

The Influence of Career Development and Organizational Culture on Work Productivity Through Job Satisfaction in the Community and Village Empowerment Service in East Kutai Regency

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Submitted :06-05-2026, Accepted : 07-06-2026, Published : 08-07-2026

Abstract

This study aims to analyze the effect of career development and organizational culture on employee productivity through job satisfaction at the Office of Community and Village Empowerment (DPMD) in East Kutai Regency. The research employs a quantitative explanatory approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. Total sampling was applied, involving all 90 employees of the office as respondents. Data were collected through questionnaires with Likert scale measurements. The results demonstrate that career development has a significant positive effect on job satisfaction (coefficient = 0.295, $T = 2.532$, $p = 0.011$), and organizational culture has a significant positive effect on job satisfaction (coefficient = 0.441, $T = 4.071$, $p = 0.000$). However, career development, organizational culture, and job satisfaction do not have a significant direct effect on employee productivity (H3 through H7 rejected). The coefficient of determination for job satisfaction is 43.1%, indicating that both independent variables explain 43.1% of job satisfaction variance. These findings suggest that although career development and organizational culture successfully improve job satisfaction, mechanisms beyond satisfaction are needed to translate that satisfaction into measurable productivity at DPMD.

Keywords: Career Development, Organizational Culture, Job Satisfaction, Work Productivity, PLS-SEM

Introduction

Work productivity is one of the main indicators of a government organization's success in carrying out its duties and functions. The East Kutai Regency Community and Village Empowerment Service (DPMD), as the agency responsible for community empowerment and village government management, is required to have employees who are productive, competent, and possess integrity. However, achieving optimal productivity is inseparable from various supporting factors, including career development and a conducive organizational culture.

Career development is the process of improving employee skills through various structured and ongoing training programs, promotions, transfers, and formal education

(Dessler, 2017). Employees who perceive a clear career path and opportunities for self-development tend to have higher levels of job satisfaction, which in turn can drive increased work productivity (Rivai & Sagala, 2018). Meanwhile, a strong and positive organizational culture can shape employee behavior, values, and commitment to the organization, thereby fostering a work environment that supports productivity (Robbins & Judge, 2017).

The phenomenon occurring at the Regional Leadership Council (DPMD) of East Kutai Regency indicates that despite the implementation of career development programs and the establishment of an organizational culture, employee productivity has not yet reached optimal levels. Based on personnel data, several issues exist, including unequal promotion based on competency, an unbalanced workload across positions, and low employee performance consistency. This situation prompted researchers to empirically examine the influence of career development and organizational culture on work productivity, considering job satisfaction as a mediating variable.

Several previous studies have shown mixed results regarding the relationship between these variables. Sunaryo (2020) found that career development significantly influences the job satisfaction and productivity of civil servants (ASN) in the local government environment. Sitompul (2021) concluded that organizational culture plays a crucial role in shaping the job satisfaction of public sector employees. However, there is a gap in research within the context of local government agencies in East Kalimantan, particularly the DPMD, which serves as the setting for this study. The objectives of this study are: (1) to analyze the influence of career development on job satisfaction; (2) to analyze the influence of organizational culture on job satisfaction; (3) to analyze the influence of career development on work productivity; (4) to analyze the influence of organizational culture on work productivity. (5) analyze the influence of job satisfaction on work productivity; and examine the role of job satisfaction as a mediator.

Literature Review

Career Development

Career development is a continuous process carried out by individuals and organizations to plan, develop, and manage employee career paths (Dessler, 2017). According to Rivai and Sagala (2018), career development indicators include: (1) organizationally recognized work achievements; (2) exposure or involvement in strategic projects and activities; (3) loyalty to the organization; (4) mentoring and sponsorship from superiors; and (5) opportunities to develop through education and training. In the context of the state civil service, career development is regulated in Law Number 5 of 2014 concerning the State Civil Service, which

emphasizes a merit system as the basis for competency-based career development.

Organizational Culture

Organizational culture is a system of values, norms, beliefs, and basic assumptions shared by members of an organization and serves as a guideline for behavior in carrying out work (Robbins & Judge, 2017). Schein (2010) defines organizational culture as a pattern of shared basic assumptions learned by a group when solving problems of external adaptation and internal integration. The indicators of organizational culture used in this study refer to Robbins and Judge (2017), including: (1) innovation and risk taking; (2) attention to detail; (3) results orientation; (4) people orientation; and (5) team orientation. A strong and positive organizational culture will encourage employees to be committed and work more productively to achieve organizational goals.

Job Satisfaction

Job satisfaction is defined as a positive feeling a person feels about their job as a result of evaluating the characteristics of the job (Robbins & Judge, 2017). Relevant theories of job satisfaction include Herzberg's Two-Factor Theory, which distinguishes between hygiene and motivator factors, and Adams's Equity Theory, which emphasizes the perceived balance between input and output. Indicators of job satisfaction in this study include: (1) satisfaction with the job itself; (2) satisfaction with salary and compensation; (3) satisfaction with promotion opportunities; (4) satisfaction with supervisor supervision; and (5) satisfaction with relationships with coworkers (Luthans, 2019).

Work Productivity

Work productivity is the comparison between the results achieved and the total resources used per unit of time (Sinungan, 2018). Productivity not only includes efficiency in the use of resources, but also effectiveness in achieving organizational goals. The work productivity indicators used refer to Sinungan (2018) and Mangkunegara (2017), including: (1) employee ability to complete tasks; (2) continuous improvement of work results; (3) work enthusiasm and motivation; (4) employee self-development; and (5) quality of work results.

Conceptual Framework and Hypothesis

Based on theoretical analysis and empirical studies, the conceptual framework of this study places career development (X1) and organizational culture (X2) as exogenous variables, job satisfaction (Z) as a mediator variable, and work productivity (Y) as an endogenous variable. The proposed hypothesis is:

H1: Career development has a positive and significant effect on job satisfaction.

H2: Organizational culture has a positive and significant effect on job satisfaction.

H3: Career development has a positive and significant effect on work productivity.

- H4: Organizational culture has a positive and significant effect on work productivity.
- H5: Job satisfaction has a positive and significant effect on work productivity.
- H6: Career development has a significant effect on work productivity through job satisfaction.
- H7: Organizational culture has a significant effect on work productivity through job satisfaction.

Method

This study used a quantitative approach with an explanatory approach, aiming to explain the causal relationships between variables through hypothesis testing. The research location was the East Kutai Regency Community and Village Empowerment Office (DPMD), East Kalimantan Province. The study was conducted from January to March 2026.

The study population consisted of all 90 employees of the East Kutai Regency DPMD. Given the limited population, the sampling technique used was total sampling (census), resulting in all 90 employees serving as study respondents. This technique was chosen to obtain representative data and minimize sampling error.

Data collection was conducted using a questionnaire developed based on the indicators of each variable using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Career development was measured using 5 indicators, organizational culture using 5 indicators, job satisfaction using 5 indicators, and work productivity using 5 indicators. The questionnaire was tested for validity and reliability before being used in the study.

The data analysis method used was Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. PLS-SEM was chosen because of its ability to handle complex models with relatively small sample sizes and does not require normally distributed data. Model evaluation was conducted in two stages: (1) evaluation of the outer model (measurement model) including convergent validity (factor loadings > 0.6 and AVE > 0.5), discriminant validity (Fornell-Larcker criterion), and reliability

(Cronbach's Alpha and Composite Reliability > 0.7); and (2) evaluation of the inner model (structural model) through path coefficients, T-statistics, p-values, and coefficient of determination (R^2).

Results and Discussion

Respondent Characteristics

Of the 90 questionnaires distributed, all were returned and could be used in the analysis

(response rate 100%). Based on gender, respondents were dominated by women (54 people) (60%) and men (36 people) (40%). In terms of age, the majority of respondents were aged 31-40 years (45.6%), followed by the 41-50 age group (31.1%), and above 50 years (13.3%). The educational level was dominated by Bachelor's (S1) at 68.9%, followed by Diploma (12.2%) and Postgraduate (11.1%). The majority of respondents' work experience ranged from 6-15 years (56.7%).

Evaluation of the Measurement Model (Outer Model)

The results of the outer model evaluation show that all indicators have loading factor values above 0.6, thus being declared convergently valid. The Average Variance Extracted (AVE) value for the Career Development variable is 0.501, Organizational Culture is 0.523, Job Satisfaction is 0.512, and Work Productivity is 0.511, all meeting the minimum limit of 0.5. The Composite Reliability of all variables is above 0.7 (ranging from 0.781 to 0.856), as is Cronbach's Alpha which meets the required reliability standards. Discriminant validity is met based on the Fornell-Larcker criteria where the square root of the AVE of each variable is greater than the correlation with other variables.

Structural Model Evaluation (Inner Model) and Hypothesis Testing

The results of the inner model test showed an R^2 value of 0.431 for job satisfaction, indicating that the career development and organizational culture variables together explained 43.1% of the variance in job satisfaction. The R^2 value for work productivity was 0.198, indicating that the variables in the model explained 19.8% of the variance in productivity. A summary of the hypothesis testing results is presented in Table 1 below.

Table 1. Hypothesis Testing Results (Path Coefficients)

Hypothesis	Track	Coefficient	T-Statistik	P-Value	Information
H1	Career Development → Job Satisfaction	0,295	2,532	0,011	Accepted
H2	Organizational Culture → Job Satisfaction	0,441	4,071	0,000	Accepted
H3	Career Development → Productivity	0,133	0,697	0,486	Rejected
H4	Organizational Culture → Productivity	-0,139	0,602	0,547	Rejected
H5	Job Satisfaction → Productivity	-0,179	1,012	0,312	Rejected
H6	Career Development → Z	-0,053	0,856	0,39	Rejected

	→ Productivity			2	d
H7	Organizational Culture → Z → Productivity	-0,079	0,917	0,35 9	Rejecte d

Source: Processed Primary Data (2026)

Discussion of Hypothesis Results

Hypothesis 1 (H1): Career Development Has a Significant Effect on Job Satisfaction. The test results show a path coefficient of 0.295 with a T-statistic of 2.532 and a p-value of 0.011 (<0.05), thus H1 is accepted. This indicates that good career development will significantly increase the job satisfaction of employees at the East Kutai Regency Regional Leadership Council (DPMD). This finding aligns with Sunaryo's (2020) statement that employees who perceive a clear career path and fair promotion opportunities will have higher levels of job satisfaction. In fact, within the DPMD, there are cases where employees promoted from Head of Sub-Section to Head of Division based on work performance and actual competencies experienced a significant increase in satisfaction. This merit-based promotion confirms the organizational justice that underpins Adams' job satisfaction theory.

Hypothesis 2 (H2): Organizational Culture Has a Significant Effect on Job Satisfaction. The path coefficient of 0.441, with a T-statistic of 4.071 and a p-value of 0.000, is the strongest and most significant influence in the model, thus H2 is accepted. This finding confirms the importance of organizational culture in shaping job satisfaction in the public sector, as stated by Sitompul (2021). In the East Kutai Regency Regional Leadership Council (DPMD), a culture where superiors value staff opinions and contributions and involve all employees in decision-making processes has been shown to create a positive work climate. Employees who feel valued and included show significantly higher levels of satisfaction than those who do not receive recognition from their superiors.

Hypothesis 3 (H3): Career Development Does Not Significantly Impact Work Productivity. The path coefficient of 0.133, with a T-statistic of 0.697 and a p-value of 0.486 (>0.05), indicates that H3 is rejected. Although career development increases satisfaction, it does not directly impact productivity. This phenomenon was observed in the Regional Leadership Council (DPMD), where employees were promoted to Division Head not because of technical competence but because of relationships or closeness to officials. This situation resulted in productivity not increasing significantly, even though a formal career path was in place. This finding aligns with Mangkunegara's (2017) argument that career development will only impact productivity if implemented based on a consistent merit system.

Hypothesis 4 (H4): Organizational Culture Does Not Significantly Affect Work

Productivity. A path coefficient of -0.139 with a p-value of 0.547 indicates that H4 is rejected. This negative (though not significant) finding can be explained by a field phenomenon: some Division Heads delegate almost all tasks to staff without adequate supervision. Therefore, even though the overall organizational culture is quite positive, the uneven distribution of workload negatively impacts the collective output of the work unit. This situation illustrates that a positive organizational culture at the individual level does not necessarily have a direct impact on aggregate work productivity without the support of effective leadership.

Hypothesis 5 (H5): Job Satisfaction Does Not Significantly Affect Work Productivity. A path coefficient of -0.179 with a t-statistic of 1.012 and a p-value of 0.312 indicates that H5 is rejected. This finding contradicts the common assumption that job satisfaction drives productivity. However, the phenomenon at the Regional Leadership Council (DPMD) shows that some employees are satisfied due to generous superiors and a comfortable work environment, but their productivity is low due to inadequate work facilities and infrastructure. This confirms the argument that job satisfaction is a necessary but not sufficient condition for high productivity (Robbins & Judge, 2017).

Hypotheses 6 and 7 (H6, H7): The Mediating Effect of Job Satisfaction. The indirect effect of career development on productivity through job satisfaction is -0.053 ($T = 0.856$, $p = 0.392$) and organizational culture through job satisfaction is -0.079 ($T = 0.917$, $p = 0.359$), both of which are insignificant. Therefore, job satisfaction is not proven to mediate the influence of career development or organizational culture on work productivity at the DPMD of East Kutai Regency. This finding suggests that other factors such as intrinsic motivation, transformational leadership, resource availability, and performance monitoring systems play a more significant role in determining employee work productivity in local government.

Conclusion

This study concludes that: (1) Career development has a positive and significant effect on job satisfaction of employees at the East Kutai Regency Regional Leadership Council (DPMD); (2) Organizational culture has a positive and significant effect on job satisfaction, with the strongest effect compared to other variables; (3) Career development does not have a significant direct effect on work productivity; (4) Organizational culture does not have a significant direct effect on work productivity; (5) Job satisfaction does not have a significant effect on work productivity; (6) Job satisfaction has not been shown to mediate the effect of career development on work productivity; and (7) Job satisfaction has not been shown to mediate the effect of organizational culture on work productivity.

Based on these findings, this study recommends: First, the East Kutai Regency DPMD needs to strengthen its merit-based career development system by implementing objective and transparent performance assessments as the basis for promotions and transfers. Second, organizational leaders need to continue to maintain and strengthen a culture of appreciation for employee contributions, as this has proven to be the most effective way to increase job satisfaction. Third, to directly increase work productivity, additional managerial interventions are needed, such as strengthening target-based performance monitoring, increasing the availability of work facilities and infrastructure, and implementing a consistent reward and punishment system. Fourth, further research is suggested to examine alternative mediating variables such as work motivation or organizational commitment that may be more effective in linking satisfaction to productivity.

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