



RESEARCH ARTICLE

The Effect Of Career Development And Work Culture On Job Satisfaction

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Abstract

It looks at the influence of job fulfillment in PT. which is discussed in relation to the career development and work environment at Surya Dharma Utama. This study employs a quantitative research method and selects 58 workers via population based survey techniques for the sample. Questionnaires were employed to gather data and scheduled interviews were also conducted. Data analysis was performed using SPSS26. Career development and work culture have a positive, statistically significant impact on job satisfaction at PT. Surya Dharma Utama (SDU) Semarang. The research concluded that improving work culture and promoting career development can enhance employee job satisfaction, thus contributing to organizational performance. The honors thesis is of great significance to the management of PT. Surya Dharma Utama (SDU) Semarang for devising strategies and tactics to improve worker satisfaction and performance.

Keywords

Career Development; Culture; Satisfaction; Employees.

1 | INTRODUCTION

Human Resource Management (HRM) makes a significant contribution to the success of an organization. A key aspect of improving organizational performance is ensuring that HR activities support the organization's efforts focused on productivity and quality. Employee job satisfaction is a primary focus of management attention for effective performance within the organization. Job satisfaction can describe the degree to which an individual enjoys their job. Job satisfaction is an employee's emotional state, reflecting whether or not there is a balance between the value of employee rewards from the company and the level of rewards desired by the employee. Research shows that most employees are dissatisfied with recognition for their work (52%) and feel a disconnect between their work and family (24%). More than a third of employees (41%) are dissatisfied with their working conditions in general (Baeschilin et al., 2022). There are several reasons why companies should make efforts to improve employee job satisfaction. First, the higher an employee's job satisfaction, the greater their effort in carrying out their work. Second, the higher the employee's job satisfaction, the longer they intend to remain with the organization. Job satisfaction can be influenced by several factors, including career development and work culture. High turnover can negatively impact an organization, creating instability and uncertainty in the workforce and increasing human resource management costs.

Employee career development is a formally structured approach or activity designed to enhance employee growth, job satisfaction, knowledge, and skills. This allows organizations to ensure that individuals with the appropriate qualifications and experience are available within the organization to contribute to the company's growth. Career development focuses on the needs associated with employee activities and interests. Career development demonstrates an increase in an individual's status within a defined career path. Therefore, career development can encourage employees to develop their careers by improving their knowledge, attitudes, and skills. Therefore, career development contributes to employee job satisfaction. Interviews with several employees revealed a frequent desire to leave the company and seek other employment opportunities with better pay. Previous research by Wau & Purwanto (2021); Susilo & Wulansari (2023) demonstrated a significant influence between career development and employee job satisfaction.

Faris (2014) stated that the quality of Indonesian human resources is unable to compete with human resources from other countries, this is due to work culture factors that are still weak and uneven. Work culture is a mental attitude and long-standing habits that are inherent in every step of the activity and work results. Culture is an institutional product that is rooted in the mental attitude, commitment, dedication, and loyalty of each institutional personnel (Nurhadijah, 2017). Work culture has an important role in determining the level of employee job satisfaction because the development of this work culture will force each individual to be able to adapt to the habits, rules, values and norms that apply within the organization so that whether the culture is good or bad will lead to a sense of satisfaction or dissatisfaction of midwives in their work. A good work culture in the organization needs to be improved and continuously preserved so that in this case not only the leadership but also the participation and awareness of each member of the organization are needed to continue developing the work culture that is applied, including initiative and innovation in carrying out tasks, paying attention to every detail of the work, discipline and good teamwork. The results of this study are the same as the results of previous research by Zaini et al., (2019); Surya & Hermina (2023) showed that work culture has a positive and significant effect on job satisfaction. This study aimed to determine the influence of career development and work culture on job satisfaction at PT. Surya Dharma Utama (SDU) Semarang. The research method used was quantitative.

2 | BACKGROUND THEORY

Career Development and Job Satisfaction

Employee career development is a formally structured approach or activity to enhance employee growth, job satisfaction, knowledge, and abilities. This allows organizations to ensure that individuals with the appropriate qualifications and experience are available within the organization to contribute to the company's growth. Career development focuses on the needs associated with employee activities and interests. Career development indicates an increase in an individual's status within a defined career path. Therefore, career development can encourage employees to develop their careers by improving their knowledge, attitudes, and skills. Therefore, career development will contribute to employee job satisfaction. Previous research conducted by Wau & Purwanto (2021); Susilo & Wulansari (2023) demonstrated a significant influence between career development and employee job satisfaction. H1: There is an influence between career development and job satisfaction.

Work Culture and Job Satisfaction

Work culture is a mental attitude and long-standing habits that are inherent in every step of an activity and work results. Culture is an institutional product rooted in the mental attitude, commitment, dedication, and loyalty of each

employee (Nurcolis, 2011). Work culture plays a crucial role in determining employee job satisfaction because the development of this work culture forces each individual to adapt to the customs, rules, values, and norms prevailing within the organization. Therefore, whether the culture develops well or poorly, it will lead to midwives' satisfaction or dissatisfaction with their work. A good work culture within an organization needs to be improved and continuously maintained. This requires not only leadership but also the participation and awareness of every member of the organization to continuously develop a work culture that includes initiatives and innovation in carrying out tasks, attention to detail, discipline, and good teamwork. Previous research by Zaini et al. (2019); Surya & Hermina (2023) indicates that work culture has a positive and significant impact on job satisfaction.

3 | METHOD

The statistical software IBM SPSS 26 was used to analyze the data. Descriptive statistics were used for summary statistics in the demographic information, and responses were submerged in responses. Correlation analysis as well as regression analysis were used primarily to test if there is a correlation between career prospects and life satisfaction. These tests provided the researcher with the present value, as well as the significance of variables on job satisfaction treated also through They seemed more scientific What can be more scientific than my analysis As a result of the quantitative method used in this study, findings were more inconcretable. This not only makes clearer the role of career development and work culture in affecting job satisfaction, it also provides objective evidence for policy-making. We hope that the results of this research will suggest strategies for improving employee happiness and therefore company productivity throughout PT. Surya Dharma Utama (SDU) Semarang.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Validity Test Results

The validity test was conducted for each variable in this study by comparing the R_{hitung} value of each indicator to the R_{tabel} value of 0.259. If the R_{hitung} value is higher than the R_{tabel} , the indicator is considered valid. For the job satisfaction variable (Y), all the indicators tested showed R_{hitung} values higher than R_{tabel} . The first indicator had an R_{hitung} of 0.520, the second indicator had 0.624, and the third indicator had 0.92. All these indicators were deemed valid. For the career development variable (X2), the first indicator had an R_{hitung} of 0.722, the second indicator had 0.687, and the third indicator had 0.678. All three indicators were valid as well. Similarly, for the work culture variable (X2), all indicators met the validity criteria with R_{hitung} values of 0.562 for the first indicator, 0.670 for the second, and 0.715 for the third.

Table 1. Validation Test Results

VARIABLE	Indicator	R_{hitung}	R_{tabel}	RESULT
Job Satisfaction (Y)	Indicator 1	0.520	0.259	Valid
	Indicator 2	0.624	0.259	Valid
	Indicator 3	0.920	0.259	Valid
Career Development (X2)	Indicator 1	0.722	0.259	Valid
	Indicator 2	0.687	0.259	Valid
	Indicator 3	0.678	0.259	Valid
Work Culture (X3)	Indicator 1	0.562	0.259	Valid
	Indicator 2	0.670	0.259	Valid
	Indicator 3	0.715	0.259	Valid

Source: Processed primary data, 2025.

Based on Table 1, the validity test table shows that the calculated r value for each indicator is greater than the r value in the table. This indicates that the indicators for variable X (development and work culture) and variable Y (job satisfaction) are valid as measuring instruments for the research variables.

4.1.2 Reliability Test Results

The reliability test was carried out to assess the consistency of the instruments used to measure each variable. Cronbach's Alpha was applied as the benchmark, with a minimum acceptable value of 0.70. All variables exceeded this threshold. Job satisfaction (Y) reached a reliability score of 0.748, confirming that the related indicators yield consistent

responses. Career development (X1) recorded the highest reliability coefficient at 0.778, suggesting strong agreement among the measured items. Meanwhile, work culture (X2) achieved a value of 0.739, which also falls within the acceptable range. These outcomes indicate that the instruments used are dependable and suitable for measuring the intended variables. The consistency observed across all variables supports the validity of the subsequent analysis. With all Cronbach's Alpha values above 0.70, it can be concluded that the measurement tools used in this study are reliable and appropriate for further statistical testing.

Table 2. Reliability Test Results

VARIABLE	CRONBACH ALPHA	RESULT
Job satisfaction (Y)	0,748	Reliabel
Career Development (X1)	0,778	Reliabel
Work Culture (X2)	0,739	Reliabel

Source: Processed primary data, 2025

Based on the reliability test results in Table 2, all measured variables demonstrated acceptable internal consistency, as indicated by Cronbach's Alpha values above 0.70. This suggests that the questionnaire items used for job satisfaction, career development, and work culture produced stable and consistent responses. The outcomes confirm that each set of indicators is suitable for capturing the intended data. These results provide a solid foundation for continuing the statistical analysis in the next stage of the study.

4.1.3 Normality Test Results

The normality test was carried out to assess whether the residual values followed a normal distribution. This step is essential to ensure that the regression model operates under appropriate statistical assumptions. The Kolmogorov-Smirnov test produced a significance value of 0.200, which exceeds the threshold of 0.05. This outcome indicates that the residuals are normally distributed. Supporting values include a residual mean of 0.0000000 and a standard deviation of 0.7895. The most extreme absolute difference was 0.101, with the highest positive and negative deviations recorded at 0.101 and -0.071, respectively. All values remain within acceptable ranges, suggesting no serious deviations from normality. Based on these findings, it can be concluded that the data meet the requirement for normal distribution. This allows for continued use of parametric testing procedures in the analysis, as the distribution of residuals does not violate key assumptions required for accurate and unbiased estimation in regression modeling.

Table 3. Normality Test Results

	Unstandardized Residual
N	58
Normal Parameters	
Mean	0.0000000
Std. Deviation	0.78954277
Most Extreme Differences	
Absolute	0.101
Positive	0.101
Negative	-0.071
Test Statistic	0.101
Asymp. Sig. (2-tailed)	0.200

Source: Processed primary data, 2025

Table 3 shows that the Kolmogorov-Smirnov test results obtained a significance value of $0.200 > 0.05$. It can be concluded that the residual data is normally distributed because the difference between the predicted and actual scores, or errors, is distributed symmetrically around the mean value of zero. Therefore, the regression model is suitable for use and can be continued to the next stage because it meets the assumption of normality.

4.1.4 Multicollinearity Test Results

Multicollinearity testing was conducted to examine whether the independent variables were excessively correlated, which could compromise the accuracy of regression estimates. The evaluation relied on Tolerance and Variance Inflation

Factor (VIF) values. A Tolerance score below 0.10 or a VIF exceeding 10 generally signals the presence of multicollinearity. Based on the output, Career Development (X1) recorded a Tolerance value of 0.226 and a VIF of 4.433. Work Culture (X2) showed a Tolerance of 0.212 with a VIF of 4.706. Both results are within acceptable ranges, indicating no indication of multicollinearity between the variables. This allows each independent variable to be analyzed distinctly in relation to job satisfaction, without concern for overlapping influence or distorted estimation. These outcomes confirm that the regression model can proceed with reliable interpretation of variable relationships.

Table 4. Multicollinearity Test Results

Model	Tolerance	VIF
Career Development (X1)	0.226	4.433
Work Culture (X2)	0.212	4.706

Source: Processed primary data, 2025

Table 5 displays the results of the heteroscedasticity test conducted using the Glejser method. The significance values for all independent variables were found to be greater than 0.05. These findings indicate that there is no statistical evidence of heteroscedasticity in the regression model. In other words, the variance of the residuals appears to be constant across all levels of the independent variables. The absence of heteroscedasticity suggests that the model satisfies one of the key assumptions of linear regression, thereby supporting the validity of the subsequent analytical procedures.

4.1.5 Multiple Linear Regression Analysis Results

The regression output shows that career development and work culture both have a positive and statistically significant effect on job satisfaction. Career Development (X1) produced a beta coefficient of 0.421, with a t-value of 3.008 and a significance level of 0.004. These results indicate that improvements in career development are associated with increased job satisfaction. Work Culture (X2) recorded a beta coefficient of 0.371, with a t-value of 2.385 and a significance value of 0.039. This also confirms a meaningful positive effect. The constant in the model is 2.706 and statistically significant at the 0.009 level, suggesting a baseline level of job satisfaction when both independent variables are not influencing the outcome. The data supports the conclusion that both variables contribute meaningfully to explaining variations in employee job satisfaction.

Table 6. Multiple Linear Regression Analysis Results

Model	Beta	T	Sig.
(Constant)		2.706	.009
Career Development (X1)	.421	3.008	.004
Work Culture (X2)	.371	2.385	.039

Source: Processed primary data, 2025

Based on the results of the multiple linear regression analysis shown in Table 6, the following equation is obtained:

$$Y = 0.421X_1 + 0.371X_2 + e$$

Description:

Y = Job Satisfaction

X₁ = Career Development

X₂ = Work Culture

β₁ - β₂ = Regression Coefficients

e = Error term

The equation indicates that both independent variables have a positive relationship with job satisfaction. A coefficient of 0.421 for career development suggests that improvements in career-related opportunities and support are associated with higher employee satisfaction. When employees feel they have room to grow professionally, their motivation and satisfaction tend to increase. Work culture, with a coefficient of 0.371, also shows a positive influence. A supportive environment, shared values, and healthy interpersonal relationships contribute to a more satisfying work experience. The significance values of both variables indicate that the relationships are statistically meaningful. These findings suggest that strengthening career development programs and fostering a positive workplace environment can effectively enhance employee satisfaction at PT Surya Dharma Utama (SDU) Semarang.

4.1.6 Results of the Coefficient of Determination Test (R²)

The results of the coefficient of determination test show an Adjusted R Square value of 0.762. This indicates that 76.2% of the variation in job satisfaction can be explained by the variables of career development and work culture included in the regression model. The remaining 23.8% is influenced by other factors not examined in this study. This value reflects a relatively strong relationship between the independent variables and the dependent variable, suggesting

that the model has a good explanatory power in describing the observed phenomenon.

Table 7. Results of the Coefficient of Determination Test

Model	Adjusted R Square
1	0.762

Source: Processed primary data, 2025

Based on Table 7, the value of the coefficient of determination is shown by the Adjusted R Square value of 0.762, which means that the variation of all independent variables, namely: career development and work culture can explain the variable of employee job satisfaction at PT. Surya Dharma Utama (SDU) Semarang by 76.2%, while the remaining 23.8% is explained by other variables not observed in this study.

4.1.7 t-Statistic Test Results

The t-test was carried out to examine the individual influence of each independent variable on job satisfaction using multiple linear regression analysis through IBM SPSS Statistics version 26. Referring to the data in Table 6, the following results were obtained.

- 1) The variable career development produced a t-value of 3.008, which exceeds the critical value (t-table) of 2.005. The significance value was 0.004, which is lower than the 0.05 threshold. Based on these figures, the first hypothesis (H1) is supported. Career development was found to have a positive and statistically significant effect on job satisfaction among employees at PT Surya Dharma Utama (SDU) Semarang. When employees are given clear growth opportunities, appropriate training, and fair advancement procedures, they tend to feel more valued and motivated in their roles.
- 2) The variable work culture resulted in a t-value of 2.385, which is also greater than the t-table value of 2.005. The significance level was 0.039, indicating that the second hypothesis (H2) is also accepted. This shows that work culture has a positive and significant impact on employee job satisfaction. An environment built on cooperation, shared practices, and mutual respect helps employees feel more engaged and comfortable, which in turn strengthens their attachment to the organization.

The results demonstrate that both variables career development and work culture influence job satisfaction in meaningful ways. The statistical evidence confirms that employees respond positively when they perceive opportunities for advancement and operate within a work environment that supports their well-being and professional values. These two factors play a central role in shaping the overall employee experience at PT Surya Dharma Utama (SDU) Semarang.

4.1.8 F-Statistic Test Results

The F-test was used to determine whether the regression model as a whole is statistically significant. Based on the output shown in Table 8, the test produced an F-value of 46.729 with a significance level of 0.000. Since the significance level is below 0.05, the model is considered statistically valid. This means that the independent variables used career development and work culture together have a meaningful influence on job satisfaction. A high F-value indicates that the variation in job satisfaction can be explained effectively by the variables included in the model. The result suggests that the selected predictors are relevant when used simultaneously in explaining differences in how employees perceive satisfaction in their roles. The significance value of 0.000 confirms that the probability of obtaining such an F-value by chance is extremely low. This provides strong statistical support that the regression model is appropriate for the data and can be relied upon for interpretation and further analysis. Organizations often rely on regression models to understand what factors are most closely associated with employee satisfaction. Before interpreting the individual influence of each factor, it's important to test whether the model, as a whole, functions effectively. In this case, both predictors—career development and work culture passed the test, indicating that they jointly explain a significant portion of the variation in the dependent variable. The F-test result shows that the model has strong explanatory ability and can be used as a reliable basis for evaluating how career development programs and workplace atmosphere affect satisfaction among employees at PT Surya Dharma Utama (SDU) Semarang.

4.2 Discussion

Data analysis revealed that career development has a positive and significant impact on job satisfaction. This means that increased career development will increase employee job satisfaction at PT. Surya Dharma Utama (SDU) Semarang. The availability of career development opportunities for employees at PT. Surya Dharma Utama (SDU) Semarang will impact employee job satisfaction. The results showed that, on average, respondents agreed that the company provides opportunities for growth through training/course programs. On average, respondents also agreed that employee performance can improve career advancement. Furthermore, respondents also agreed that career development is commensurate with length of service. These results align with previous research by Wau & Purwanto (2021); Susilo & Wulansari (2023), which demonstrated a significant influence between career development and employee job satisfaction.

Employee career development is a formally structured approach or activity designed to enhance employee growth, job satisfaction, knowledge, and abilities, ensuring that organizations have the appropriate qualifications and experience to contribute to the company's growth. Career development focuses on the needs associated with employee activities and interests. Career development demonstrates an increase in a person's status within a defined career path. This development can encourage employees to develop their careers by enhancing their knowledge, attitudes, and skills. Therefore, career development contributes to employee job satisfaction. Interviews revealed that the career development program at PT. Surya Dharma Utama (SDU) Semarang can further enhance employee motivation to achieve greater heights and contribute optimally to the company. This is because job satisfaction increases when career development within a company is clearly defined and readily implemented.

Data analysis revealed that work culture has a positive and significant impact on job satisfaction. This means that an improved work culture will increase employee job satisfaction at PT. Surya Dharma Utama (SDU) Semarang. The implementation of a strong work culture at PT. Surya Dharma Utama (SDU) Semarang can influence employee job satisfaction. This satisfaction occurs because the implementation of an appropriate work culture ensures that work can be completed and optimal results are achieved. Furthermore, the implementation of a positive work culture fosters a spirit of cooperation and unity among staff, both within the same department and across departments. This strong collaboration leads to respondents being satisfied with their work. Work culture plays a crucial role in determining employee job satisfaction because its development forces each individual to adapt to the customs, rules, values, and norms prevailing within the organization. Therefore, whether the culture develops favorably or unfavorably, it will lead to midwives' satisfaction or dissatisfaction with their work. A good work culture in an organization needs to be improved and continuously preserved so that in this case not only the leadership but also the participation and awareness of each member of the organization are needed to continue developing the work culture that is implemented including initiative and innovation in carrying out tasks, paying attention to every detail of the work, discipline and good cooperation between teams. The results of the study showed that the average respondent answered in agreement that they always work with an emphasis on optimal results. Respondents also answered in agreement that in completing work, they always do it according to established procedures. In addition, respondents also answered in agreement that in working they always try to comply with existing regulations even though there is no supervision. Based on the results of the interview, respondents stated that in carrying out work they always coordinate with leaders and colleagues, in carrying out our work we always help each other without neglecting personal tasks. The leader also provides solutions if they encounter obstacles in carrying out my work. The attitude of mutual cooperation is a good culture in working at PT. Surya Dharma Utama (SDU) Semarang. The results of this study are the same as the results of previous studies by Zaini et al. (2019), Surya & Hermina (2023) showing that work culture has a positive and significant effect on job satisfaction.

5 | CONCLUSIONS AND FUTURE WORK

According to the analysis, the results include several major principles in findings of this study. First, career development was found to have a significant positive impact on job satisfaction. When an employee is provided with opportunities for growth, given suitable training and has a clear understanding of how they may advance, they become more valued by colleagues and feel greater motivation. Where career development is vigorously pursued, it helps staff at PT Surya Dharma Utama (SDU) Semarang to achieve higher satisfaction, which indicates that personal and corporate goals are ones and the same. Second, work culture was found to be significantly related to job satisfaction. A work place that fosters cooperation, mutual aid and an ethic of shared effort is something employees feel good about. Where a company-like PT Surya Dharma Utama (SDU) Semarang provides a stable, nurturing environment for its people, the result is that satisfaction extends more generally through employee ranks and still employees feel satisfied in their work. Moreover, the model's strength is reflected in the Adjusted R Square value of 0.762. This means that 76.2 percent of variation in job satisfaction can be explained by combining both career development and work culture. The remaining 23.8% derives from variables beyond scope such as: compensation, contract length, whether one's boss is ruthless or can accept crime stories (as well as being an electronic nigger himself), which COMPANY one joined- etcetera etc. Both career development and work culture have an impact on job satisfaction at PT Surya Dharma Utama (SDU) Semarang. The regression model has been useful in demonstrating how these two factors contribute to employees' perceptions, and the results provide intriguing clues for workplace practices that will enhance satisfaction.

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