyalty	0.258	0.280	0.115	2,252	0.024

Interpretation of Path Coefficients
Career Development on Job Satisfaction
   P Values of 0.000 indicate a significant influence between career development and job satisfaction . The path coefficient of 0.418 indicates that the better the employee's career development, the higher the employee's job satisfaction.
Job Stress on Job Satisfaction
   A P value of 0.000 indicates a significant relationship between work stress and job satisfaction . A path coefficient of -0.418 indicates that if employees experience high levels of work stress, job satisfaction will decrease.
Career Development on Employee Loyalty
   P Values of 0.000 indicate a significant influence between career development to employee loyalty. The path coefficient of 0.463 indicates a positive relationship, as better career development for employees increases employee loyalty at BPR Agung Sejahtera.
Job Stress on Employee Loyalty
   A p-value of 0.000 indicates a significant relationship between work stress and employee loyalty. A path coefficient of -0.418 indicates that as work stress increases, employee loyalty at BPR Agung Sejahtera decreases.
Job Satisfaction and Employee Loyalty
   P-value 0.024 (<0.05) indicates that job satisfaction has a significant effect on employee loyalty. The path coefficient is 0.258. shows a positive influence, meaning that increasing job satisfaction will increase employee loyalty at BPR Agung Sejahtera.
Specific Indirect Effects
   A measure of the extent to which one or more mediator variables allow an independent variable to influence a dependent variable. This measure specifically assesses indirect path effects.

Table 8. Specific Indirect Effects Test Results.

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Career Development -> Job Satisfaction -> Employee Loyalty	0.108	0.122	0.066	1,641	0.101
Job Stress -> Job Satisfaction -> Employee Loyalty	-0.108	-0.121	0.059	1,832	0.067

Source: Researcher Data Processing 2025

Interpretation of Specific Indirect Effects
Mediation of Job Satisfaction on the Relationship between Career Development and Employee Loyalty
   P values of 0.101 > 0.05 indicate an insignificant effect of career development on employee loyalty mediated by job satisfaction. A positive path coefficient of 0.108 indicates a positive mediation effect; better career development leads to higher job satisfaction, leading to increased employee loyalty.
Mediation of Job Satisfaction on the Relationship between Job Stress and Employee Loyalty
   P Values are 0.067 shows an insignificant effect of work stress on employee loyalty mediated by job satisfaction . The coefficient with a value of -0.108 shows a negative direction of mediation, where the higher the work stress, the lower the job satisfaction, and this has a negative impact on employee loyalty at BPR Agung Sejahtera.

Discussion
The Influence of Career Development on Job Satisfaction
   Career development has a positive and significant effect on job satisfaction of BPR Agung Sejahtera employees (P-Values 0.000, and Coefficient 0.418). The greater the opportunity for career development, the higher the level of job satisfaction of an employee (Andjanie, 2023). In other words, career development variables can contribute to job satisfaction. This finding is in accordance with (Sari & Rahyuda, 2022)and (Ompusunggu et al., 2024)also found that career development has a positive and significant impact on employee loyalty.
The Influence of Job Stress on Job Satisfaction
   Job stress has a negative and significant effect on job satisfaction (P-Values 0.000; coefficient -0.418). The higher the job stress, the lower the employee satisfaction. Stress can cause dissatisfaction at work and one of the psychological impacts of stress is that it can reduce employee job satisfaction (Handoko & Rambe, 2020). Job stress is described as an adaptive reaction influenced by individual variance and psychological processes, resulting from actions, situations, or environmental events (Sianturi & Pramukty, 2023). These results are consistent (Maharani & Budiono, 2023)and (Saputra et al., 2024)job stress has a negative and significant impact on job satisfaction.

The Influence of Career Development on Employee Loyalty

Career development has a positive and significant effect on employee loyalty (P-Values 0.000; coefficient 0.463). Employee loyalty to a company increases with the quality of career development offered by the organization (Yuniasih, 2022). Employees feel valued and cared for when a company offers opportunities for professional development, such as training, promotions, or a clear career path. This increases motivation, commitment to the company, and job satisfaction. These findings align with research (Octaviana et al., 2020)showing that career development has a positive and significant impact on employee loyalty.

The Influence of Job Stress on Employee Loyalty

Job stress has a negative and significant effect on employee loyalty (P-Values 0.000; coefficient -0.418). The higher the work stress experienced, the lower the loyalty of BPR Agung Sejahtera employees. High pressure, very heavy workloads, and an unsupportive work environment cause job stress and affect employee loyalty. When employees feel unappreciated, have an imbalance between work and personal life, or are constantly under stress, they tend to lose motivation, feel emotionally disconnected from the company, which causes employee loyalty problems. These results are supported by (Putra & Sriathi, 2019) states a negative and significant influence between work stress and employee loyalty.

The Influence of Job Satisfaction on Employee Loyalty

Employee job satisfaction has a negative and significant effect (P-Values 0.024; coefficient 0.258). Employee loyalty to BPR Agung Sejahtera increases along with their level of satisfaction with the organization. Through effective service and improved performance, job satisfaction contributes to improving and maintaining overall organizational performance and employee loyalty. Strong emotional and psychological bonds are formed between employees and the company when job satisfaction is high. Ultimately, this bond develops into loyalty. According to research (Padmawati et al., 2023)and (Darmawan, 2025)which says job satisfaction has a positive and significant impact on employee loyalty.

The Mediating Role of Job Satisfaction in the Relationship between Career Development and Job Stress on Employee Loyalty

The mediation of job satisfaction on the relationship between career development and employee loyalty has a positive but insignificant effect (P Value 0.101; coefficient 0.108). Career development tends to increase job satisfaction, which in turn can increase employee loyalty, but in this data, the mediation effect is not strong enough to be considered significant. In other words, job satisfaction can be a pathway of influence, but it cannot be a strong link.

The mediation of Job Satisfaction on the relationship between Job Stress and Employee Loyalty has a negative and insignificant effect (P Value 0.067; coefficient -0.108). Job stress negatively influences employee loyalty through job satisfaction. In general, low job stress often increases job satisfaction and ultimately affects employee loyalty. However, the results of data processing in this study indicate that the relationship is negative and statistically insignificant, which means that the mediating role of job satisfaction is not strong enough to be a link.

5. Conclusion

The study found that career development and job stress had a direct, significant, and positive effect on employee loyalty. Meanwhile, indirectly, career development, mediated by job satisfaction, had a positive but insignificant effect on loyalty. Meanwhile, job stress, mediated by job satisfaction, had a negative and insignificant effect on employee loyalty.

Based on the findings that career development has the most dominant influence on employee loyalty, it is recommended to strengthen this factor through the provision of specialized training or courses, mentoring and coaching, and job rotation on career development. The effects of work stress also need to be reduced through good time management, mental health programs, and improved working conditions. Future research is recommended to enlarge the sample and explore other mediating variables to understand the stronger mediating factors on employee loyalty.

References

Andjanie, N. (2023). Analysis of motivation, career development, and compensation in influencing job satisfaction in Islamic commercial banks.

Anjani, N. L. P. A., & Supartha, I. W. G. (2020). Work environment, job stress, and work motivation influence employee loyalty. *E-Journal of Management, Udayana University, 9*(7), 2496. https://doi.org/10.24843/ejmunud.2020.v09.i07.p02

Darmawan, N. A. (2025). The influence of work motivation, job satisfaction, and work environment on employee loyalty at PT Cimb Niaga. *Journal of Management and Social Sciences, 4*(1), 247–258. https://doi.org/10.55606/jimas.v4i1.1769

Elfani, E. Y. (2019). The mediating role of job satisfaction in the influence of Islamic leadership on employee loyalty at BNI Syariah in Surabaya. *Journal of Business and Banking, 9*(1), 109. https://doi.org/10.14414/jbb.v9i1.1718

Firdaus, M. I. Z., Siregar, S., Nurlaila, & Widya, H. (2022). Analysis of the influence of quality of work life and Islamic work ethics on employee loyalty through performance as an intervening variable (Case study at PT. Bank Syariah Indonesia, Tbk Medan Adam Malik Branch). *JIEI.*

Handoko, S., & Rambe, F. (2020). The influence of career development and compensation on organizational commitment through job satisfaction. *Homepage Master of Management Scientific Journal, 1*(1), 31–45. https://doi.org/10.30596/maneggio.v1i1.2238

Hulu, F., Zega, Y., Waruwu, M., Oktapiani, M., & Aziza, P. (2024). The influence of career development, work relationships, and work motivation on job satisfaction. *Edunomica.*

Kurniasari, D. M., & Bahjahtullah, Q. M. (2022). The influence of work-life balance, job stress, and Islamic work ethics on millennial employees during the Covid-19 pandemic with job satisfaction as an intervening variable.

Lestari, H. D., Arinastuti, A., Damayanti, A., & Pujiastuti, R. (2023). Empirical analysis of the factors influencing employee loyalty at PT BPR BKK Purwokerto. *Jurnal Ilmiah Manajemen Kesatuan, 11*(3).

Maharani, C., & Budiono. (2023). The influence of organizational climate and work stress on turnover intention through job satisfaction of bank employees in the Surabaya area.

Octaviana, W. O., Firdauz, M. A., & Mrlina, A. (2020). The influence of leadership and career development on employee loyalty at PT. BPRS AL Salaam Amal.

Ompusunggu, M. Z., Prawabani, B., & Dewi, R. S. (2024). The influence of career development and competence on employee performance with job satisfaction as an intervening variable (A study on employees of Bank JATENG Main Branch). *Journal of Business Administration, 13*(3).

Padmawati, G. A. E., Anggraini, N. P. N., & Jodi, I. W. G. A. S. (2023). The influence of job satisfaction, compensation, and leadership on employee loyalty at village credit institutions in Sukawati District. *EMAS Journal.*

Putra, I. W. S., & Sriathi, A. A. A. (2019). The influence of work environment, job stress, and compensation on employee loyalty. *E-Journal of Management.*

Putri, V., Tewal, B., Walangitan, M. B., Irianti, V., Tewal, B., & Walangitan, M. B. (2022). The effect of reward and punishment on employee loyalty with job satisfaction as a moderator. *EMBA Journal, 10*(2), 207–216. https://doi.org/10.35794/emba.v10i2.39582

Sabariah, R. L. S. P. G. (2024). Career path and work benefits on the satisfaction and loyalty of Bank Mandiri contract employees.

Saputra, P., Ekonomi, F., Bisnis, D., & Tanjungpura, U. (2024). The effect of job stress and workload on employee performance with job satisfaction as an intervening variable (A study at Bank Kalsel). *MBIC.*

Sari, I. P., & Rahyuda, A. G. (2022). The effect of career development on employee performance mediated by job satisfaction in banks during the Covid pandemic. *Bisma: Journal of Management, 8*(2).

Sianturi, M., & Pramukty, R. (2023). Analysis of the effect of compensation, job stress, and work environment on employee loyalty. *Management Accounting, Economics, 1.* https://doi.org/10.8734/mnmae.v1i2.359

Yuniasih, Y. (2022). The effect of career development, compensation, and punishment on employee loyalty. *Journal of Banking and Finance, 3*(2), 84–91. https://doi.org/10.37058/banku.v3i2.5824