

THE INFLUENCE OF CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION INSTITUTIONS PUBLIC BROADCASTING TVRI WEST KALIMANTAN



Resky Hartanty¹
Universitas Muhammadiyah Pontianak, Pontianak, Indonesia
reskyhartanty@gmail.com

Irfan Mahdi²
Universitas Muhammadiyah Pontianak, Pontianak, Indonesia
irfan.mahdi@unmuhpnk.ac.id

Abstract

Human Resource Management plays a crucial role in determining organizational success, as organizational performance is highly influenced by the quality and contributions of employees. Employees are not only implementers but also key drivers in achieving organizational goals. Job satisfaction is an important factor affecting employee discipline, attendance, and work motivation. In addition, career development and a strong organizational culture contribute to creating a supportive work environment that enhances both performance and job satisfaction. In public broadcasting institutions such as TVRI, the professionalism and quality of human resources are essential in delivering information, education, and entertainment to the public. TVRI West Kalimantan, as part of this institution, faces challenges in implementing organizational culture, including gaps between expected values and actual employee behavior, particularly in terms of discipline and responsibility. Furthermore, leadership changes require employees to adapt to new policies and working styles. Previous studies indicate that organizational culture and career development have a positive and significant influence on job satisfaction, which in turn improves employee performance. Therefore, it is important for organizations to strengthen a positive work culture and provide career development opportunities in order to enhance employee satisfaction and performance effectively.

Keywords: Career Development, Organizational Culture, Job Satisfaction.

INTRODUCTION

Human Resource Management is a branch of general management that includes planning, organizing, executing, and controlling. The success of an organization largely depends on the performance of employees. The organization will be more likely to achieve its goals effectively if it has qualified and competent human resources. The resource itself represents the energy, power, and strength necessary to trigger impulses, movements, activities, and actions. Sindia & Mahdi (2025) in their assessment said that according to organizational standards, Human Resources (HR) stand as an essential organizational value because employee performance determines business achievement whereas workers show a high level of organizational dedication therefore proper HR management directs the organization towards the achievement of vision and mission. Therefore, the performance of the organization is largely determined by the active contribution of employees in achieving common goals. Employees are not just passive participants, they are also key drivers of organizational success. As explained by Priansa, (2017, p. 275) "job satisfaction plays an important role in an employee's decision not to go to work. The lower the employee's satisfaction with their work, the more often they are absent or late for work for no apparent reason. Employees who like their job will be more eager to come to their workplace and do their job". In order for employees to progress within an institution, they need to maintain a balance between career development and a work culture that avoids the pressures of the job. As stated by Busro, (2020, p. 274) "career development is a vertical development that includes positions, ranks, education, and assignments experienced by a person in a series of personnel arrangements and is used as a basis for payroll". Schein & Schein (2017, p. 21), "organizational culture is the result of shared learning that includes behavioral, emotional, and cognitive aspects of organizational members that are formed through processes of external adaptation and internal integration".

In public broadcasting institutions such as Televisi Republik Indonesia (TVRI), the quality and professionalism of the employees is crucial in carrying out the task of providing information, education, and entertainment to the public, as stipulated in Law No. 32 of 2002 on broadcasting (Republic of Indonesia, 2002). Therefore, the level of employee satisfaction is an important element for organizational performance to run well. As a public broadcaster, TVRI plays a strategic role in providing quality information, education and entertainment services for people in various regions (TVRI, 2025). One part of this institution is TVRI West Kalimantan Station, which was established on September 14, 1977 and located on Jalan Ahmad Yani, Pontianak city. TVRI Kalbar serves as a neutral, balanced, and independent public media and helps preserve local culture in West Kalimantan. The station airs local programs such as West Kalimantan today, with broadcast coverage covering almost the entire province (TVRI, 2025).

Based on an interview conducted with Mr. Imam Mahmud, S. Pd. , who serves as an operational service stylist in the HR field, explained that the organizational culture socialization process is a way to convey values, work norms, rules, and standards of behavior to all employees, both through formal and informal channels. The socialization process should be carried out with various activities such as regular briefings, meetings within the organization, and the distribution of policy documents, so that each employee understands well the desired work culture. On the other hand, regarding the implementation of

organizational culture, Mr. Imam stated that official activities such as flag ceremonies held regularly serve as a means of fostering employee discipline and work ethics. However, in the implementation of organizational culture, there is still a gap between reality and expected values. This can be seen from the persistence of employees who arrive late or leave early. This action shows that discipline and a sense of responsibility still require improvement. In addition, the quality of work, especially in the field of broadcasting, also needs to be improved in order to meet the information needs of the community more quickly, precisely, and interestingly. Adaptation to changes in leaders that occur also makes employees have to adapt to new policies and ways of working.

According to Tiarani & Wahyuningtyas (2024), a good organizational culture can create a working atmosphere that supports the career advancement of employees. An organizational culture that provides opportunities to learn, innovate, and recognize excellence will encourage employees to improve their skills, which in turn has a positive effect on job satisfaction. According to Robbins & Judge (2024, p. 564): "an organization with a positive culture, that cares about employees, and values that align with employee needs will create a pleasant workplace, increase engagement, and result in higher job satisfaction".

Insani et al. (2024) entitled "The Significance of Organizational Culture, Work Spirit, and Job Satisfaction on Employee Performance at the Public Broadcasting Institution (LPP) TVRI South Sulawesi", the results of research that organizational culture has a positive effect on employee job satisfaction. According to Fauzan & Suprpto (2023) who researched "the Influence of Organizational Culture and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable", the results of the study showed that career development and organizational culture had a significant effect on job satisfaction, which further improved employee performance.

REVIEW OF LITERATURE

Career Development

According to Busro (2020, p. 274) career development is a vertical development that involves tasks, responsibilities, education, and achievements carried out by a person in the framework of leadership development and development as the basis of learning. Next Dessler et al (2019, p. 144) career development is a series of activities throughout an individual's working life related to career exploration, career formation, career achievement, and career achievement of a person."

Factors influencing career development according to Busro (2020, p. 277)

- Intellectual capacity, that is, the level of education and training that has been taken. The higher the education undertaken and the more trainings, courses, workshops, symposia and seminars attended, the greater the chances of achieving a higher career position.
- Ability in leadership, namely the skills of both hardware and software owned by employees to support the implementation of daily tasks. Leadership skills are closely related to communication skills and the ability to motivate others in bureaucratic or managerial contexts.
- Managerial abilities. Managerial abilities include the ability to plan, organize, implement, and supervise the implementation of activities that have been designed by the organization.

Organizational Culture

According to Schein & Schein (2017, p. 21) a pattern of basic assumptions created, discovered or developed by a particular group as a learning to overcome the problems of external adaptation and internal integration that is official and well carried out and therefore taught to new members as an appropriate way to understand, think and feel related to these problems. According to Robbins & Judge (2024, p. 608) a system of shared meaning held by members that distinguishes the organization from other organizations". That is, organizational culture is a system of shared meanings adopted by members of the organization, which distinguishes an organization from others.

Job Satisfaction

According to Robbins & Judge (2024, p. 122) a positive feeling about a job resulting from an evaluation of its characteristics. Job satisfaction is a positive feeling of a person towards his job that arises as a result of evaluating the characteristics of the job. According to Luthans (2011, p. 141) job satisfaction is a set of rules concerning pleasant and unpleasant feelings associated with their work. Gibson, et al (1993) in Edison, et al (2016, p. 213) job satisfaction is a person's attitude toward their job. This attitude comes from their perception of his work.

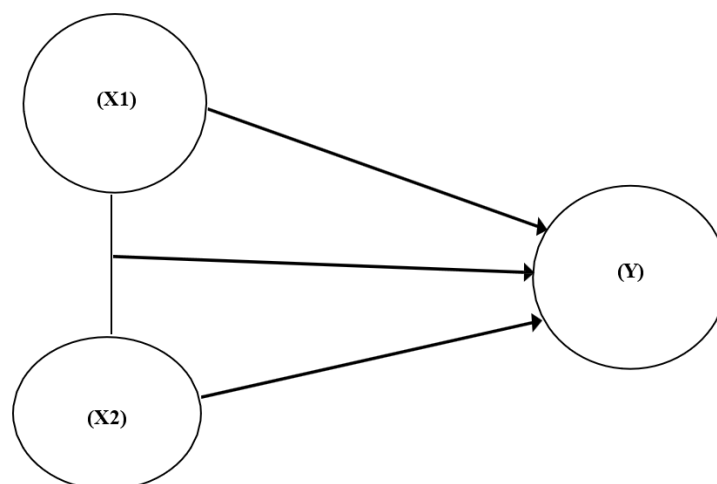


Figure 1
Conceptual Framework

The hypotheses proposed in this study are as follows:

H1: Career Development and Organizational Culture have an effect on Job Satisfaction.

H2: Career Development has an effect on Job Satisfaction.

H3: Organizational Culture has an effect on Job Satisfaction.

RESEARCH METHOD

This study is an associative research project that aims to explore the relationship between career development and organizational culture as well as its impact on employee job satisfaction of public broadcaster TVRI West Kalimantan. Data collection methods include primary data obtained through interviews with HR Operational Service Providers and questionnaires distributed to 64 employees, as well as secondary data sourced from the public

broadcaster TVRI West Kalimantan. The study population consisted of 64 employees of the public broadcaster TVRI West Kalimantan, with the entire population used as a sample through saturated sampling. The study focused on three variables: career development, organizational culture, and job satisfaction. The measurement scale is based on the degree of agreement used to define the interval in the measuring instrument. Data analysis includes testing of instruments, testing of basic assumptions (including normality, linearity, and multicollinearity), multiple linear regression analysis, correlation coefficient, coefficient of determination, simultaneous test (F test), and Partial Test (t test) at the significance level of $\alpha = 0.05$.

RESULTS AND DISCUSSION

Normality Test

The method used in this study to assess normality is the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is greater than 0.05, then the assumption of normality can be considered valid.

Table 1
Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		64
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	0.17975366
Most Extreme Differences	Absolute	0.076
	Positive	0.066
	Negative	-0.076
Test Statistic		0.076
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed Data, 2026

The normality test results shown in the table indicate a significance value of 0.200, which is greater than 0.05. Thus, it can be concluded that the distribution of data is normal.

Linearity Test

A linearity test is performed to determine whether there is a linear relationship between the independent variable and the dependent variable. This can be seen from the value of the linearity deviation greater than 0.05.

Table 2
Linearity Test Result

Variable Test	Deviation For The Linearity	Description
Career Development*Job Satisfaction	0,065	Linear
Organizational Culture* Job Satisfaction	0,130	Linear

Source: Processed Data, 2026

Based on the results of the linearity test shown in the table above, it can be seen that the significance value of the deviation of linearity for the linearity of all research variables is > 0.05.

Multicollinearity Test

The purpose of the multicollinearity test is to check whether the regression model shows a correlation among the independent variables. Multicollinearity can be assessed by analyzing the Variance Inflation Factor (VIF) and tolerance values. Multicollinearity is considered absent if the VIF is less than 10.00 or the tolerance value is greater than 0.10.

Table 3
Multicollinearity Test Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.162	0.167		0.968	0.337		
	Career Development	0.686	0.048	0.734	14.407	0.000	0.559	1.790
	Organizational Culture	0.275	0.048	0.293	5.750	0.000	0.559	1.790

a. Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on the results of the multicollinearity test shown in the table, it can be seen that the tolerance values for the variables career development (X1) and organizational culture (X2) are 0.559, which is greater than 0.10. In addition, the VIF value for both variables was also recorded at 1,790, which is less than 10.00. Thus, it can be concluded that there is no multicollinearity problem between the variables.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

Table 4
Multiple Linear Regression Analysis Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.162	0.167		0.968	0.337
	Career Development	0.686	0.048	0.734	14.407	0.000
	Organizational Culture	0.275	0.048	0.293	5.750	0.000

a. Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

From the table above, it can be seen that the multiple linear regression equation is as follows :

$$Y = 1.162 + 0.686 X_1 + 0.275 X_2$$

The interpretation of the results of the multiple linear regression equation above is as follows:

1. The constant $a = 1.162$ means that if Career Development and organizational culture is worth 0, then job satisfaction will be worth 1.162.
2. The value of the regression coefficient $b_1 = 0.686$ means that if career development increases by 1 (one) unit, job satisfaction will increase by 0.686 units.
3. The value of the regression coefficient $b_2 = 0.275$ means that if the organizational culture increases by 1 (one) unit, job satisfaction will increase by 0.275 units.

Coefficient Correlation (R) and Coefficient Determination (R²)

The values of the correlation coefficient and the coefficient of determination in this study can be seen in Table 5 below:

Table 5
Coefficient Correlation (R) and Coefficient Determination (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	0.911	0.909	0.18268

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

b. Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

The correlation coefficient in this study was calculated using the Product-Moment method, with an R value of 0.955, which indicates a strong correlation. Meanwhile, the coefficient of determination (R²) is 0.911. This means that 91,1% ($1 \times 0.911 \times 100\%$)

influence on job satisfaction in this study can be explained by variables of career development and organizational culture, while the remaining 8,9% is explained by other variables that are not included in this study.

Simultaneous Effect Test (F Test)

The results of the simultaneous test (F-test) in this study can be seen in the table below:

Table 6
Simultaneous Effect Test Result

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.941	2	10.471	313.763	.000 ^b
	Residual	2.036	61	0.033		
	Total	22.977	63			

a. Dependent Variable: Job Satisfaction

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

Source: Processed Data, 2026

The table above shows that the value of Fcount of 313.763 is greater than the table of 3.15, and has a significance level of 0.000. It can be concluded that Ho is rejected, which means H1 is accepted. This shows that career development and organizational culture together have an influence on job satisfaction.

Partial Effect Test (T-test)

The results of the partial test (T-test) in this study can be seen in the table below:

Table 7
Partial Effect Test Result
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.162	0.167		0.968	0.337
	Career Development	0.686	0.048	0.734	14.407	0.000
	Organizational Culture	0.275	0.048	0.293	5.750	0.000

a. Dependent Variable: Job Satisfaction

Based on the table, the results of the Partial Test (T-test) can be described as follows the calculated t value for career development variable of 14.407 is greater than the table t value of 1.669 and the sig value. of $0.000 < 0.05$, which indicates that Ho is rejected and Ha is accepted, which means that partially there is a significant influence between career development and job satisfaction. While the calculated t value for organizational culture variables of 5.750 is greater than the table t value of 1.669 and the value of sig. of $0.000 < 0.05$ which indicates that Ho is rejected and Ha is accepted which means that partially there is a significant influence between organizational culture partially on job satisfaction.

The Effect of Career Development on Job Satisfaction

The results of this study show that career development has a positive impact on job satisfaction. The higher the employee's career development, the higher the employee's satisfaction. This finding is in line with research conducted by Yasmin, et al (2024) which also states that career development has a significant effect on job satisfaction. However, the results of this study contradict research conducted by Supriadi (2021) which found that career development did not have a significant effect on job satisfaction.

The Effect of Organizational Culture on Job Satisfaction

The results of this study showed that organizational culture has a positive effect on job satisfaction. This shows the fairness of the organization is the level when an employee feels the work culture in the organization where he works. This finding is in line with research conducted by Wahono and Mustaqim (2016), which also revealed that organizational culture has a positive and significant effect on job satisfaction. However, the results of this study are also in line with those conducted by Rahmawati and Budiman (2023), who found that organizational culture has a significant effect on satisfaction.

The Effect of Career Development and Organizational Culture on Job Satisfaction

The results showed that career development and organizational culture have a significant effect simultaneously on job satisfaction. This finding is supported by the F-test showing a significance value of less than 0.05. In addition, the relationship between career development and organizational culture and job satisfaction is positive.

CONCLUSION

Based on the above discussion, it can be concluded that all statements of each variable in this study meet the criteria of validity and reliability. The results of hypothesis testing, either through a partial approach (t test) or simultaneous (F test), show that career development and organizational culture have a positive and significant effect on job satisfaction. Thus, it can be concluded that the better the career development and the higher the level of organizational culture possessed by an employee, the greater the impact on job satisfaction of an employee. This in turn will increase the confidence and capacity of each employee in carrying out their duties and roles in order to achieve the goals set by the organization.

REFERENCES

- Busro, M. (2020). *Manajemen sumber daya manusia*. Yogyakarta: Pustaka Pelajar.
- Dessler, G., Cole, N. D., & Chhinzer, N. (2019). *Human resource management*. Toronto: Pearson Education.
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen sumber daya manusia*. Bandung: Alfabeta.
- Fauzan, A., & Suprpto. (2023). Pengaruh budaya organisasi dan pengembangan karier terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Jurnal Manajemen*, 15(2), 123–135.
- Insani, R., Rahman, A., & Kadir, M. (2024). The significance of organizational culture, work spirit, and job satisfaction on employee performance at the public broadcasting institution (LPP) TVRI South Sulawesi. *Jurnal Manajemen dan Bisnis*, 11(1), 45–58.
- Luthans, F. (2011). *Organizational behavior*. New York: McGraw-Hill.

- Priansa, D. J. (2017). *Perilaku organisasi bisnis*. Bandung: Alfabeta.
- Rahmawati, D., & Budiman, A. (2023). Pengaruh budaya organisasi terhadap kepuasan kerja karyawan. *Jurnal Ilmu Manajemen*, 8(2), 98–110.
- Republik Indonesia. (2002). Undang-Undang Republik Indonesia Nomor 32 Tahun 2002 tentang Penyiaran. Jakarta.
- Robbins, S. P., & Judge, T. A. (2024). *Perilaku organisasi*. Jakarta: Salemba Empat.
- Schein, E. H., & Schein, P. (2017). *Organizational culture and leadership*. Hoboken: John Wiley & Sons.
- Sindia, R., & Mahdi, M. (2025). Human resource management as a strategic organizational value. *Journal of Human Resource Studies*, 7(1), 1–12.
- Supriadi, A. (2021). Pengaruh pengembangan karier terhadap kepuasan kerja karyawan. *Jurnal Administrasi Bisnis*, 6(1), 55–63.
- Tiarani, N., & Wahyuningtyas, R. (2024). Budaya organisasi dalam mendukung pengembangan karier dan kepuasan kerja karyawan. *Jurnal Manajemen Sumber Daya Manusia*, 10(1), 22–34.
- TVRI. (2025). Profil Lembaga Penyiaran Publik Televisi Republik Indonesia. Jakarta
- Wahono, B., & Mustaqim, A. (2016). Pengaruh budaya organisasi terhadap kepuasan kerja karyawan. *Jurnal Ekonomi dan Manajemen*, 3(2), 67–78.
- Yasmin, A., Putra, R., & Hidayat, S. (2024). Pengaruh pengembangan karier terhadap kepuasan kerja. *International Journal of Management Studies*, 9(2), 101–112.
- Zuana, M. M. M., Toha, M., & Isbahi, M. B. (2024). Exploration of Community Empowerment in a Village as the Entrance to a Lake in East Java. *Malacca: Journal of Management and Business Development*, 1(1), 47–55.
<https://doi.org/10.69965/malacca.v1i1.52>