

Determination Of Organizational Culture And Employee Career Development On Employee Job Satisfaction At The North Aceh Health Office

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ABSTRACT

The objective of this study is to investigate the influence of organizational culture and career development on employee job satisfaction at the North Aceh Health Office. This research adopts a quantitative approach utilizing a survey method. The study sample comprises 61 employees from the institution. Data were collected through a structured questionnaire that had undergone validity and reliability testing using SPSS version 29. The findings reveal that organizational culture exerts a positive and statistically significant effect on job satisfaction, as indicated by a regression coefficient of 0.363 and a t-value of 3.954, which exceeds the critical value of 1.671, with a significance level of 0.000 ($p < 0.05$). Furthermore, career development also demonstrates a positive and significant impact on employee job satisfaction, supported by a regression coefficient of 0.335 and a t-value of 3.041, both exceeding the required thresholds, with a significance level of 0.000 ($p < 0.05$).

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1. Introduction

In today's world, organizational culture and employee career development have significant implications. Organizations need to adopt a culture that supports flexibility and innovation. A culture that encourages collaboration and open communication can create a positive atmosphere, positively impacting employee job satisfaction.

Organizational culture is a crucial element of an organization because it can have a strong influence on the organization's structure and function. Furthermore, employee career development efforts, such as up-to-date health training, can enhance competency and motivation, which in turn can strengthen the capacity to provide better healthcare services.

Employee career development is not only related to technical skills, but also to the ability to adapt to global changes, such as new technologies or global health challenges.

Complex global conditions highlight the importance of building an organizational culture that promotes teamwork and employee development, which can contribute to solving global problems. Employee job satisfaction can also be influenced by the extent to which the organization is able to provide support and understand the demands related to conditions within the organization. Similarly, employee job satisfaction is not only related to financial aspects, but is also reflected in the extent to which the work environment supports the organization's vision and values, and recognizes employee contributions.

Employee job satisfaction can also be influenced by the extent to which the organization is able to provide support and understand the demands related to conditions within the organization. Similarly, employee job satisfaction is not only related to financial aspects, but is also reflected in the extent to which the work environment supports the organization's vision and values, and recognizes employee contributions.

Employee loyalty can be improved by paying attention to aspects of performance development and the fulfillment of their rights. This can foster satisfaction with work achievements, whether related to tasks, superiors, facilities, or other supporting factors. However, in practice, less-than-ideal working conditions are still found, where employees face pressure to meet targets without adequate support, such as facilities, authority, or direction from superiors. This situation can negatively impact work processes and results. Some organizations even focus too much on satisfaction alone, neglecting other important factors. However, the key to organizational success lies in how they address employee job satisfaction.

To encourage improved performance, organizations need to ensure that employees are satisfied with their jobs. According to Affandi (2016), job satisfaction contributes to increased productivity because satisfied employees tend to work more effectively. Job satisfaction itself is an individual's attitude or emotional reaction to their work. Peter Adjei (2018) emphasizes that job satisfaction is a crucial element in a structured organization and a primary focus of management. One factor that can foster this satisfaction is the work environment. A safe, comfortable, and supportive environment will encourage employees to perform optimally. W. Narasuci (2018) explains that the work environment is the physical conditions surrounding the workplace that influence employees' ability to complete their tasks. A wisely implemented organizational culture not only creates a conducive work environment but also stimulates innovation and collaboration among team members. Similarly, employee career development, including up-to-date training and adaptation to global changes, provides a solid foundation for providing responsive and effective healthcare services.

Employee job satisfaction, a vital indicator, encompasses not only financial aspects but is also closely related to the extent to which the organizational culture supports and recognizes

employee contributions. An adequate work environment serves as a catalyst for improving employee performance, which in turn contributes to operational success and efficiency.

Based on the description above, the author is very interested in researching this problem with the title “Determination of Organizational Culture and Employee Career Development on Employee Job Satisfaction at the North Aceh Health Office”.

2. Research Methodology

This research used a quantitative approach. According to Sugiyono (2019), a quantitative approach is a research method based on the philosophy of positivism and is referred to as a scientific method because it meets scientific criteria such as being concrete or empirical, objective, measurable, rational, and systematically structured. According to Agustian at all (2024) research that uses numerical data and statistical techniques to test hypotheses and draw conclusions. Quantitative research often uses surveys, experiments and statistical analysis (Agustian, 2024). The main objective of this method is to test previously formulated hypotheses by applying them to a specific population and sample. Data collection is conducted using research instruments, while data analysis is quantitative or statistical. In this case, data were collected using questionnaires.

The sampling technique used in this study was simple random sampling, a technique in which each element in the population has an equal chance of being selected for the sample. The population in this study was all 161 employees of the North Aceh District Health Office, consisting of 13 employees in structural positions, 68 in specific functional positions, and 80 in general functional positions. Assuming a population of this size, sampling can be conducted using the following Slovin formula (Umar, 1997):

$$n = \frac{N}{1 + Ne^2}$$

Information:

n = "Number of samples."

e = "Planned difference or error, for example, 0.1."

N = "Population size." Based on this formula, the sample obtained is as follows:

$$n = \frac{161}{1 + 161(0,1)^2} = 61$$

From these results, the minimum sample obtained was 61 respondents, so if 61 samples were taken, the requirements would be met.

3. Result and Discussion

Validity Test Results

This test was conducted on 61 respondents, by looking at the validity testing criteria $N-2 = 61-2 = 59$, (Ghozali 2021) with an α value of 0.05 (5%), the r table value was obtained as

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0.2521 and the calculated r value will be compared with the r table value as in Table 4.8 below:

Table. 1 Validity Test Results

Variabel Budaya Organisasi (X ₁)			
Pernyataan	r _{hitung}	r _{tabel}	Validitas
1.	0.649	0.2521	Valid
2.	0.537	0.2521	Valid
3.	0.444	0.2521	Valid
4.	0.478	0.2521	Valid
5.	0.427	0.2521	Valid
Variabel Pengembangan Karir Pegawai (X ₂)			
Pernyataan	r _{hitung}	r _{tabel}	Validitas
1.	0.419	0.2521	Valid
2.	0.685	0.2521	Valid
3.	0.770	0.2521	Valid
4.	0.713	0.2521	Valid
5.	0.660	0.2521	Valid
Variabel Kepuasan Kerja Pegawai (Y)			
Pernyataan	r _{hitung}	r _{tabel}	Validitas
1.	0.547	0.2521	Valid
2.	0.663	0.2521	Valid
3.	0.679	0.2521	Valid
4.	0.552	0.2521	Valid
5.	0.676	0.2521	Valid

Based on Table 1 above, all statement items in both the independent and dependent variables show calculated r values higher than the table r. Therefore, it can be concluded that each statement in each variable has met the validity criteria and is declared valid.

Reliability Test Results

Based on the data analysis conducted using SPSS version 29 software, the following findings were obtained:

Table 2. Reliability Test Results

Variabel	Cronbach Alpha	Konstanta	Keterangan
Budaya Organisasi (X ₁)	0.605	0.60	reliable
Pengembangan Kinerja Pegawai (X ₂)	0.650	0.60	reliable
Kepuasan Pegawai (Y)	0.612	0.60	reliabel

(Source: Research Results, 2025)

Based on the results of the reliability test using the Cronbach's Alpha method, all variables in this study were declared reliable. This is indicated by the Cronbach's Alpha (α) value

exceeding 0.60, thus it can be concluded that the instrument used has met reliability requirements and is suitable for use as a measuring tool in this study.

Normality Test Results

Tabel 3 Uji One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			61
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.22261881	
Most Extreme Differences	Absolute	.101	
	Positive	.101	
	Negative	-.073	
Test Statistic		.101	
Asymp. Sig. (2-tailed) ^c		.194	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.117	
	99% Confidence Interval	Lower Bound	.109
		Upper Bound	.125
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

(Source: Research Results, 2025)

Based on Table 3, the Asymp. Sig. (2-tailed) value was obtained at 0.194. Referring to the provisions of the One Sample Kolmogorov-Smirnov test, if the significance value is more than 0.05, then the data is considered normally distributed. Thus, it can be concluded that all variables in this study follow a normal distribution.

Multiple Linear Regression Analysis

An explanation of the results of the analysis of each variable is described in detail in the following section.

Table 4. Multiple Linear Regression Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.276	2.671		2.723	.009
	X1	.363	.092	.428	3.954	<.001
	X2	.335	.110	.329	3.041	.004
a. Dependent Variable: Y						

$$Y = 7,276 + 0,363 X1 + 0,335 X2 + e$$

- The constant value of 7.276 indicates that if the values of variables X1 (Organizational Culture) and X2 (Employee Career Development) are zero, then the value of variable Y (Job Satisfaction) remains at 7.276.
- The results of the regression analysis for variable X1 (Organizational Culture) indicate that this variable has a positive regression coefficient of 0.363. This means that every one-unit increase in variable X1 will result in a 0.363 increase in variable Y, assuming the other variables remain constant.
- For variable X2 (Employee Career Development), the regression results also show a positive regression coefficient of 0.335. This indicates that a one-point increase in variable X2 will result in a 0.335 increase in variable Y, assuming the other variables remain constant.

Coefficient of Determination (R²)

The coefficient of determination value can be seen in Table 5 as follows:

Table 5. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.345	.322	1.244

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

(Source: Research Results, 2025)

Hypothesis Test Results

Partial Test Results (t-Test)

The t-statistical test is essentially used to measure the extent to which each independent variable individually explains the variation in the dependent variable. In this study, partial hypothesis testing using the t-test is shown in the following table:

Table 6. Partial Test Results (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.276	2.671		2.723	.009
	X1	.363	.092	.428	3.954	<.001
	X2	.335	.110	.329	3.041	.004
a. Dependent Variable: Y						

(Source: Research Results, 2025)

Based on the established testing criteria, with a significance level of $\alpha = 0.05$ and degrees of freedom (df) of $61 - 2 = 59$, the t-table value obtained is 1.671. Based on this, the following are the conclusions of the partial t-test:

- a. The Influence of Organizational Culture (X_1) on Employee Job Satisfaction (Y)
The t-test results show that the Organizational Culture variable (X_1) has a calculated t-value of 3.954 which is greater than the t-table (1.671), with a significance value of 0.000 which is smaller than 0.05. This indicates that Organizational Culture has a positive and significant effect on Employee Job Satisfaction at the North Aceh District Health Office. Thus, the first hypothesis (H_1) is accepted.
- b. The Influence of Employee Career Development (X_2) on Employee Job Satisfaction (Y)
The t-test on the Career Development variable (X_2) produced a calculated t of 3.041, which is also greater than the t-table (1.671), with a significance level of 0.000 (<0.05). This means that Career Development has a positive and significant influence on Employee Job Satisfaction. Therefore, the second hypothesis (H_2) can be accepted.

Simultaneous Test Results (F Test)

Tabel 7. Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.230	2	23.615	15.272	<.001 ^b
	Residual	89.688	58	1.546		
	Total	136.918	60			
a. Dependent Variable: TTL_Y						
b. Predictors: (Constant), TTL_X2, TTL_X1						

(Source: Research Results, 2025)

Based on the results of data processing using SPSS version 29, the F value is obtained through the calculation of degrees of freedom with the formula $df = N - k - 1$, namely $61 - 2 - 1 = 58$. With $df_1 = 2$ and $df_2 = 58$ and a significance level of 5% ($\alpha = 0.05$), the F table value is 3.015. Meanwhile, the results displayed in Table 4.15 show that the calculated F value is 15.272, with a significance level of 0.000 at a 95% confidence level. Because the calculated F (15.272) is greater than the F table (3.015) and the significance value is less than 0.05, this result indicates that the F test is significant. Thus, the third hypothesis (H_3) is accepted, which means that Organizational Culture and Career Development simultaneously have a significant effect on Employee Job Satisfaction at the North Aceh District Health Office.

4. Conclusion

Based on the results of the research entitled "The Determination of Organizational Culture and Employee Career Development on Employee Job Satisfaction at the North Aceh Health

Office," the following conclusions can be drawn: (1) Organizational Culture has been shown to have a positive and significant influence on Employee Job Satisfaction. This is demonstrated by the results of the regression test, which yielded a coefficient of 0.363 and a calculated t-value of 3.954, which is greater than the t-table (1.671), and a significance value of 0.000, which is less than 0.05. (2) Employee Career Development also demonstrated a positive and significant influence on Employee Job Satisfaction. The regression coefficient of 0.335 and the calculated t-value of $3.041 > 1.671$, with a significance level of $0.000 < 0.05$, indicate that career development significantly contributes to increased job satisfaction.

Based on the findings of this study, here are some recommendations that can be considered:

Improving organizational culture needs to be done continuously. Agency leaders are advised to improve their supervisory skills, create open communication, and strengthen organizational values to foster a work environment that supports employee satisfaction.

The implementation of structured and sustainable training and career development programs is crucial. These programs should be tailored to employee needs and organizational goals, accompanied by regular performance evaluations and constructive feedback to support employee professional growth.

Regular job satisfaction surveys are recommended to measure employee satisfaction levels and obtain direct feedback regarding their perceptions of organizational culture and the effectiveness of career development programs. The results of these surveys can serve as a basis for improving human resource management policies.

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