

**CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE
EFFECTS ON COMMITMENT THROUGH JOB SATISFACTION
AMONG PONOROGO DISTRICT ASN****Desinta Fitria Restianti**

Management, Faculty of Economic and Business, PGRI University of Madiun

email: desinta_2203102076@mhs.unipma.ac.id**Abstrak**

Penelitian ini bertujuan untuk menganalisis Pengaruh *Career Development* Dan *Organizational Culture* Terhadap Komitmen Organisasi Dengan *Job Satisfaction* Sebagai Variabel Intervening Pada Asn Di Kabupaten Ponorogo. Penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan teknik pengambilan sampel dengan penelitian yang dapat disebut menggunakan *non probability sampling*. Data Sampel yang dapat dilakukan penelitian sejumlah 171 Pegawai Sekretariat Daerah (Setda) / Kantor Bupati Ponorogo Data dianalisis menggunakan analisis regresi linier berganda dengan bantuan *IBM SPSS statistic*. Hasil penelitian menunjukkan bahwa *Career Development* dan *Organizational Culture* berpengaruh positif dan signifikan terhadap *Job Satisfaction* dan Komitmen Organisasi ASN Pemerintah Kabupaten Ponorogo. Selain itu, *Job Satisfaction* berpengaruh positif dan signifikan terhadap Komitmen Organisasi serta mampu memediasi pengaruh *Career Development* dan *Organizational Culture* terhadap Komitmen Organisasi. Temuan ini menunjukkan bahwa peningkatan pengembangan karier dan budaya organisasi yang kondusif dapat meningkatkan kepuasan kerja pegawai, yang pada akhirnya memperkuat komitmen organisasi ASN dalam mendukung pencapaian tujuan organisasi.

Kata Kunci : *Career Development, Organizational Culture, Job Satisfaction*, Komitmen Organisasi.

Abstract

This study aims to analyze the influence of career development and organizational culture on organizational commitment with job satisfaction as an intervening variable among Civil Servants in Ponorogo Regency. This study uses a quantitative approach using a sampling technique with research that can be called using non-probability sampling. The sample data for the study was 171 employees of the Regional Secretariat (Setda) / Ponorogo Regent's Office. Data were analyzed using multiple linear regression analysis with the help of IBM SPSS statistics. The results of the study indicate that Career Development and Organizational Culture have a positive and significant effect on Job Satisfaction and Organizational Commitment among Ponorogo Regency Government Civil Servants (ASN). Furthermore, Job Satisfaction has a positive and significant effect on Organizational Commitment and mediates the influence of Career Development and Organizational Culture on Organizational Commitment. These findings suggest that improving career development and a conducive organizational culture can increase employee job satisfaction, ultimately strengthening ASN's organizational commitment to supporting the achievement of organizational goals.

Keywords: *Career Development, Organizational Culture, Job Satisfaction, Organizational Commitment.*

A. INTRODUCTION

Source Power man is one of the asset important in organization Because play a role in manage various source Power in a way effective and efficient For reach objective organization (Simamora, 2021). In sector governance, quality source Power humans are very necessary For support organization government and provide service public optimally. One of the agencies that have role the is the Regional Secretariat Office (Setda) of the Regency Ponorogo which is functioning help Regent in compilation policy, coordination implementation task device area, implementation administration government, as well as service administrative. Regional Secretariat Regency Ponorogo has 171 employees consisting of from Echelon II as many as 7 people, Echelon III as many as 9 people, position functional as many as 40 people, implementers as many as 100 people, and PPPK as many as 15 people. Employees the own background behind diverse education, namely 25 people with Masters degrees, 95 people with Bachelor's degrees, 30 people with Diploma 3 degrees, and 21 people with Senior High School/Vocational High School degrees. characteristics related work direct with organization government area, commitment organization become matter important Because show desire employee Forstill become part organization, receive values organization, as well as give business best in reach objective organization (Ikasari & Askafi, 2022; Albat & Indrawati, 2025).

One of factors that can influence commitment organization is *career development* or development career development career related with chance employee for increase abilities, skills, and get level suitable career with competencies and needs organization (Safitri, 2022). At the Regional Secretariat Office of the Regency Ponorogo, based on results interview Still found problem in the form of chance development unfinished career felt in a way uneven, unclear level career, as well as existence change policies and rotation positions that can be cause uncertainty for employee. Condition the potential influence satisfaction and engagement employee to organization. Research Safitri (2022), Dewi & Sholikhah (2023), and Ningsih & Suryatni (2025) found that development career

influential positive and significant to commitment organization. The results show that the more Good development given career organization, increasingly high commitment employee to organization.

Apart from *career development*, *organizational culture* or culture organizations also become factors that can influence commitment organization . Culture organization related with values, norms, beliefs, habits, and behavior that is adopted and implemented together by members organization (Ikasari & Askafi, 2022; Musa & Yuliza, 2022). At the Regional Secretariat Office of the Regency Ponorogo Still found problem in communication, coordination, work The same between sections, as well as adaptation to change policy organization. Conditions the show that culture organization Still need strengthened to create environment more work open, collaborative, and supportive implementation task employee. Research Dinanti & Kasmiruddin (2025) and Musa & Yuliza (2022) show that culture organization influential positive and significant to commitment organization, while Jazilah (2021) found that culture organization No influential significant to commitment organization. Differences results study the show existence *research gap* about influence culture organization to commitment organization.

Job satisfaction or satisfaction Work used as intervening variable because *career development* and *organizational culture* No only can influence commitment organization in a way directly, but also through experience perceived work employee satisfaction Work is feeling somebody to his work that can showing joy or No like to work, environment work, as well as connection with colleague work (Safitri & Susita, 2024). Employees who earn chance development clear career and work in culture positive organization tend own satisfaction more work high, so that can increase commitment to organization . Research by Dewi & Sholikhah (2023), Adnyani et al. (2025), and Devi et al. (2024) shows that satisfaction Work influential positive and significant to commitment organization. Based on phenomena and existence difference results study previous research about influence *career development* and *organizational culture* to commitment organization through *job satisfaction* as intervening variables on ASN in the Regency Ponorogo important for conducted. Research This expected can give contribution in development study management source Power man as well as become material consideration for Government

Regency Ponorogo in increase development career, culture organization, satisfaction work and commitment ASN organization.

1. Literature review

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior is a theory that states that if someone behaves so that someone who has the opportunity and resources used to behave so that they are successful in doing so, where this depends on the motivation or intention and the ability of one's *behavior control* (Ajzen , 1991). *The Theory of Planned Behavior* is the most direct determinant of behavior is a person's intention towards behavior. The stronger a person's intention, the more that person is expected to be motivated to perform (non-performance) the behavior. If the action itself, the context for the behavior, and the time to act *are congruent* , then beliefs and attitudes are predictive of intention (Kharisma & Putri, 2020) .

2. Career Development

Development career is something conditions that indicate existence elevation - an increase in one's status in organization in track established career in the organization concerned (Ikasari, Askafi, 2022) . The process in do development career This can give chance for employee for follow training, getting promotion position, and improve skills they For increase performance within organization. Context organization, development career play a role important in increase productivity employee as well as ensure sustainability growth company in the middle dynamics environment work. For the next generation millennials , development career become priority main in acceleration progress organization Because covers change interests, aspirations, and skills in accordance with development environment Several studies have confirmed that career development has a positive and significant impact on job satisfaction (Suwasono, 2022) and (Dheamarsa & Heryanda, 2024) .

3. Organizational Culture

Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations (Ikasari, Askafi, 2022) .

Organizational culture encompasses the collective values, norms, beliefs, and behaviors that shape an organization's work environment. It conveys an organization's unique identity by incorporating how people interact, communicate, and view their work. Organizational culture provides the foundation for the decisions, motives, and connections of organizational members (Jumawan, 2024) . Previous research has shown that organizational culture has a positive and significant effect on job satisfaction (Baehaki, (2022) ; Jumawan, (2024); Rosada, (2025)).

4. Organizational Commitment

Commitment organizational is commitment somebody to organization place he work . Commitment somebody to organization is one of the guarantee For maintain continuity organization (Ikasari, Askafi, 2022) . Commitment organizational as something attitudes that reflect desire strong For still become part from organization , trying hard For reach objective organization. as well as accept and believe values that have been determined by the organization (Albat, Indrawati, 2025) . Previous research provided a result that organizational commitment had a significant positive effect on employee development. career and organizational culture (Safitri, (2022); Ningsih & Suryatni, (2025) ; Dinanti & Kasmiruddin, (2025); Jazilah, (2021))

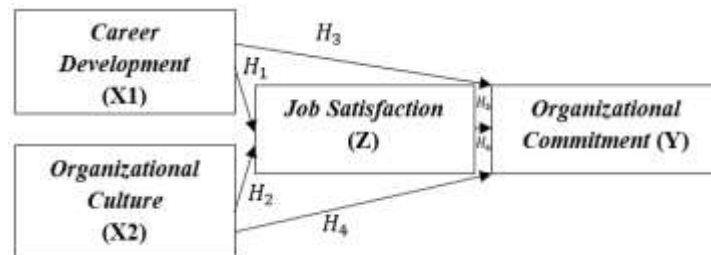
5. Job Satisfaction

Satisfaction Work is feeling subjective about how much Lots need individual filled with work and can stated as "the extent to which people like work them " (Ikasari, Askafi, 2022) . Job satisfaction reflects love for work which has an impact on morale, discipline, and work performance. Therefore, job satisfaction is influenced by individual perceptions of various aspects of work and the work environment, as well as the personal characteristics of each employee. Previous research provides a result that job satisfaction has a significant positive effect on organizational commitment and organizational culture (Dewi, Sholikhah, (2023) ; Adnyani et al., (2025) ; (Devi et al., 2024)).

6. Conceptual Framework

Referring to the review theoretical above, *career* development (X1) and *organizational culture* (X2) is positioned as variables independent, committed

organization (Y) as variables dependent, whereas *job satisfaction* (Z) as variables mediation. Second variables the form framework underlying concept study this, with test influence *career development* and *organizational culture* to commitment organization, good in a way direct and through *job satisfaction* as variables mediation.



Picture 1. Conceptual Framework

Referring to the conceptual framework explained above, the research hypothesis is formulated as follows:

H1: It is suspected that *Career Development* influential to *Job Satisfaction* on employees.

H2: It is assumed that *Organizational Culture* influential to *Job Satisfaction* on employees.

H3: It is suspected that *Career Development* has an influence to Commitment Organization of employees.

H4: It is assumed that *Organizational Culture* influential to Commitment Organization of employees.

H5: It is assumed that *Job Satisfaction* influential to Commitment Organization of employees.

H6: It is assumed that *Career Development* influential to Commitment Organization through *Job Satisfaction*.

H7: It is assumed that *Organizational Culture* influential to Commitment Organization through *Job Satisfaction*.

B. METHOD

This study applies a quantitative approach with an explanatory method to test the influence of *Career Development* and *Organizational Culture*. towards Commitment Organization through *Job Satisfaction* on ASN in Ponorogo Regency, from March to June 2026. Sample data were collected through questionnaires distributed to 171 respondents,

covering the entire population, using sampling techniques. Data analysis was carried out using IBM SPSS Version 25, including descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, path analysis, *t* -test, coefficient of determination (R^2), and *sobel test*.

C. RESULTS AND DISCUSSION

This study uses primary data which includes the variables *Career Development* (X1) and *Organizational Culture*. (X2), towards Commitment Organization (Y) through *Job Satisfaction* (Z) on ASN in Ponorogo Regency. The research sample consisted of 171 respondents determined using a non-probability sampling technique. *Based* on the data obtained, further analysis produced the following research findings:

Test Validity

The validity of the instrument was tested by comparing the calculated r-value (r-count) of each item with the r-table value of 0.151 ($n = 171$, $\alpha = 0.05$, $df = n - 4$). The results of the validity test showed that all items measuring *Career Development* (6 items), *Organizational Culture* (18 items), Organizational Commitment (10 items), and *Job Satisfaction* (8 items) produced r-count values that were greater than the r-table values, indicating that all items were valid.

Table 1Validity Test Results

Variables	Goods	number r	r table	Conclusion
<i>Career Development</i> (X ₁)	X1.1	0.737	0.151	VALID
	X1.2	0.733	0.151	VALID
	X1.3	0.561	0.151	VALID
	X1.4	0.639	0.151	VALID
	X1.5	0.647	0.151	VALID
	X1.6	0.696	0.151	VALID
<i>Organizational Culture</i> (X ₂)	X2.1	0.486	0.151	VALID
	X2.2	0.637	0.151	VALID
	X2.3	0.615	0.151	VALID
	X2.4	0.622	0.151	VALID
	X2.5	0.592	0.151	VALID
	X2.6	0.647	0.151	VALID
	X2.7	0.615	0.151	VALID
	X2.8	0.608	0.151	VALID
	X2.9	0.631	0.151	VALID
	X2.10	0.635	0.151	VALID
	X2.11	0.605	0.151	VALID
	X2.12	0.673	0.151	VALID

	X2.13	0.653	0.151	VALID
	X2.14	0.651	0.151	VALID
	X2.15	0.601	0.151	VALID
	X2.16	0.582	0.151	VALID
	X2.17	0.599	0.151	VALID
	X2.18	0.614	0.151	VALID
<i>Job Satisfaction (Z)</i>	Z1.1	0.721	0.151	VALID
	Z1.2	0.797	0.151	VALID
	Z1.3	0.671	0.151	VALID
	Z1.4	0.766	0.151	VALID
	Z1.5	0.732	0.151	VALID
	Z1.6	0.630	0.151	VALID
	Z1.7	0.716	0.151	VALID
	Z1.8	0.648	0.151	VALID
Organizational Commitment (Y)	Y1.1	0.672	0.151	VALID
	Y1.2	0.625	0.151	VALID
	Y1.3	0.671	0.151	VALID
	Y1.4	0.600	0.151	VALID
	Y1.5	0.702	0.151	VALID
	Y1.6	0.579	0.151	VALID
	Y1.7	0.721	0.151	VALID
	Y1.8	0.789	0.151	VALID
	Y1.9	0.725	0.151	VALID
	Y1.10	0.750	0.151	VALID

Source: Processed Primary Data (2026)

Testing Reliability

Table 2 Reliability Test Results

Variables	Alfa Cronbach	Criteria	Information
<i>Career Development (X₁)</i>	0.742	0.60	Reliable
<i>Organizational Culture (X₂)</i>	0.935	0.60	Reliable
Organizational Commitment (Z)	0.858	0.60	Reliable
<i>Job Satisfaction (Y)</i>	0.870	0.60	Reliable

Source: Processed Primary Data (2026)

Table 2 shows that the four variables produced *Cronbach's Alpha values* above the minimum threshold of 0.60, which indicates that the research instrument is reliable and internally consistent, making it suitable for collecting research data.

Classical Test Assumptions

Normality Test

Structural 1

Table 3 Results of Structural Normality Test 1

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	171

Normal Parameters ^{a,b}	.0000000	.0000000
	.88272900	1.74670362
Most Extreme Differences	.050	.059
	.045	.053
	-.050	-.059
Test Statistics		.050
Asymp . Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed Primary Data (2026)

Structural 2

Table 4Results of Structural Normality Test 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		171
Normal Parameters ^{a,b}	.0000000	.0000000
	1.59107309	1.74670362
Most Extreme Differences	.121	.059
	.059	.053
	-.121	-.059
Test Statistics		.121
Asymp . Sig. (2-tailed)		.000 ^c
Exact Sig. (2-tailed)		.062
Point Probability		.000
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed Primary Data (2026)

The normality test was conducted using the One-Sample Kolmogorov-Smirnov test. The results yielded a structural normality test value of 1 Asymp. Sig. (2-tailed) of 0.200 and a structural normality test value of 2 Exact Sig. of 0.062, which is greater than the significance threshold of 0.05. These results indicate that the residual data in the regression model is normally distributed.

Multicollinearity Test

Table 5Results of Structural Multicollinearity Test 1

Variables	Tolerance	VIF	Information
<i>Career Development (X1)</i>	.248	4,037	There is no multicollinearity
<i>Organizational Culture (X2)</i>	.248	4,037	There is no multicollinearity

Source: Processed Primary Data (2026)

Table 6 Results of Structural Multicollinearity Test 2

Variables	Tolerance	VIF	Information
<i>Career Development (X1)</i>	.341	4,421	There is no multicollinearity
<i>Organizational Culture (X2)</i>	.599	1,133	There is no multicollinearity
<i>Job Satisfaction (Z)</i>	.621	6,819	There is no multicollinearity

Source: Processed Primary Data (2026)

Tables 5 and 6 show that the three independent variables produce tolerance values above 0.10 and VIF values below 10, which indicates that there is no multicollinearity problem among the independent variables used in this study.

Heteroscedasticity Test

Table 7 Results of Structural Heteroscedasticity (Glejser) Test 1

		Coefficients ^a					The heat
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.568	.227		2,504	.013	
	<i>Career Development (X1)</i>	-.014	.022	-.100	-.648	.518	Not occur Heteroscedasticity
	<i>Organizational Culture (X2)</i>	.007	.008	.137	.888	.376	Not occur Heteroscedasticity

a. Dependent Variable: ABS_RES1

Source: Processed Primary Data (2026)

Table 8 Results of Structural Heteroscedasticity Test (Glejser) 2

		Coefficients ^a					Information
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.212	.444		.478	.633	
	<i>Career Development (X1)</i>	.255	.107	.883	2,384	.618	Not occur Heteroscedasticity
	<i>Organizational Culture (X2)</i>	.017	.024	.168	.704	.482	Not occur Heteroscedasticity
	<i>Job Satisfaction (Z)</i>	-.149	.091	-.843	-1,646	.702	Not occur Heteroscedasticity

a. Dependent Variable: ABS_RES2

Source: Processed Primary Data (2026)

The heteroscedasticity test was conducted using the Glejser method, by regressing the absolute residual value against the independent variables. The regression model is considered free of heteroscedasticity if the significance value of each independent variable is greater than 0.05. Table 7 and Table 8 show that the significance value of all variables has a value greater

than 0.05, indicating that the regression model used in this study does not exhibit symptoms of heteroscedasticity.

Hypothesis Testing

t-test

Table 9 Results of Structural t-test 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.286	.377		-.757	.450
	<i>Career Development (X1)</i>	1,076	.037	.660	29,128	.000
	<i>Organizational Culture (X2)</i>	.208	.013	.361	15,929	.000

a. Dependent Variable: *Job Satisfaction (Z)*

Source: Processed Primary Data (2026)

Table 10 Results of Structural t-test 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.858	.683		1,257	.211
	<i>Career Development (X1)</i>	.932	.164	.712	5,674	.000
	<i>Organizational Culture (X2)</i>	.165	.037	.358	4,426	.000
	<i>Job Satisfaction (Z)</i>	1,019	.139	1,269	7,305	.000

a. Dependent Variable: *Organizational Commitment (Y)*

Source: Processed Primary Data (2026)

The results of structural t-test 1 show that *Career Development* and *Organizational Culture* have a significant effect on *Job Satisfaction*, with t values of 29.128 and 15.929 respectively and a significance of 0.000 < 0.05. Based on the Beta value, *Career Development* (0.660) is more dominant than *Organizational Culture* (0.361). In structural 2, *Career Development*, *Organizational Culture*, and *Job Satisfaction* also have a significant effect on *Organizational Commitment* with t values of 5.674, 4.426, and 7.305 respectively and a significance of 0.000 < 0.05. *Job Satisfaction* is the most dominant variable with a Beta value of 1.269.

Determination of Test Coefficient**Table 11** Results of the Structural Determination Efficiency (R^2) Test 1

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.989 ^a	.979	.978	.888
a. Predictors: (Constant), <i>Organization Culture</i> (X2), <i>Career Development</i> (X1)				
b. Dependent Variable: <i>Job Satisfaction</i> (Z)				

Source: Processed Primary Data (2026)

Table 12 Results of the Test of the Efficiency of Determination (R^2) of Structural 2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.945 ^a	.892	.890	1,605
a. Predictors: (Constant), <i>Job Satisfaction</i> (Z), <i>Organization Culture</i> (X2), <i>Career Development</i> (X1)				
b. Dependent Variable: <i>Organizational Commitment</i> (Y)				

Source: Processed Primary Data (2026)

Analysis of the structural determination coefficient 1 produces an R Square value of 0.979 and an Adjusted R Square value of 0.978 or 97.8%, which means that *Job Satisfaction* (Z) can be explained by the variables *Career Development* (X1) and *Organizational Culture* (X2), while the remaining 2.2% is explained by variables not included in this research model. As well as the structural determination coefficient 2 produces an R Square value of 0.892 and an Adjusted R Square value of 0.890 or 89.0%, which means that *Organizational Commitment* (Y) can be explained by the variables *Career Development* (X1), *Organizational Culture* (X2), and *Job Satisfaction* (Z), while the remaining 11.0% is explained by variables not included in this research model.

D. CONCLUSION

Based on the research results, it can be concluded that *Career Development* and *Organizational Culture* have a significant effect on *Job Satisfaction*, and *Career Development*, *Organizational Culture*, and *Job Satisfaction* have a significant effect on *Organizational Commitment* in ASN in Ponorogo Regency. *Career Development* is the most dominant factor on *Job Satisfaction* (Beta = **0.660**), while *Job Satisfaction* is the most dominant factor on *Organizational Commitment* (Beta = **1.269**). This research is limited to ASN in Ponorogo Regency, so the results cannot necessarily be generalized to other

agencies or regions. In addition, the use of questionnaires allows for respondent perception bias and *the cross-sectional design* does not describe long-term changes in variables.

E. SUGGESTION

Based on the research findings, the Ponorogo Regency Government, especially the Regional Secretariat Office (Setda), is advised to improve *Career Development* by providing opportunities for competency development, training, promotions, and clear and transparent career paths. The Ponorogo Regency Secretariat also needs to strengthen *Organizational Culture* by improving communication, cooperation, coordination, openness, and consistent implementation of organizational values in order to improve *Job Satisfaction* and Organizational Commitment of ASN. In addition, increasing *Job Satisfaction* needs to be a concern through a comfortable work environment, harmonious working relationships, appropriate rewards, and support in carrying out tasks so as to encourage ASN commitment to the organization. Further researchers are advised to add other variables that can influence Organizational Commitment, such as leadership, compensation, work motivation, work environment, or workload, as well as expanding the research object so that the results obtained are more general.

REFERENCES

- Adnyani, DAP, Anggreni, P., & Widiana, INW (2025). The Role of Job Satisfaction in Mediating the Effect of Organizational Culture and Employee Training on Employee Commitment at Sanjiwani Regional General Hospital, Gianyar. *KONTAN: Journal of Economics, Management, and Business* , 4 (1), 1–12. <https://doi.org/10.59818/kontan.v4i1.614>
- Ajzen, I. (2012). The theory of planned behavior. *Organizational Behavior and Human Decision Processes* , 50 (2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Albat, Indrawati, U. (2025). *The influence of reward systems, training, and work environment on organizational commitment with the mediation of employee job satisfaction at Bojonegoro gas stations* . 2 (3), 985–996.
- Baehaki. (2022). Analysis of Career Development and Organizational Culture, Against Organizational Commitment with Job Satisfaction as an Intervening Variable at PT Jasa Raharja Main Branch, East Java. 22, 7787 (8.5.2017), 2005–2003.
- Devi, YN, Akseptori, R., & Hardiyanti, F. (2024). Analysis of the Influence of Job Characteristics, Employee Job Satisfaction, and Organizational Culture on Organizational Commitment in Port Logistics Companies. *Accounting and Management* , 19 (2), 171–

184. <https://doi.org/10.30630/jam.v19i2.303>
- Dewi, Sholikhah, S. (2023). The Influence of Career Development and Job Satisfaction on Organizational Commitment of PT. X. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis* , 53 (1), 1–19. <http://publications.lib.chalmers.se/records/fulltext/245180/245180.pdf%0Ahttps://hdl.handle.net/20.500.12380/245180%0Ahttp://dx.doi.org/10.1016/j.jsames.2011.03.003%0Ahttps://doi.org/10.1016/j.gr.2017.08.001%0Ahttp://dx.doi.org/10.1016/j.precamres.2014.12>
- Dheamarsa, A., & Heryanda, KK (2024). The Influence of Compensation, Career Development, and Work Environment on Employee Job Satisfaction at the Buleleng Regency Regional Inspectorate. *Bisma Journal of Management* , 10 (2), 449–458. <https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/81838>
- Ikasari, Askafi, B. (2022). Analysis of Career Development and Organizational Culture, Against Organizational Commitment with Job Satisfaction as an Intervening Variable at PT Jasa Raharja Main Branch, East Java. 22, 7477 (8.5.2017), 2005–2003.
- Jazilah, K. (2021). *Journal of Management Science: Work Motivation* . 11 , 445–457.
- Jumawan, F. (2024). Determination of Workload, Organizational Culture, and Leadership on Employee Job Satisfaction (HR Literature). *Jurnal Bintang Manajemen* , 2 (1), 191–203. <https://doi.org/10.55606/jubima.v2i1.2725>
- Kharisma, AS, & Putri, NK (2020). Theory of Planned Behavior on Intention to Donate and Charity Through Financial Technology. *Perada: Journal of Islamic Studies in the Malay Region* , 3 (2), 145–154.
- Ningsih, S., & Suryatni, M. (2025). The Influence of Self-Efficacy, Work Ethic, and Career Development on Organizational Commitment of Employees at the Regional Revenue Agency of East Lombok Regency. *ALEXANDRIA (Journal of Economics, Business, & Entrepreneurship)* , 6 (1), 125–129. <https://doi.org/10.29303/alexandria.v6i1.934>
- Rosada, N. (2025). *The Influence of Organizational Culture and Physical Work Environment on Employee Job Satisfaction at PT PLN (Persero) UPT Bandung* . 3 , 5–10.
- Suwasono, E. (2022). *THE EFFECT OF COMPENSATION AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION OF KUD KARYA BHAKTI NGANCAR KEDIRI* . Vol.2 , No. (4), 01–13.