The Influence of Work Motivation, Career Development, and Organizational Culture on Employee Job Satisfaction at PT. BDI

Amasa Esaf Hendrikus Ndoloe, Elfrida Viesta Napitupulu
Institut Bisnis dan Informatika Kwik Kian Gie, Indonesia
Email: amasa.ndoloe@gmail.com, elfridanapitupulu@kwikkiangie.ac.id
Correspondence: amasa.ndoloe@gmail.com*

KEYWORDS	ABSTRACT
work motivation; career development; organizational culture; job satisfaction; regression analysis	The research investigates the factors contributing to employee job satisfaction at PT BDI, where a survey in 2022 revealed that 57% of employees were dissatisfied, highlighting issues in work motivation, career development, and organizational culture. The purpose of this research is to determine the effect of work motivation, career development and organizational culture on PT BDI employee job satisfaction. The research method is a quantitative research method where obtained sample are 67 PT BDI employees. The sampling technique is based on saturated sampling using the questionnaire method. The analysis method uses Multiple Regression Analysis with the SPSS version 22 program. The conclusion of this study is that Work Motivation have a positive and significant effect on Job Satisfaction, Organizational Culture have a positive and significant effect on Job Satisfaction, meanwhile Career Development has a positive but not significant effect on PT BDI employee Job Satisfaction.

Introduction

Human resources are an important element, without qualified human resources, it will be difficult for the company to achieve its goals, therefore the company must have qualified human resources (HR) (Muchtar et al., 2022; Sedyastuti et al., 2021; Wahjoedi, 2021). Job satisfaction has an important role for organizations, because job satisfaction is a criteria in determining the success of an organization to meet the needs of its members (Bohórquez et al., 2022; Judge et al., 2020).

PT Bosnet Distribution Indonesia (PT BDI) is a subsidiary of BUMN (PT Telkom) which focuses on providing FMCG distribution management ecosystem platform solution, so it requires qualified and loyal human resources. Based on the results of a survey on the level of job satisfaction of PT BDI employees in June 2022, it was stated that 57% of employees were dissatisfied. This shows that PT BDI employees tend to have low job satisfaction.

There are several problems of dissatisfaction with the employee satisfaction factors of PT BDI, namely unclear recruitment policies, workforce planning that is not match with needs, no work performance appraisal system, no career development policy and inadequate work facilities. From the five problems, it can be mapped that there are three main factors of employee dissatisfaction, namely work motivation, career development and organizational culture. These three factors are the focus of researchers in examining the influence of employee satisfaction levels.

According to Luthans (2019), motivation can provide a drive that is shown to meet certain goals, if this condition does not occur, it will reduce employee work motivation and will have an impact on declining employee performance. The work motivation of PT BDI employees shows that operational work has not been fully supported by important policies regarding workforce regulations and the availability of work facilities (Mlambo et al., 2021; Zaeni et al., 2023).

A good organization must pay attention to career development in the organization. People who have more competence are required to get appropriate career development (Kirana et al., 2022; Rasheed et al., 2020). The career development policy that has not been implemented at PT BDI makes employees feel less motivated to work because even though they are productive and perform well, there is no policy that regulates performance appraisals and career development so that there is ambiguity in the promotion system for employees who have worked well.

Work culture is a social glue that remembers members of the organization. It seems that in order for different characteristics or personalities between one person and another to be united in an organizational strength, a social glue is needed (Mahmud, 2021; Nasriandi et al., 2023; Njagi et al., 2020). Currently, PT BDI is implementing the AKHLAK culture according to the guidelines of the parent company and the Ministry of SOEs. The socialization program to build an understanding of the core values of AKHLAK to all employees is carried out through two activities, namely Communication and Artifacts using media that PT BDI currently has.

Based on the phenomenon of the results of the PT BDI employee job satisfaction survey which were still not good in 2022 and the existence of a research gap between the three variables of work motivation, career development and organizational culture on job satisfaction, researchers want to do further research.

The purpose of this research is expected to produce an analysis of the effect of work motivation, career development and organizational culture variables on job satisfaction so that factors can be found that need to be corrected or increased to increase the job satisfaction of PT BDI employees.

Research Methods

This study employs a quantitative research method, which focuses on quantifying relationships between variables. The approach is descriptive and explanatory, aimed at understanding the influence of work motivation, career development, and organizational culture on employee job satisfaction. The type of research is correlational, seeking to determine the strength and direction of relationships between the independent variables (work motivation, career development, organizational culture) and the dependent variable (job satisfaction).

The population in this study were 67 employees of PT BDI. In this study, the sampling technique used was non-probability, a technique used for sampling that does not provide the same opportunity or chance for each member of the population or each element to be selected as a sample (Sugiyono, 2019). The approach used was saturated sampling or census because the research population was under 100 people. In this study, the criteria used were PT BDI employees who had an employee registration number.

 The questionnaire was distributed in the form of Google Form to the respondents. Respondents provided answers based on the Likert method, a value of 5 (the highest value) and the data obtained was analyzed descriptively and statisticaly using SPSS version 22 program.

Results and Discussion

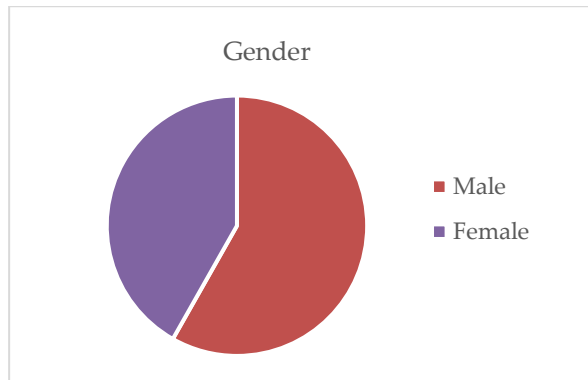In the research, 67 employees were obtained as respondents. Figures 1-5 will explain the respondent's description:

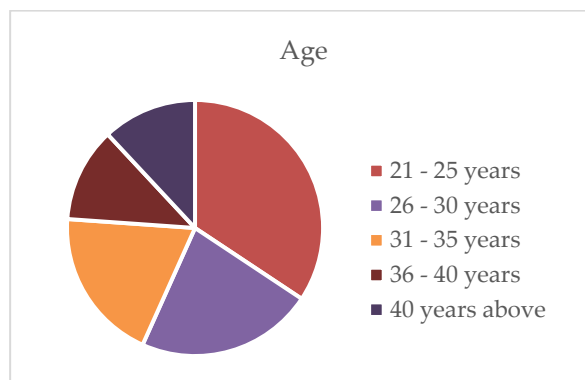**Figure 1. Composition of Respondents Based on Gender**
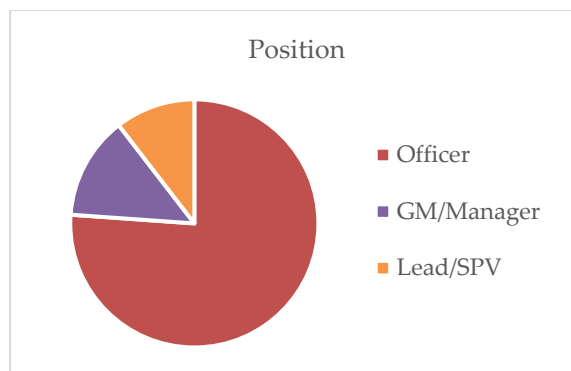

Figure 2. Composition of Respondents Based on Age
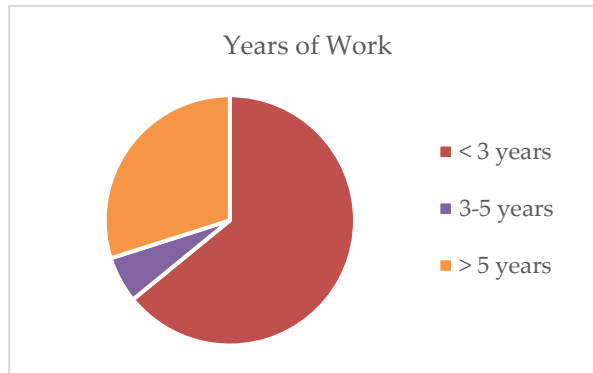

Figure 3. Composition of Respondents Based on Position

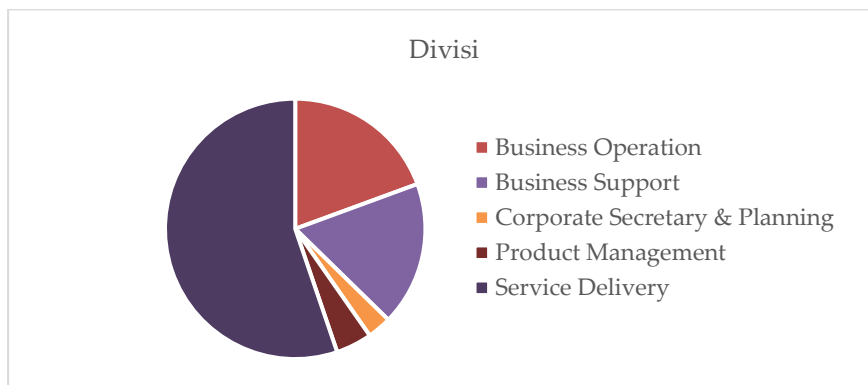**Figure 4. Composition of Respondents Based on Years of Work**

Figure 5. Composition of Respondents by Division

Validity Test

Before the questionnaire was distributed, testing was carried out on data n=67. Whether or not the question items (indicators) are valid is determined based on a comparison between the calculated r and table r values (for alpha = 5%). Meanwhile, the 5% error level (α) for n=67 or df=65 is 0.2404. The results of testing the validity of all research variables can be seen as follows:

Table 1. Validity Test Results

Item Num	r count	r table	Description	Item Num	r count	r table	Description
MK1	0,264	0,2404	Valid	MK7	0,173	0,2404	Not Valid
MK2	0,173	0,2404	Not Valid	MK8	0,282	0,2404	Valid
MK3	0,260	0,2404	Valid	MK9	0,322	0,2404	Valid
MK4	0,568	0,2404	Valid	MK10	0,539	0,2404	Valid
MK5	0,382	0,2404	Valid	MK11	0,464	0,2404	Valid
MK6	0,443	0,2404	Valid	MK12	0,548	0,2404	Valid
PK1	0,341	0,2404	Valid	PK4	0,513	0,2404	Valid
PK2	0,582	0,2404	Valid	PK5	0,415	0,2404	Valid
PK3	0,509	0,2404	Valid				
BO1	0,475	0,2404	Valid	BO8	0,267	0,2404	Valid
BO2	0,554	0,2404	Valid	BO9	0,684	0,2404	Valid

BO3	0,279	0,2404	Valid	BO10	0,534	0,2404	Valid
BO4	0,619	0,2404	Valid	BO11	0,608	0,2404	Valid
BO5	0,600	0,2404	Valid	BO12	0,604	0,2404	Valid
BO6	0,670	0,2404	Valid	BO13	0,554	0,2404	Valid
BO7	0,466	0,2404	Valid	BO14	0,532	0,2404	Valid
KK1	0,521	0,2404	Valid	KK10	0,667	0,2404	Valid
KK2	0,321	0,2404	Valid	KK11	0,499	0,2404	Valid
KK3	0,622	0,2404	Valid	KK12	0,561	0,2404	Valid
KK4	0,654	0,2404	Valid	KK13	0,504	0,2404	Valid
KK5	0,494	0,2404	Valid	KK14	0,528	0,2404	Valid
KK6	0,495	0,2404	Valid	KK15	0,398	0,2404	Valid
KK7	0,384	0,2404	Valid	KK16	0,400	0,2404	Valid
KK8	0,357	0,2404	Valid	KK17	0,416	0,2404	Valid
KK9	0,678	0,2404	Valid				

Table 1 above shows that all items are valid, except for two work motivation items, namely the indicator of work facilities from the physiological needs dimension and the indicator of harmonious working relationships between management levels from the social needs dimension.

Descriptive Analysis of Questionnaire Answers
Table 2. Descriptive Analysis of Questionnaire Answers per Variable

		MK	PK	BO	KK
N	Valid	67	67	67	67
	Missing	0	0	0	0
Mean		3,82	3,44	3,51	3,88

First, the Work Motivation variable has an average value of 3.82 which is included in the Agree category. This shows that on average respondents have quite good motivation at work. Second, the Career Development (PK) variable has an average value of 3.44 which is also included in the Agree category. This shows that on average respondents agree and need career development in doing their work. Third, the Organizational Culture (BO) variable has an average value of 3.51 which is also included in the Agree category. This shows that on average respondents agree and have the opinion that culture is an important part of the organization. Fourth, the Job Satisfaction (KK) variable has an average value of 3.88 which is also included in the Agree category. This shows that on average respondents agree and feel satisfied with their work.

Descriptive Analysis of Average Scores per Questionnaire Indicator
Work Motivation Variable
The results of the processed data for the average score of the Work Motivation variable are as follows: The highest score with a value of 4.26 is found in the dimension of Need for security, indicator of Feeling of security from termination of employment, statement item of employee social security (health insurance) from the Company (MK4). The lowest score with a value of 3.22 is found in the

Need for Reward dimension, the Reward for Achievement indicator, the statement item that the Company provides bonuses to employees (MK8).

Career Development Variable

The data processing results for the average score of the Career Development variable are as follows: The highest score with a value of 4.26 is found in the Work Experience dimension, indicator of sufficient work period, statement item Knowledge and work experience make it easier to complete work (PK5). The lowest score with a value of 2.34 is found in the Training dimension, indicator Frequency of attending frequent training, statement item The office often provides routine training to employees (PK2).

Organizational Culture Variable

The data processing results for the average score of the Organizational Culture variable are as follows: The highest score with a value of 4.04 is found in the Involvement dimension, Team Orientation indicator, statement item Employees have freedom to express opinions (BO2). The lowest score with a value of 2.31 was found in the Involvement dimension, Capability Development indicators, statement items. Employees are involved in the process of selecting company/organization leaders (BO3).

Job Satisfaction Variable

The results of the processed data for the average score of the Job Satisfaction variable are as follows: The highest score with a value of 4.29 is found in the Colleague dimension, the employee indicator receives support from co-workers, the statement item Colleagues provide support in completing work (KK15). Score The lowest with a value of 3.14 is found in the Promotion Opportunities dimension, the Equality indicator for participating in job position promotions, the statement item Employee promotions in this company are carried out objectively (KK10).

Multiple Linear Regression Analysis
Model Test (F Test)

Based on the data from table 3 of the f test below, the calculated F value is 195.374 and the significance value is 0.000, so this regression model can be used to predict the influence of the variables used for hypothesis testing on the level of significance of their influence on Job Satisfaction.

Table 3. Output F Test Results

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2075,278	3	691,759	41,596	.000[b]
Residual	1047,707	63	16,630		
Total	3122,958	66			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Culture, Career Development, Work Motivation

Significance Test (t-test)

Table 4. Output t test results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,438	4,901		2,538	0,014
Work Motivation	0,822	0,158	0,521	5,194	0,000
Career Development	0,177	0,233	0,065	0,759	0,451
Organizational Culture	0,388	0,103	0,346	3,761	0,000

a. Dependent Variable: Job Satisfaction

In table 4 above, it is known that the significance value obtained is 0.014, so it is smaller than 0.05. Based on these data, the Multiple Linear Regression model equation is obtained in the form:

JS = 12.438 + 0.822 WM + 0.177 CD + 0.388 OC

Information:

JS: Job Satisfaction,

WM: Work Motivation,

CD: Career Development,

OC: Organizational Culture

Based on the results of the statistical t test above, it was found that the Work Motivation variable has a significant effect on Job Satisfaction with a significance value of 0.000 (smaller than 0.05). Then the Career Development variable does not have a significant effect on Job Satisfaction because the significance value is 0.451 (greater than 0.05). Furthermore, the Organizational Culture variable has a significant effect on Job Satisfaction with a significance value of 0.000 (smaller than 0.05).

Coefficient of Determination Test

The results of processing the coefficient of determination show that the R Square value is 0.665, which means that 66.5% of the variation in Job Satisfaction can be explained by the Work Motivation, Career Development, and Organizational Culture variables. Meanwhile, the remainder, or 33.5% (100%—66.5%), is influenced by other variables outside of this research model.

Table 5. Output Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	0,665	0,649	4,078

a. Predictors: (Constant), Organizational Culture, Career Development, Work Motivation

Conclusion

Based on the overall results of the research analysis and discussion, it can be concluded that: Work Motivation has a positive and significant influence on the Job Satisfaction of PT BDI employees, especially the dimensions of the need for security and indicators of feelings of security from termination of employment, namely employee social security (in the form of health insurance) from the company, Career Development has an influence which is positive but not significant on the Job Satisfaction of PT BDI employees, especially the dimensions of work experience and indicators of sufficient working time, namely knowledge and work experience makes it easier to complete work. Organizational Culture has a positive and significant influence on the Job satisfaction of PT BDI employees, especially the dimensions of involvement and indicators of team orientation, namely employees have freedom to express opinions.

References

Bohórquez, E., Caiche, W., Benavides, V., & Benavides, A. (2022). *Motivation and Job Performance: Human Capital as a Key Factor for Organizational Success* (pp. 123–133). https://doi.org/10.1007/978-3-030-94262-5_12

Judge, T. A., Zhang, S. (Carrie), & Glerum, D. R. (2020). Job Satisfaction. In *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (1st Edition, pp. 207–241).

Kirana, I. B. G. A., Sriathi, A. A. A., & Suwandana, I. G. M. (2022). The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company. *European Journal of Business and Management Research*, *7*(3), 26–30. https://doi.org/10.24018/ejbmr.2022.7.3.1396

Luthans, F. (2010). *Organizational Behavior: An Evidence-Based Approach* (Twelfth Edition). The McGrow-Hill Companies.

Mahmud, A. (2021). Influence of Organizational Culture, Organizational Commitment and Leadership to Employee Performance Through Organizational Trust In The South Sesulawesi Election Commission (KPU). *IOSR Journal of Business and Management (IOSR-JBM)*, *23*(9), 22–32.

Mlambo, M., Silén, C., & McGrath, C. (2021). Lifelong learning and nurses' continuing professional development, a metasynthesis of the literature. *BMC Nursing*, *20*(1), 62. https://doi.org/10.1186/s12912-021-00579-2

Mubarok, A., & Zein, A. (2019). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan PT Rahman Teknik Perkasa Bekasi. *Jurnal Ilmiah Manajemen Ubhara*, *1*(1). https://doi.org/10.31599/jmu.v6i1.493

Muchtar, A. H., Maulidizen, A., & Winanto, S. (2022). Human Resources Management in Improving Company Performance . *International Journal of Education, Information Technology, and Others*, *5*(2), 317–329. https://doi.org/https://doi.org/10.5281/zenodo.6545502

Nasriandi, N., Pajarianto, H., & Makmur, M. (2023). One World, Many Religions: The Local Wisdom Value And Social Religious Organizations In Strengthening Tolerance. *Al-Qalam*, *29*(1), 112. https://doi.org/10.31969/alq.v29i1.1224

Njagi, A. W., Kamau, J. N., & Muraguri, C. (2020). Clan Culture as Predictor of Strategy Implementation: Empirical Evidence from Professional Bodies in Kenya. *European Journal of Business and Management Research*, *5*(4). https://doi.org/10.24018/ejbmr.2020.5.4.412

Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, *44*, 98–107. https://doi.org/10.1016/j.jhtm.2020.05.006

Sedyastuti, K., Suwarni, E., Rahadi, D. R., & Handayani, M. A. (2021). *Human Resources Competency at Micro, Small and Medium Enterprises in Palembang Songket Industry*. https://doi.org/10.2991/assehr.k.210413.057

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.

Wahjoedi, T. (2021). The effect of organizational culture on employee performance mediated by job satisfaction and work motivation: Evident from SMEs in Indonesia. *Management Science Letters*, 2053–2060. https://doi.org/10.5267/j.msl.2021.3.004

Zaeni, N., Walda, W., & Ayu, M. (2023). The Impact of Motivation and Work Discipline on Employee Performance. *Advances: Jurnal Ekonomi & Bisnis*, *1*(2). https://doi.org/10.60079/ajeb.v1i2.93