

**The Influence of Career Development, Leadership, and Work Environment
on Job Satisfaction**

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Article Info	Abstract
<i>Keywords:</i> ○ Career Development, ○ Leadership, ○ Work Environment ○ Job Satisfaction	Purpose – This study aims to examine how career development, leadership, work environment affect job satisfaction and provide data-based recommendations to organisations regarding steps that can be taken to improve employee job satisfaction Design/methodology/approach – This study uses quantitative research methods, using primary data collected from a population of 59 employees working at St. Kristoforus Catholic School. Data analysis was conducted using Partial Least Square (PLS) software. Findings – This study reveal that career development and work environment significantly increase job satisfaction. In contrast, leadership does not significantly increase job satisfaction. Research limitations/implications – This research is limited to a particular organization and this research can only be done in one sector so that the results cannot be directly applied to other sectors with different conditions.
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INTRODUCTION

The era of globalization has had a major impact on competition in various fields, including education. In response, schools need to stay ahead of the competition by preparing their workforce optimally. Improving the quality of human resources is very important because it is the basic capital to realize the vision and mission of the school. Furthermore, it is important for schools to create a work environment that meets the needs of employees while increasing their job satisfaction in order to achieve optimal results. The main step is to pay attention to the conditions and welfare of employees.

Teachers as the main actors in education have a great contribution to the success and achievement of learning. The role of a teacher is not only teaching but also supporting students in achieving the set educational goals. Therefore, the role of teachers has a significant influence on the quality of education and the qualifications of graduates. Job satisfaction is a pleasant or unpleasant emotional state that an employee has towards his job (Handoko, 1996).

Employees' attitudes towards their jobs can indicate their level of satisfaction. According to (Sunarta, 2019), satisfied employees have a positive attitude and high commitment to their work. This job satisfaction depends on employee commitment and the feeling that they are needed to solve problems. In contrast, dissatisfied employees tend to have an unmotivated attitude, feel stressed at work, and prefer to avoid responsibility. According to (Dziuba, Ingaldi and Zhuravskaya, 2020), employees who feel unmotivated and inhibited in their work attitudes and feelings that employees have when carrying out their duties and jobs can be used as indicators to assess job satisfaction.

Job satisfaction can be influenced by career development, leadership, and work environment. Previous research has produced mixed results regarding the impact of career development on job satisfaction. Some studies (Jumiyati and Azlina, 2019a; Rohmah, 2020; Suciani, Suwasono and Zaenul, 2022; Yaningsih and Triwahyuni, 2022) found that career development has a positive effect on job satisfaction. However, other studies (Lestari, Anandita and Mahendri, 2021) argue that career development has a negative effect on job satisfaction. The same can be seen in the effect on leadership on job satisfaction. Some studies (Herawati and Ranteallo, 2020; Jopanda, 2020; Noufal, 2020; Wun and Masman, 2020; Putra and Sinambela, 2021) found a positive impact, while others (Pally and Septyarini, 2022) showed a negative impact. There are several studies on work environment factors (Puri and Wisnu, 2020; Rosento, Yulistria and Handayani, 2022; Saputra, 2022; Wahid, Kurniawan and Yulianto, 2023; Firdaus, Kusuma and Sari, 2024) however, research conducted by (Almeyda and Gulo, 2022) showed that work environment negatively affects job satisfaction.

The purpose of this study is to provide detailed insights to organizations to identify key factors that need to be improved or strengthened to achieve optimal job satisfaction. Understanding the interaction between these factors can help companies develop more affective strategies to improve employee well-being while achieving overall business goals. Based on this background, the authors are interested in conducting further research in the form of a scientific paper with the title "the effect of career development, leadership, and work environment on job satisfaction".

LITERATUR REVIEW

Job Satisfaction

According to (Robbins and Judge, 2008) job satisfaction is a positive feeling about someone's job which is the result of evaluating its characteristics. According to (Lisan, Hosnaidah and Ismail, 2024) in his book that the job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs. Job satisfaction reflects the extent to which an individual is satisfied with the tasks, responsibilities, work environment, relationships with colleagues, and rewards he receives from the organization. When a person is satisfied, they tend to have a more positive attitude toward work, which ultimately leads to increased motivation, productivity, and commitment to the company.

Career Development

Career development is a continuous process by which individuals seek to improve their



knowledge, skills, and experience to achieve long-term career goals (Priatna *et al.*, 2024). Career development is a formal approach that organizations take to ensure that people with the right qualifications and experience are available when needed (Priyono and Marnis, 2008). Career development involves a formal approach to ensure the organization has competent employees. Career development involves individuals and organizations taking an active role in creating opportunities, supporting growth, and achieving alignment between individual needs and management's strategic goals. When individuals are given the opportunity to enhance their knowledge and skills through a planned career development program, they not only feel more confident in carrying out their duties and overcoming professional challenges, but also better equipped to contribute to the future of the company. They feel cared for and supported. This, in turn, leads to career advancement. When employees feel important and valued by the organization, they feel a sense of loyalty, motivation and job satisfaction.

Leadership

According to (Mary and Robbins, 2004) leadership is the ability to influence a group toward the achievement of goals. According to (Hery, 2023) leadership is a process in which an individual has influence over others, and inspires, encourages, motivates, and directs their activities to help achieve group or organizational goals. Leaders play an important role as a source of inspiration, motivation, and encouragement for group members. Leadership involves the ability to direct, guide, and manage group activities effectively so that each individual can make an optimal contribution.

Work Environment

According to (Sutrisno *et al.*, 2022) that the work environment is one of the external factors that is very influential in supporting maximum work results in every job. According to (Rahmawati, Sa'adah and Chabibi, 2020) in his book that the work environment is a condition within the organization itself that can affect work activities. The work environment includes various conditions in a organization such as physical, social, and psychological aspects that directly or indirectly affect the activities, productivity, and performance of individuals and groups. In other words, a good conducive work environment can create a comfortable atmosphere, increase motivation and improve work efficiency.

Hypotheses development

Career development on job satisfaction.

Career development is one of the company's supports as an effort to encourage and motivate employees to develop their careers to be better in terms of position and income. Through a well-planned career development program, employee motivation and work productivity will increase, as will job satisfaction levels (Rukiah *et al.*, 2023). This is also line with Herzberg explains that job satisfaction and dissatisfaction are influenced by two different factors: maintenance factors and motivator factors. When the organization provides balanced attention between maintenance factors and motivator factors by offering

training programs, mentoring, or clear career paths and providing appropriate salaries and adequate facilities, it will be able to increase job satisfaction. this is evidenced by research according to (Jumiyati and Azlina, 2019) which shows that career development has a positive effect on job satisfaction in employees of PT Kimia Farma (PERSERO) Tbk Jakarta. Furthermore, research (Allail Niken Suciani, Edy Suwasono and Zaenul Muttaqien, 2022) suggests that career development has a positive and significant effect on job satisfaction in employees of KUD Karya Bhakti Ngancar Kediri. Based on this explanation, the researchers formulated hypothesis, as follows:

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

Leadership on job satisfaction.

Leadership is the ability to direct, influence, and supervise subordinates so that they are willing to act, behave, and work in a way that can produce good work results to achieve the company's goals (Noufal and Alfadri, 2020). This is also in line with the justice theory proposed by John Stacey Adams. In this theory, leaders ensure justice in the workplace, and employees will feel respected and valued, which can increase job satisfaction and increase the risk of turnover. This is proven in research by (Herawati and Ranteallo, 2020) which states that leadership has a positive effect on job satisfaction in employees of PT JMS Jakarta. Furthermore, the research by (Jopanda, 2020) shows that leadership gas a positive effect on job satisfaction at PT JNE Express. Based on this explanation, the researchers formulated the hypothesis, namely:

H₂: leadership has a positive effect on job satisfaction.

work environment on job satisfaction.

An adequate environment for employees can increase job satisfaction. On the contrary, an inadequate work environment will reduce job satisfaction (Rahman, 2017). This is in line with the path-goal theory introduced by Robert House, which emphasizes that leaders must create a supportive work environment to help employees achieve their goals. Creating a positive work environment will make employees feel valued and also increase their motivation and job satisfaction. This is proven in research according to (Sopian, 2024) which states that the work environment has a positive effect on job satisfaction in employees of the Bhayangkara T. II R Said Sukanto Hospital Jakarta. Furthermore, the research by (Saputra, 2022) shows that leadership has a positive effect on job satisfaction at PT Modern Panel Indonesia. Based on this explanation the researches formulated the hypothesis, namely:

H₃: work environment has a positive effect on job satisfaction.

RESEARCH METHOD

The type of research used in this study is correlational research to determine important variables related to the problem or to identify important factors related to the problem. Correlation studies are always conducted in unplanned situations (Sekaran, 2003). The data source used in this study uses in this study uses primary data. The primary data was obtained from the results of disturbing questionnaires to respondents (Wahjusaputri and Purwanto, 2022). This research method uses quantitative methods which are used to show



a significant relationship between the variables studied and provide conclusions that explain the overall picture of the subject (Hermawan and Amirullah, 2016). The sampling design in this study is non-probability sampling. For the implementation time using one (cross-section) using data analysis, namely hypothesis testing. The unit of analysis used in this study is an individual with employees who work in Santo Kristoforus Catholic School as the research subject and the object of this research is career development, leadership, and work environment as an independent variable on the dependent variable, namely job satisfaction.

Table 1. Research Objects

Type	Variable	Dimension	Source
Independent Variable	Career Development	1. Educational background 2. Training 3. Work experience	(Allail Niken Suciani, Edy Suwasono and Zaenul Muttaqien, 2022)
	Leadership	1. Decision-making ability 2. Ability to motivate 3. Ability to control subordinates 4. Responsibility 5. Ability to control	(Herawati and Ranteallo, 2020b)
	Work Environment	1. Temperature 2. Noise 3. Lighting 4. Supreme air quality	(Saputra, 2021)
Dependent Variable	Job Satisfaction	1. Job 2. Wage 3. Supervision 4. Co-workers	(Rosento -, Yulistria and Handayani, 2022)

The data analysis method used in this research is Partial Least Square (PLS) methodology. PLS is a Structural Equality Modelling (SEM) solution method that is more suitable for this research than other SEM approaches. With the following equations, there are 4 models that are not new tests:

$$JS = \beta_0 + \beta_1 CD + \beta_2 LS + \beta_3 WE$$

Description:

CD: Career Development; LS: Leadership; WE: Work Environment; JS: Job Satisfaction

RESULTS

Respondent Demographics

In this study, the majority are female with 41 people and 18 people are male, with the majority being over 35 years old with 16 people, 11 people aged 21 – 23 years, 9 people aged 23 – 26 years, 7 people aged 30 -32 years, 6 people aged 18 – 20 years, 4 people aged 24 – 26 years, 3 people aged 27 – 29 years, and 3 people 33 – 35 years old with majority of 54 people with permanent employee work status and 5 people with contract employee work status, with the majority of years of work 4- 5 years with 24 people, 21 people with a length of work of 1 -2 years, 9 people with a length of work of 2 – 3 years, 4 people with a length of work of 0 – 1 years, and 1 person with a length of 3 – 4 years. Of these, 18 people work as teachers and financial staff, 7 people as maintenance, 4 people as staff, 3 people as drivers and education coordinators, and 2 people as principals.

Normality Testing, Convergent Validity and Reliability Testing

The normality test table shows the slope value of each variable is less than 1.96 so the data is considered normal. Meanwhile, the results of data processing show that all indicators and dimensions produce latent variables and fulfil convergent validity with a loading coefficient .0.7 and AVE 0.5 (Hair *et al.*, 2017). Furthermore, the reliability test shows that Cronbach's alpha and composite reliability of each model (external model) ensures that all dimensions and indicators are derived from latent variables.

Hypothesis Test

The hypothesis in this study can be known from the calculation of the model using the PLS bootstrapping technique. From the results of the bootstrapping calculation, the statistical t value of each relationship or path will be obtained. This hypothesis testing is set with a significance level of 0.05. the hypothesis can be accepted if the original sample value is in line with the hypothesis. The results of the calculation for hypothesis testing in study, using the direct effect of the independent variable on the dependent variable obtained as follows:

Table 2. t Test Results

$$JS = \beta_0 + \beta_1 CD + \beta_2 LS + \beta_3 WE$$

Variable	Prediction	Model 2 (No Novelty)	
		Original Sample (O)	P Values
CD -> JS	+	0,627	0,000*
LS -> JS	+	0,140	0,227
WE -> JS	+	0,152	0,069**
R-Square		0,581	
Adjusted R-Square		0,558	

Significance level *0,05 **0,10

Source: SmartPLS Data Processing Results

Explanation: CD = Career Development; LS = Leadership; WE = Work Environment; JS = Job Satisfaction

Explanation

Based on table 2 above, it can be seen that the relationship between career development and job satisfaction shows that career development has a positive influence indicated by the original sample value of 0.627, and is statistically significant indicated by the value of 0.000, which is below the threshold value of 0.05. Next, the relationship between leadership and job satisfaction shows that leadership has a positive influence indicated by the original sample value of 0.140, and is statistically insignificant at the value of 0.227, which means it is above the threshold value of 0.10. Furthermore, the relationship between the work environment and job satisfaction shows that the work environment has a positive influence indicated by a value of 0.152, and is statistically significant indicated by a value of 0.069, which is below the threshold value of 0.10.

The R-Square value for the job satisfaction variable is obtained at 0.581 which can be classified as moderate. In other words, changes in the job satisfaction variable can be explained by the career development, leadership, and work environment variables in the model. The adjusted R-Square value of 0.588 indicates that considering the number of independent variables in the model and the sample size, approximately 55.8% of the variability in the dependent variable can be explained by the independent variables used in the model. This value indicates that the regression model used is able to explain the relationship between the independent and dependent variables very well.

DISCUSSIONS

The Effect of career development on job satisfaction

The result of the hypothesis test on the influence of career development on job satisfaction obtained an original sample result of 0.627 and p-value of 0.000, meaning that the significance of $0.000 < 0.05$, then H1 is accepted, so it can be stated that career development significantly affects job satisfaction and is in line with the hypothesis which means it supports the theory. The following results are in accordance with previous research (Jumiyati and Azlina, 2019a; Rohmah, 2020; Suciani, Suwasono and Zaenul, 2022; Yaningsih and Triwahyuni, 2022) which states that career development has a positive effect on job satisfaction. Which means that career development has a role to increase job satisfaction if a company has an effective career development program that will increase job satisfaction and can also increase employee productivity. This is also in line with Herzberg's two-factor theory. Herzberg's two-factor theory explains that job satisfaction and dissatisfaction factors. When the organization provides balanced attention between maintenance factors and motivator factors by offering training programs, mentoring, or clear career paths and providing appropriate salaries and adequate facilities, it will be able to improve job satisfaction.

The Effect of leadership on job satisfaction

The result of testing the hypothesis of the effect of leadership on job satisfaction obtained the original sample result of 0.140 and a p-value of 0.227, meaning that the significance of $0.227 > 0.01$, then H2 is rejected, so it can be stated that leadership does not significantly affect job satisfaction and is in line with the hypothesis which means it supports the theory. This is in line with the research (Herawati and Ranteallo, 2020a; Jopanda, 2020a;

Noufal, 2020; Wun and Masman, 2020; Putra and Sinambela, 2021) which states that leadership has a positive influence on job satisfaction. The relationship between the justice theory and leadership, which is not significant, becomes a critical point in understanding the dynamics of job satisfaction. Insignificant leadership refers to a leadership style where the leader fails to provide a positive influence or clear direction for the team. A leader who does not show empathy, does not engage in effective communication or does not support team development, even with a good perception of justice, will not be enough to improve job satisfaction.

The Effect of work environment on job satisfaction

The result of testing the hypothesis of the effect of the work environment on job satisfaction obtained the original sample result of 0.152 and a p-value of 0.069, meaning that the significance of $0.069 < 0.01$, then H3 is accepted, so it can be stated that the work environment significantly affects job satisfaction and is in line with the hypothesis which means it supports the theory. This is in line with the research (Puri and Wisnu, 2020; Rosento, Yulistria and Handayani, 2022; Saputra, 2022; Wahid, Kurniawan and Yulianto, 2023; Firdaus, Kusuma and Sari, 2024) which states that work environment has a positive effect on job satisfaction. Employees feel that their work is meaningful and contributes significantly to the organization's goals, and the path-goal theory is closely related to job satisfaction. A significant work environment creates a sense of achievement and intrinsic appreciation, which aligns with the path-goal theory approach that focuses on empowering individuals to achieving success. Leaders who can create a positive work environment can make employees feel valued and can enhance job satisfaction.

CONCLUSIONS

Career development has a positive and significant impact on job satisfaction. Leadership has a positive but not significant effect on job satisfaction. Work environment has a positive and significant impact on job satisfaction.

IMPLICATIONS

Theoretical Implications

This research provides theory development on job satisfaction. Especially related to factors that affect job satisfaction. By examining the influence of career development, leadership, and work environment on job satisfaction this may encourage the development of a more comprehensive theory of job satisfaction that can be adapted to various contexts.

Managerial Implications

As an educational institution, schools aim not only to produce high-achieving students but also to create a supportive and motivating work environment for educators. By integrating career development policies, effective leadership, and a supportive work environment, St. Kristoforus Catholic School can create high job satisfaction among the teachers and staff working at Santo Kristoforus Catholic School. The policy not only improves the quality of teaching but also encourages work spirit, loyalty, and dedication to the educational mission. The creation of a positive school atmosphere, which directly impacts student success and the overall reputation of the school.

Policy Implications

By providing regular training, certification programs, and clear and fair promotion



opportunities, it encourages work spirit and a sense of ownership towards the school's mission. By providing comfortable facilities, adequate workspaces, and work culture that prioritizes catholic values, teachers and staff feel supported to give their best, which can enhance job satisfaction for employees at Santo Kristoforus Catholic School.

LIMITATIONS

The limitation of this study is that all research variables, namely the independent variable, job satisfaction as the dependent variable, are measured using a questionnaire obtained through social media so that the questionnaire obtained is not guided in detail in filling it out, therefore, it can have the possibility of respondent subjectivity to the questions asked and also has obstacles in using confirmation from respondents.

SUGGESTIONS

For future research, it is recommended to expand the population by involving more subjects from various sectors, as well as using a long-term approach to understand changes in the relationship between variables over time. In addition, supplementing quantitative research with qualitative methods such as in-depth interviews or case studies would provide a more in-depth understanding of the employee experience. In addition, considering additional variables such as motivation, organisational culture, and workload levels, as well as using different measurement tools would improve the accuracy of the results.

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