



The Effect of Work Ethics and Career Development On Job Satisfaction With Internal Communication As A Moderating

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<p>Article Info</p> <p><i>Keywords:</i></p> <ul style="list-style-type: none"> ○ <i>Work Ethics;</i> ○ <i>Career Development;</i> ○ <i>Job Satisfaction;</i> ○ <i>Internal Communication</i> 	<p>Abstract</p> <p><i>Purpose</i> - This study aims to analyze the effects of work ethics and career development on job satisfaction, providing empirical evidence of these relationships. Additionally, the study examines the role of internal communication as a moderating factor in the relationship between work ethics and job satisfaction, as well as in the relationship between career development and job satisfaction.</p>
<p>Article History</p> <p>Received: 08 - 01 - 2025 Accepted: 24 - 01 - 2025 Published: 30 - 01 - 2025</p>	<p><i>Design/methodology/approach</i> - This study employs quantitative research methods, utilizing primary data collected through social media from 150 employees of the security department at PT Summarecon Agung Tbk., specifically from the Kelapa Gading and Serpong branches. The sample includes the Head of Department, Officers/Staff/Admin, Heads of Sections/HKFC Coordinators, Heads of Squad/Special Team Leaders, and Security Members. A total of 45 employees responded to the survey. To analyze the data, the researchers used PLS-SEM Version 3.0.</p> <p><i>Findings</i> - The result of this study reveal that work ethics positively and significantly affect job satisfaction, while career development also positively and significantly influences job satisfaction. However, internal communication does not strengthen or positively affect the relationship between work ethics and job satisfaction, functioning as a homologist moderator with minimal impact on job satisfaction. Additionally, internal communication does not strengthen or negatively affect the relationship between career development and job satisfaction, serving as a predictor moderator with no significant impact on job satisfaction.</p> <p><i>Research limitations/implications</i> - This research is expected to contribute to the academic literature and serve as a basis for developing a more comprehensive theoretical model for understanding similar issues. It can be used as reference for testing variables such a work ethics and career development as independent variables, job satisfaction as a dependent variable, and internal communication as a moderating variable specifically within teh context of security employees.</p>





INTRODUCTION

Job satisfaction is a critical determinant of employee performance and productivity within an organization. Employees who experience high levels of job satisfaction are generally more committed and motivated to achieve organizational goals (Robbins & Judge, 2016). Conversely, organizations that fail to address job satisfaction may face diminished performance and elevated absenteeism rates. In the context of PT Summarecon Agung Tbk., which employs thousands of individuals, including those in the security department, it is crucial to sustain high levels of job satisfaction to ensure operational effectiveness and organizational stability. In recent years, various phenomena have underscored the significance of factors influencing job satisfaction, such as work ethics and career development. Incidents like the embezzlement of funds by Wanaartha Life in 2023, which resulted in a loss of IDR 15.7 trillion and the revocation of its license by the Financial Services Authority (OJK), as well as the 2019 case involving Garuda Indonesia and fictitious profits amounting to USD 809,846, highlight that the failure to adhere to work ethics can severely impact a company's reputation and stability (Katadata, 2023). On the other hand, career development is also a key determinant of job satisfaction. A repost published by BambooHR in October 2023 indicated a decline in employee job satisfaction since 2020, with dissatisfaction levels increasing further in 2023. This decrease in satisfaction is attributed to a lack of support from colleagues and superiors, as well as excessive workloads. Srikumar Rao, author of *Happiness at Work*, argues that the pandemic has revealed the limited control individuals have over their lives and careers, contributing to the overall decline in job satisfaction. The dissatisfaction, in turn, can obstruct employees' career development, as the absence of opportunities for growth and progression within a supportive work environment hampers their professional advancement (KOMPAS.com, 2023). One factor that can influence job satisfaction is work ethics. Strong work ethics, which encompass maintaining positive relationships with superiors and colleagues, demonstrating confidence, and exhibiting discipline, contribute to the creation of a positive work environment and enhance overall job satisfaction (Manda, 2020).

Previous research has yielded varying results concerning the relationship between work ethics, career development, and job satisfaction. Some studies indicate that work ethics have a positive impact on job satisfaction (Manda, 2020; Nurhasanah et al., 2022), while other studies suggest that the effect of work ethics on job satisfaction is not significant (Nofitasari, 2021). Furthermore, research by (Simanjuntak & Sari, 2023; Srg et al., 2023) demonstrates a positive relationship between career development and job satisfaction, whereas a study by (Manoppo, 2015) suggests that limited career development opportunities do not necessarily have a significant impact on job satisfaction (Faisal & Sari, 2020).

Although previous studies have explored the relationship between work ethics, career development, and job satisfaction, the findings remain inconsistent. Moreover, there is a notable gap in the research concerning the role of internal communication as a moderating variable in the relationship between work ethics, career development, and job satisfaction, particularly in specific sectors such as security. Research that specifically investigates how





internal communication moderates the relationship between these factors in the security sector is scarce (Faisal et al., 2022).

This study aims to address this gap by examining the impact of work ethics and career development on job satisfaction within the security department of PT Summarecon Agung Tbk. Additionally, it will explore the role of internal communication as a moderating factor in this relationship. The findings of this research are expected to offer valuable contributions to the field of human resource management, particularly within the security sector.

The originality of this research lies in its investigation of the effect of work ethics and career development on job satisfaction specifically within the security sector, an area that remains underexplored in the existing literature. Furthermore, this study will contribute new insights by analyzing the moderating role of internal communication, thereby advancing the understanding of human resource management practices.

LITERATUR REVIEW

Job satisfaction

Job satisfaction refers to the attitude that employees hold toward their work, which is influenced by their perceptions of the job (Ivancevich et al., 2007). When the level of employee job satisfaction is high, it is likely that the achievement of organizational goals will also improve, and conversely, low job satisfaction may hinder goal attainment. Job satisfaction encompasses an individual's positive and negative views and attitudes toward their job (Haris et al., 2023). It pertains to the emotions or feelings that individuals experience after performing their work. While both leaders and employees share the common goal of organizational success, their levels of job satisfaction may vary. Several factors, including working conditions, leadership style, compensation, influence the level of job satisfaction, which in turn affects employee performance, organizational commitment, and productivity.

Work ethics

Work ethics refers to a set of beliefs about work that individuals or groups regard as good and right, which manifests distinctly and uniquely in their work behavior. A person's views, attitudes, and work behaviors are shaped by the values they hold, which arise from the meaning they attach to their work. The appreciation of the meaning of work generates certain values that are strongly believed to be integral to the work, serving as a powerful motivation for individuals to develop a strong work ethic (Aisyah & Ali, 2018). Work ethics serves as a set of norms or guidelines for work, which are established by the organization and expected to be followed by all employees, including leaders. Adherence to these guidelines fosters the development of positive moral values (Badriati, 2021). In conclusion, work ethics can be defined as positive work habits adopted by employees. (Nasution & Islamiati, 2021) Applying ethics in the workplace helps individuals develop positive behavior when handling work situations or interacting with colleagues. Employees with strong work ethics are more likely to contribute valuable ideas and participate actively in





organizational discussions.

Career development

(Priyono & Marnis, 2008) it is stated that career development is a structured approach employed by organizations to ensure the availability of individuals with the appropriate qualifications and experience when needed. (Soehardi et al., 2021) It refers to a series of programs designed to align individual needs, abilities, and career aspirations with both current and future opportunities within the organization. Additionally, career development encompasses a range of lifelong activities, such as workshops, that contribute to the exploration, shaping, success, and fulfillment of an individual's career.

Internal communication

Internal communication refers to the process of communication or message delivery conducted among members of an organization for the primary interests of the organization (Siregar et al., 2021). Organizations with effective internal communication are able to achieve their goals more efficiently. Employees gain a clear understanding of their tasks, while leaders are informed of any challenges faced by employees, thereby enabling the development of appropriate solutions.

Hypotheses development

In Herzberg's two-factor theory of motivation, factors associated with job satisfaction (motivators), such as achievement, recognition, and responsibility, are closely linked to high work ethics. When employees perceive that are provided with opportunities to act in accordance with strong ethical principles, they are more likely to feel motivated and satisfied with their work. Research conducted at PT Rosalia Indah Transport Surakarta indicates that work ethics significantly affect job satisfaction. (Nasution & Islamiati, 2021). Similarly, studies at PT Perkebunan Nusantara IV (persero) Dolok Sinumbuh also demonstrate a positive and significant relationship between work ethics and employee job satisfaction. Based on these findings, the following hypothesis is proposed:

H1: Work ethics has a positive and significant effect on job satisfaction

Maslow's hierarchy of needs theory provides a theoretical foundation for these findings, suggesting that once basic needs are fulfilled, individuals seek fulfillment through self-esteem and self-actualization. Career development addresses these higher-order needs by offering employees opportunities to grow, develop, and enhance their skills, which consequently boosts job satisfaction and intrinsic motivation. When career development is effectively implemented, it directly contributes to organizational progress. Career development not only benefits the organization but also positively impacts employees. By enhancing employees skills, career development enables them to perform more complex tasks efficiently, leading to improved performance. As employee performance increases,





organizations are more likely to offer rewards, which further enhances job satisfaction. Research (Simanjuntak & Sari, 2023) indicates the career development has a positive and significant impact on employee job satisfaction at PT Cipta Rimba Djaja. Similarly, (Srg et al., 2023) emphasize the crucial role of career development in enhancing job satisfaction at PT Sri Sumatera Sejahtera. (Gladia et al., 2024) of library staff in Bangka Belitung Province, also support this view asserting that career development significantly affects job satisfaction. Based on these findings, the following hypothesis is proposed:

H2: Career development has a positive and significant impact on job satisfaction

Organizational communication theory highlights the significance of communication flow within an organization and its impact on employee attitudes and behaviors. This theory posits that effective communication serves to reinforce a positive organizational culture while aligning individual values, such as work ethic, with organizational goals. This alignment contributes to enhanced job satisfaction. Through the facilitation of transparent information exchange, internal communication enables employees to better understand their roles and expectations, which in turn fosters improved work ethics and greater job satisfaction. Work ethics is regarded as a crucial determinant of employee job satisfaction, as it influences how employees perceive their work and its outcomes. Likewise, internal communication plays a vital role in reinforcing work ethics, thereby contributing to enhanced job satisfaction. Effective internal communication can amplify the relationship between work ethics and job satisfaction by ensuring transparency, offering support, and aligning expectations. Based on this understanding, the following hypothesis is proposed:

H3: Internal communication strengthens the effect of work ethics on job satisfaction.

According to social exchange theory, relationships within organizations are based on reciprocal exchanges, where employees receive rewards, such as career development opportunities, and in return, they offer their commitment, effort, and loyalty to the organization. Internal communication plays a crucial role in facilitating transparency, clarity, and trust between employees and management, thereby reinforcing this reciprocal relationship. By ensuring that employees are adequately informed about career development opportunities, internal communication enhances their sense of value and satisfaction, thereby amplifying the overall effect of career development on job satisfaction. Based on this understanding, the following hypothesis is proposed:

H4: Internal communication strengthens the effect of career development on job satisfaction

RESEARCH METHOD

The sampling design employed in this study is non-probability sampling. The data collection method utilized is a cross-sectional design, with data analysis conducted through hypothesis testing. The unit of analysis in this research consists of employees from the security



department of the Kelapa Gading and Serpong branches of PT Summarecon Agung Tbk. The research subjects include work ethics and career development as independent variables, job satisfaction as the dependent variable, and internal communication as the moderating variable. The variables used in this study are as follows:

Table 1. Research Objects

Type	Variable	Dimension	Source
Independent Variables	Work ethics	<ol style="list-style-type: none"> 1. Responsible 2. Positive work 3. Work discipline 4. Diligent 5. Education 	(Nasution & Islamiati, 2021)
	Career development	<ol style="list-style-type: none"> 1. Work performance 2. Exposure 3. Network 4. Opportunity for growth 5. Mentors and sponsors 	(Anggraeni & Marlinah, 2024)
Dependent Variable	Job satisfaction	<ol style="list-style-type: none"> 1. The work itself 2. Wages 3. Promotional opportunities 4. Supervisor 5. Coworkers. 	(Olivia & Fakhri, 2020)
Moderation Variables	Internal communication	<ol style="list-style-type: none"> 1. Vertical communication <ol style="list-style-type: none"> a. Down communication b. Upward communication 2. Horizontal communication 	(Febianti et al., 2020)

The data analysis method used in this study was the Partial Least Square (PLS) methodology. PLS is a structural equation modeling (SEM) solution method that is better suited for this study than other SEM approaches. PLS-SEM was chosen for its advantages in handling small sample sizes and evaluating complex relationships among latent variables. The linear equation model in this regression is as follows:

$$KK = \beta_1EK + \beta_2PK + \beta_3EK * KI + \beta_4PK * KI + \varepsilon$$

RESULTS

Respondent Demographics

Of the 45 respondents who completed the questionnaire, all were employees from the

security department of PT Summarecon Agung Tbk., specifically from the Kelepa Gading and Serpong branches. All 45 respondents were male, representing the entire sample. The largest age group was those aged over 40 years, comprising 15 respondents. The next group, aged between 36-40 years, consisted of 10 respondents. Additionally, 9 respondents were aged between 31-35 years, 7 respondents were aged between 25-30 years, and 4 respondents were under 25 years. The majority of respondents had completed high school or vocational high school, totaling 35 individuals, while 10 respondents held a bachelor's degree. Regarding job positions, most respondents worked as security personnel, comprising 26 individuals. Other respondents held positions as officers, staff, or in administrative roles, totaling 12 individuals. 1 respondent was a section head, while 2 worked as section heads and HKCF coordinators. 4 respondents held positions as squad leaders or katimsus.

Normality Testing, Convergent Validity and Reability Testing

The fundamental assumption of multivariate analysis is normality. The data are considered normal if the skewness value is in the range of ± 1.96 at a significance of 0.05 (Hair et al., 2018). The data is deemed normal since, according to the table, the normality test indicates that each variable's skewness value is less than 1.96. In the meantime, the data processing findings demonstrated that all indicators and dimensions created latent variables, with loading factor >0.7 and AVE >0.5 meeting the validity of convergence (Hair et al., 2019). Additionally, the reliability test revealed that each variable had Cronbach's alpha and composite reliability values greater than 0.7, indicating the dependability of the data. All things considered, the assessment of the measurement model (outer model) verifies that all dimensions and indicators originate from latent variables.

The Hypothesis Test

The hypothesis in 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 this study, using the direct effect of the independent variable on the dependent variable and the moderating variable obtained as follows:

Table 2. T test results (Individual)

Variable	Prediction	Original Sample (O)	P- Values
WE -> JS	+	0.382	0.043
CD -> JS	+	0.545	0.004
WE * IC -> JS	+	0.272	0.300
CD * IC -> JS	+	-0.230	0.195
R-squared		0.634	



Variable	Prediction	Original Sample (O)	P- Values
Adjusted R- squared		0.587	

Source: SmartPLS Data Processing Results

Caption: WE = Work Ethics; CD = Career Development; JS = Job Satisfaction; IC = Internal Communication

Explanatory

The R-squared value of 0.634 indicates that approximately 63.4 % of the variance in job satisfaction is explained by the independent variables: work ethics, career development, and the moderating role of internal communication. The findings show that career development has the most significant impact on job satisfaction, with an original sample value of 0.545. The findings suggest that individuals with better career development opportunities are more likely to experience higher job satisfaction. Work ethics also contributes positively to job satisfaction, with an original sample value of 0.382, indicating a moderate impact. This implies that individuals with strong work ethics tend to have higher job satisfaction. In terms of moderating effect, the interaction between work ethics and internal communication has a positive but relatively weaker effect on job satisfaction, with an original sample value of 0.272. However, the interaction between career development and internal communication shows a negative relationship with job satisfaction, with an original sample value of -0.230, although this effect is not statistically significant. The adjusted R-squared value of 0.587 confirms the model's reliability, accounting for potential bias introduced by additional predictors. Overall, the analysis supports the proposed hypotheses and emphasizes the importance of career development and work ethics in enhancing job satisfaction, while considering the moderating role of internal communication in these relationships.

DISCUSSIONS

Work ethics has a positive and significant effect on job satisfaction

This study demonstrates that work ethics plays a significant role in job satisfaction. This finding is in line with the research by (Antoni et al., 2023), which concluded that work ethics has a significant impact on job satisfaction. Therefore, this study presents a highly relevant topic for discussion. The higher the level of work ethics demonstrated by an employee within a company, the greater the job satisfaction they will experience. This study also suggests that employees working at PT Summarecon Agung Tbk. at the Kelapa Gading and Serpong branches in the security department have a good understanding of work ethics, which contributes to enhanced job satisfaction. Work ethics is considered one of the most important aspects of performing tasks within the company. When an individual demonstrates strong work ethics in their work, it positively impacts their job satisfaction. The indicators of work ethics include responsibility, positive work attitude, work discipline, diligence, and education. This indicates that employees of PT Summarecon Agung Tbk. at the Kelapa Gading and Serpong branches in the security department have a good understanding of work ethics, which helps employees become more professional in their work. Employees who have a solid grasp of the significance of work ethics are more likely to exercise self-control and maintain high





standards of work ethics. Therefore, based on the path coefficients and the discussion above, the results of this study indicate that work ethics has a positive and statistically significant effect on job satisfaction. This is further supported by a substantial number of respondents who agreed with the findings, consistent with the research by (Manda, 2020), which also states that work ethics positively affects job satisfaction.

Career development has a positive and significant effect on job satisfaction

The results of this study indicate that career development plays a crucial role in enhancing job satisfaction. This finding is consistent with the research by (Anggraeni & Marlinah, 2024), which found that career development has a positive and significant impact on job satisfaction. Previous studies highlight that career development is closely linked to work experience; without adequate experience, employees may find it more challenging to progress in their careers, which can negatively affect their job satisfaction. This argument is supported by employees of the PT Summarecon Agung Tbk. at the Kelapa Gading and Serpong branches in the security department, who stated that the career development programs provided by the company help them grow professionally and feel supported in meeting both company and personal work-related needs. Well-implemented career development initiatives not only foster employee growth but also enhance loyalty and commitment to the organization. Therefore, based on the path coefficients and the discussion above, the results of this study show that career development has a positive and statistically significant effect on job satisfaction. This is further supported by a significant number of respondents who agreed with this finding, as evidenced in the research by (Simanjuntak & Sari, 2023), which states that career development positively affects job satisfaction.

Internal communication cannot strengthen the relationship between work ethics and job satisfaction

The study shows that internal communication cannot strengthen the relationship between work ethics and job satisfaction. This implies that while work ethics, including an employee's sense of responsibility, discipline, and commitment to their job, plays an important role in job satisfaction, internal communication does not serve as a significant factor in enhancing this relationship. In other words, even though employees demonstrate strong work ethics, internal communication within the organization does not necessarily contribute to improving their job satisfaction. Internal communication, which includes the sharing of information, clarity of expectations, and feedback mechanisms within the organization, may not always function effectively, especially if the messages communicated are unclear or inconsistent. While positive internal communication can foster a supportive work environment, this does not always translate into a stronger link between work ethics and job satisfaction. This could be due to other factors, such as individual perceptions of work ethics or external elements affecting job satisfaction. Therefore, the results of this study suggest that, although internal communication is important for maintaining affective organizational operations, it does not directly influence the relationship between work ethics and job satisfaction. This indicates that other factors, such as personal motivation, job role





clarity, or organizational policies, may play a more dominant role in enhancing job satisfaction. Consequently, companies should consider a more holistic approach to improving job satisfaction, integrating factors beyond internal communication and work ethics.

Internal communication cannot strengthen the relationship between career development and job satisfaction

The result of study indicate that internal communication does not moderate the relationship between career development and job satisfaction. A strong understanding of career development enables individuals to become confident, competent, and competitive in the workplace. When employees are aware of how to realize their potential, align their interests, and set long-term career goals, they are more likely to feel empowered and motivated. This leads to greater trust from colleagues, superiors, and clients. Career development not only enhances personal growth but also fosters a more positive and collaborative work environment. However, despite the potential benefits of career developments, this study shows that internal communication does not play a not significant role in strengthening its impact on job satisfaction. While internal communication could theoretically help clarify career development opportunities and provide constructive feedback, it appears that in this case, affective communication alone does not enhance employees job satisfaction. This suggest that factors such as the quality of career development programs, the alignment of those programs with individual goals, or other organizational factors may be more significant in influencing job satisfaction than internal communication. Therefore, while internal communication is essential for organizational effectiveness, it does not act as a moderating factor in the relationship between career development and job satisfaction in this study. Further research might explore other variables or more specific aspects of internal communication that could have a more direct impact on this relationship.

CONCLUSIONS

(1) Job satisfaction is significantly enhanced by work ethics, with strong work ethics contributing to increased job satisfaction. (2) Job satisfaction is significantly enhanced by career development, as opportunities for growth and advancement positively influence satisfaction. (3) The impact of work ethics on job satisfaction through internal communication is not sufficiently strengthened, indicating that communication does not significantly mediate this relationship. (4) The impact of career development on job satisfaction through internal communication is not sufficiently strengthened, suggesting that communication does not effectively enhance this effect.

Theoretical Implications

The result of this study are expected to contribute to the academic literature and serve as a foundation for developing a more comprehensive theoretical model to better understand the related issues. This research can be utilized as a reference for testing the variables of work ethics and career development as independent variables, job satisfaction as the dependent variable, and internal communication as a moderating variable among employees





of PT Summarecon Agung Tbk. Kelapa Gading and Serpong branches of the security section.

Managerial Implications

The findings of study provide several important managerial implications. First, organizations should prioritize the development of strong work ethics among employees, as it significantly contributes to job satisfaction. This can be achieved through clear organizational values, regular training, and fostering a culture of accountability. Second, investing in career development opportunities, such as skill-building programs and clear promotion path, is crucial for enhancing job satisfaction and improving employee retention. While internal communication was found to have a limited mediating effect, managers should still recognize its importance in supporting both work ethics and career development. Clear, transparent, and consistent communication helps align employees expectations with organizational goal, creating a positive work environment. Lastly, managers should consider the interrelationships between work ethics, career development, and internal communication when designing policies. A holistic approach that integrates these factors can lead improved employee engagement and overall organizational performance. By addressing these areas, management can foster a work environment that promotes greater employee satisfaction productivity, and long-term success.

Policy Implications

Based on the findings of this study, organizations should implement policies that emphasize strong work ethics, career development, and effective internal communication. Clear career development programs can enhance job satisfaction and employee retention. Additionally, policies that integrate work ethics, career development, and communication can create a more productive work environment and improve employee well-being.

Limitations

The conclusions of this research may be applicable to other industries with similar characteristics, as the study is based on survey and interview data limited to PT Summarecon Agung Tbk. The result primarily reflect the job satisfaction experienced by employees. Additionally, the sampling process required significant time due to respondents time constraints, which limited the ability to collect all relevant data. As a result, only the data that could be obtained and published were included in the study.

Suggestions

With these obstacles, the recommendations that can be given are: (1) Maintain and improve the existing work ethics at PT Summarecon Agung Tbk. (2) Maintain and improve the existing career development at PT Summarecon Agung Tbk. (3) Conduct qualitative research through in-depth interviews with managers and employees to gain deeper insight into work. (4) Using the moderating variable of internal communication as an independent variable, because it is one of the factors of job satisfaction.





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