

## The Influence of Organizational Culture and Career Development on Employee Job Satisfaction of PT Kereta Api Daop 8 Surabaya

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### ABSTRACT

The development of the service industry is inseparable from quality human resources. The company must also ensure that employee job satisfaction is met, This study aims to analyze the influence of organizational culture and career development on employee job satisfaction of PT Kereta Api Daop 8 Surabaya. This research was collected through 60 respondents, using a quantitative approach with probability sampling method and *propoportional* random sampling techniques and then analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) through SmartPLS software. The results of the study show that organizational culture and career development have a positive and significant effect on the performance of employees of PT Kereta Api Daop 8 Surabaya. Showing that the implementation of a good organizational culture and clear and transparent career development have a significant role in increasing employee job satisfaction, especially in the employee work environment at PT Kereta Api Daop 8 Surabaya which demands accuracy and speed in performing community services.

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## **INTRODUCTION**

In order for each employee to carry out their duties and responsibilities to the maximum, companies should pay more attention to the job satisfaction felt by employees. When employees feel satisfied, they tend to work more productively and show greater loyalty to the company, and reduce absenteeism rates. Job satisfaction can also encourage employees to participate more actively in teamwork, build a pleasant work atmosphere, and strengthen loyalty to the company. Job satisfaction is an important indicator that shows how much employees' needs and expectations can be met by the conditions and situations in their workplace. Employees who feel satisfied will be more motivated, loyal and committed to providing the best performance for the company (Widnyasari, 2023).

PT Kereta Api Indonesia (PT KAI) is a transportation service provider under the auspices of SOEs and is tasked with serving the needs of the community in the railway sector. One of its operational areas is Operation Area VIII Surabaya (DAOP 8 Surabaya) which is located in the city of Surabaya. The success of an organization in implementing its work culture values can be the main driver for the growth and development of the organization in a sustainable manner. PT KAI adopts the AKHLAK values of "Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative" as the main foundation in shaping its organizational culture. The implementation of this culture is expected to create high discipline among employees, both in terms of compliance with regulations, punctuality, and responsibility in carrying out duties.

The implementation of AKHLAK's organizational culture is still not fully implemented by all employees, collaborative culture or cooperation is still not running well. The organizational culture in the company has also undergone several adjustments or changes along with the company's development. This change also has an impact on the vision of PT Kereta Api Indonesia (Persero). The majority of employees are long-time employees who tend to have habits formed from previous work experience. If a change in culture requires them to change the way they work or their mindset, these old habits can be a hindrance. This situation can have an effect on decreased motivation at work, which can ultimately lead to a decrease in job satisfaction levels. In line with research conducted by Andika and Abidin (2024), it was found that organizational culture has a significant influence on employee job satisfaction. On the contrary, according to Hamsal's (2021) research, organizational culture was not found to have a significant influence on employee job satisfaction.

In the Worker Satisfaction Index in the DAOP 8 Surabaya area, it shows a decline in the last 4 years, namely 2021-2024, where good employee job satisfaction should increase. Judging from the satisfaction survey data based on the indicators used, it is evident that career development has decreased continuously. When an organization provides clarity on career development paths, it can foster a sense of employee loyalty and strengthen their commitment to the organization that has opened up opportunities for better

career advancement. In line with research by Susilo and Wulansari (2023), it is revealed that career development has a significant influence on employee job satisfaction. Then, research by Maria and Soleha (2021) shows that career development does not have a significant influence on employee job satisfaction.

Based on previous research, research gaps were found by researchers regarding the influence of organizational culture and career development on employee job satisfaction. Therefore, the researcher was interested in conducting this study. This research aims to provide an understanding and effective strategies in maintaining employee job satisfaction levels, with a focus on career development and organizational culture.

## **THEORETICAL REVIEW**

### ***Organizational Culture***

Organizational culture is a reflection of the values, attitudes, and habits that are believed and lived together by the members of the organization, which then form a unique character in each work activity. Organizational culture is measured through four indicators based on Gunawan (2022) including: (1) Innovation and Courage to Take Risks, the ability of individuals or organizations to create and implement new ideas that are useful, accompanied by readiness to face uncertainty or potential failure in order to achieve progress; (2) Work Results Orientation, i.e. Showing that the organization emphasizes the achievement of targets effectively and efficiently as a measure of success, not just implementing procedures; (3) Orientation to Organizational Members, reflecting the organization's concern for employees as a valuable asset so as to encourage optimal motivation and contribution; (4) Team Orientation, which is to uphold collaboration and mutual responsibility to achieve goals.

### ***Career Development***

Career development is an important process in the world of work, because through serious efforts from employees to improve their quality within the company, they have the opportunity to occupy positions that suit their abilities and qualifications. Career development indicators according to Ananto, et al. (2023) include: (1) Fair Treatment, namely promotion is carried out objectively and all employees clearly know the criteria used; (2) Attention from superiors, many employees expect support from their superiors in planning their careers, such as through performance input that helps them improve themselves and increase opportunities for promotion; (3) Accuracy of information about promotions, there is clear information about promotional opportunities, because lack of transparency can lead to feelings of injustice and gaps in promotional opportunities.

### ***Job Satisfaction***

Job satisfaction is an employee's feeling of pleasure in what he or she receives from the company, such as salary, promotions, and bonuses. This satisfaction is also greatly influenced by how the boss treats the employee. The same as what Bunawan and Turangan (2021) said, which states that job

satisfaction can be interpreted as a positive feeling or a sense of pleasure felt by an employee towards his work. This feeling arises when employees feel that the work they do is satisfying and enjoyable, as expected, and provides comfort. The satisfaction also shows that employees love what they do and feel valued in the work environment. Job satisfaction is measured through four indicators according to (Sinambow, 2022): (1) Salary, is the payment or compensation that workers receive in return for their work and efforts; (2) Promotion, which is an open career opportunity for employees to improve their positions and responsibilities in accordance with their performance and potential; (3) Superior, namely guidance and encouragement from superiors to improve employee performance; (4) Colleagues, which are related to comfort and good social relations between employees in the work environment.

### *The Influence of Organizational Culture on Employee Job Satisfaction*

Organizational culture is an important foundation for any company. This plays a big role in increasing employee job satisfaction, as they feel valued, have a clear direction, and work in a positive environment. Respondents stated that their work is not directed to support the achievement of organizational goals, this is in line with the phenomenon of organizational culture where companies repeatedly change their vision and mission which will certainly have an impact on reducing job satisfaction, but the level of job satisfaction is driven by the salary they get from the company. This study is in line with that conducted by (Alam et al., 2024) The results obtained in this study show that organizational culture has a positive and significant effect on employee job satisfaction. This research is also in line with the research of Busri & Loliyani (2024), the results of the study were obtained that there is a significant influence between organizational culture partially on job satisfaction.

**H1:** Organizational Culture has a positive and significant effect on the job satisfaction of employees of PT Kereta Api Indonesia Daop 8 Surabaya

### *The Effect of Career Development on Employee Job Satisfaction*

Openness and clarity of information related to promotion opportunities in the company are the factors that have the most positive influence on employee job satisfaction. When companies provide promotional information transparently, employees feel valued and have equal opportunities to grow. This clarity of information also minimizes the potential for jealousy between employees, increases a sense of fairness in the work environment, and strengthens employees' sense of security in planning a long-term career in the company. Thus, companies need to improve the system of delivering clear, accurate, and structured job promotion information. Transparency in the promotion process can be one of the effective strategies in increasing job satisfaction. This effort can be carried out through official announcements, coordination meetings, and internal information systems that are easily accessible to all employees. This research is in line with that conducted by Rulianti (2023) and also research by Sihotang (2020) that career development has a significant effect on job satisfaction.

**H2:** Career Development has a positive and significant effect on the job satisfaction of employees of PT Kereta Api Indonesia Daop 8 Surabaya

## METHODOLOGY

This study uses a quantitative method with a sample determined using probability sampling with a proportional random sampling technique, with selection criteria adjusted to the research objectives. The population is 152 employees of the PT Kereta Api Indonesia Daop 8 Surabaya Office, Using the Slovin formula the number of samples set is 60 employees. Primary data is collected through a questionnaire with a Likert scale, while secondary data is obtained from companies. Data analysis was carried out using SmartPLS 4.0 software, with a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS), which included assessment of construct validity, instrument reliability, and hypothesis testing.

## RESULTS

### *Outer Model*

### *Convergent Validity*

Table. 1 Outer Loadings

	<b>Budaya Organisasi</b>	<b>Kepuasan Kerja</b>	<b>Pengembangan Karir</b>
<b>BO.1</b>	0,769		
<b>BO.2</b>	0,751		
<b>BO.3</b>	0,752		
<b>BO.4</b>	0,798		
<b>KP1</b>		0,862	
<b>KP2</b>		0,808	
<b>KP3</b>		0,794	
<b>KP4</b>		0,742	
<b>PK.1</b>			0,771
<b>PK.2</b>			0,758
<b>PK.3</b>			0,898

The *value of the loading factor* is said to be qualified as a whole because all variables have values above 0.7.

**Discriminant Validity**

Table. 2 the cross loading test

	<b>Budaya Organisasi</b>	<b>Kepuasan Kerja</b>	<b>Pengembangan Karir</b>
<b>BO.1</b>	0,769	0,398	0,312
<b>BO.2</b>	0,751	0,517	0,261
<b>BO.3</b>	0,752	0,414	0,309
<b>BO.4</b>	0,798	0,600	0,473
<b>KK1</b>	0,738	0,862	0,599
<b>KK2</b>	0,463	0,808	0,450
<b>KK3</b>	0,489	0,794	0,414
<b>KK4</b>	0,276	0,742	0,567
<b>PK.1</b>	0,312	0,498	0,771
<b>PK.2</b>	0,455	0,504	0,758
<b>PK.3</b>	0,336	0,549	0,898

Based on the results of the cross loading test, all indicators are said to be eligible. The variables Organizational Culture (X1), Career Development (X2), and Job Satisfaction (Y) have values above 0.70. This indicates that each indicator is able to explain the related variables dominantly, so that all indicators of this study can be said to meet the validity criteria well.

**Structural Model Testing (Inner Model)**

Table. 3 the R-square value

	<b>R-Square</b>
<b>Kepuasan Kerja</b>	0,567

Based on the R-square value in this structural model, it is used to assess how much influence free (exogenous) variables have on bound variables (endogenous) in the research model. In this case, the value for the job satisfaction variable is 0.567. This means that this model is able to explain the influence of organizational culture and career development on job satisfaction by 56.7%. The rest, which is 0.433 or equivalent to 43.3%, is influenced by other variables outside the variables being analyzed in the model.

*Hypothesis Testing*

Table. 4 Hypothesis Testing

	Original sampel (O)	T statistics ( O/STDEV )	P-values	Keterangan
Budaya Organisasi -> Kepuasan Kerja	0,448	5.057	0,000	Positif signifikan
Pengembangan Karir -> Kepuasan Kerja	0,435	3.943	0,000	Positif signifikan

It can be concluded that:

1. Organizational culture has a positive and significant effect on the job satisfaction of employees of PT Kereta Api Indonesia Daop 8 Surabaya
2. Career development has a positive and significant effect on the job satisfaction of employees of PT Kereta Api Indonesia Daop 8 Surabaya

**DISCUSSION**

*The Influence of Organizational Culture on Employee Job Satisfaction*

Organizational culture is an important foundation for PT KAI. Through the application of AKHLAK's cultural values, building a work atmosphere that supports employee productivity and comfort, fair, and collaborative. This plays a big role in increasing employee job satisfaction, as they feel valued, have a clear direction, and work in a positive environment. Respondents stated that their work is not directed to support the achievement of organizational goals, this is in line with the phenomenon of organizational culture where companies repeatedly change their vision and mission which will certainly have an impact on reducing job satisfaction, but the level of job satisfaction is driven by the salary they get from the company.

*The Effect of Career Development on Employee Job Satisfaction*

Openness and clarity of information related to promotion opportunities in the company are the factors that have the most positive influence on employee job satisfaction. When companies provide promotional information transparently, employees feel valued and have equal opportunities to grow. This clarity of information also minimizes the potential for jealousy between employees, increases a sense of fairness in the work environment, and strengthens employees' sense of security in planning a long-term career in the company.

## CONCLUSIONS AND RECOMMENDATIONS

Companies are advised to implement the socialization of AKHLAK values in a sustainable manner. Especially in team orientation, which is to strengthen cooperation and collaboration by forming a joint cross-division forum to share ideas, experiences, and service innovations so that it facilitates coordination when completing projects. PT KAI Daop 8 Surabaya must also build a transparent promotion system, performance-based promotions with measurable indicators, and announce them periodically. So that employees feel appreciated for their performance and contributions, which will ultimately increase motivation, loyalty, and overall job satisfaction. And hold team bonding activities at least twice a year involving all employees across divisions to build familiarity and reduce distance between individuals.

## FURTHER STUDY

This study was limited because it only used a part of the population, namely office employees. For further research, it is recommended to add variables such as motivation or burden so that it can produce broader and more detailed findings. Considering that these two factors are proven to be very closely related to job satisfaction, based on respondents' information, there is also an increased workload without adequate support.

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