

The effect of career development and organizational culture on organizational commitment with job satisfaction as a mediation variable

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ABSTRACT

Organizational commitment is an important factor in improving the performance of public sector employees. However, the organizational commitment of employees at the Public Works and Spatial Planning Agency of Serang Regency still requires strengthening supported by career development, organizational culture, and job satisfaction. This study aims to analyze the influence of career development and organizational culture on organizational commitment, the influence of both variables on job satisfaction, the influence of job satisfaction on organizational commitment, and the role of job satisfaction as a mediating variable. The study used a quantitative method with an associative approach. The study population consisted of 120 Civil Servants, all of whom were sampled through a saturated sampling technique (total sampling). Data were collected using a five-point Likert-scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through the SmartPLS 4.0 application. The results showed that career development had a positive and significant effect on organizational commitment and job satisfaction. Organizational culture had a positive and significant effect on job satisfaction, but did not have a direct effect on organizational commitment. Job satisfaction was proven to have a positive and significant effect on organizational commitment and was able to mediate the influence of career development and organizational culture on organizational commitment. This study concludes that increasing employee organizational commitment can be achieved through planned career development, strengthening a conducive organizational culture, and increasing job satisfaction as a mechanism that strengthens employee loyalty and attachment to the organization.

INTRODUCTION

Management is the process of managing organizational resources through planning, organizing, directing, and controlling to achieve goals effectively and efficiently. In the development of modern organizations, human resource management has become a strategic

aspect because organizational success is largely determined by the organization's ability to manage, develop, and retain qualified employees. Public sector organizations are required to have professional, competent, and highly committed human resources to be able to provide the best service to the public (Samudra et al., 2025).

One important aspect of human resource management is organizational commitment. Organizational commitment reflects the level of psychological attachment of employees to the organization, reflected through loyalty, willingness to strive to achieve organizational goals, and a desire to remain a member of the organization. High organizational commitment encourages employees to perform optimally, assume responsibility, and demonstrate positive behaviors to support the achievement of organizational goals. Conversely, low organizational commitment can lead to decreased productivity, work engagement, and the quality of public services (Sulistianingrum & Mulyana, 2024).

The Public Works and Spatial Planning Agency of Serang Regency is a regional government organization that plays a crucial role in infrastructure development, spatial planning management, and improving the quality of public services. Carrying out these duties requires employees with high levels of competence, loyalty, and organizational commitment. However, a preliminary survey revealed several issues related to employee organizational commitment, such as suboptimal employee involvement in organizational activities, a lack of sense of ownership, and employees who have not fully demonstrated loyalty to the institution.

Organizational commitment is influenced by various factors, including career development, organizational culture, and job satisfaction. Career development is crucial because it relates to employee opportunities to improve competencies, obtain promotions, and develop their potential. Employees who receive clear career development opportunities will feel valued, thereby increasing job satisfaction and organizational engagement (Yasmin et al., 2024). Furthermore, a positive organizational culture can create a conducive work environment through values, norms, and work habits that support collaboration and employee loyalty. A strong organizational culture has been shown to increase employee job satisfaction and organizational commitment (Lase et al., 2025).

Job satisfaction plays a crucial role as a mediating variable in the relationship between career development and organizational culture and organizational commitment. Employees who are satisfied with their jobs, work environment, rewards, and development opportunities will have a stronger commitment to the organization. Fiyama et al. (2025) explain that job satisfaction is a crucial factor in strengthening the relationship between human resource management aspects and employee organizational commitment.

The phenomenon at the Public Works and Spatial Planning Agency of Serang Regency shows that there are still issues related to equal opportunities for career development, the implementation of organizational culture, and employee job satisfaction. Some employees still feel limited opportunities for competency development, job promotions, and organizational support for personal development. Furthermore, a work culture that is not yet fully optimized in terms of communication, coordination, and cooperation can impact employee job satisfaction.

Previous research has shown that career development, organizational culture, and job satisfaction play a significant role in enhancing employee organizational commitment. Edalmen and Kurniawan (2023) explain that job characteristics, organizational culture, and job satisfaction contribute to increased employee organizational commitment. Furthermore,

Sulistianingrum and Mulyana (2024) found that internal organizational factors such as the work environment and job satisfaction are important aspects in building employee engagement with the organization. Yasmin et al. (2024) stated that effective career development can increase employee motivation and loyalty. Lase et al. (2025) emphasized that a strong organizational culture can create positive working relationships and increase employee commitment. Fiyama et al. (2025) also demonstrated that job satisfaction plays a role in strengthening the relationship between human resource development and organizational commitment.

Based on previous research, several gaps remain, which serve as the basis for this study. Most previous studies only partially examine the direct influence between career development, organizational culture, job satisfaction, and organizational commitment. Furthermore, research on the role of job satisfaction as a mediating variable in the relationship between career development and organizational culture on organizational commitment is still limited, particularly in the context of local government organizations. Therefore, further study is needed at the Public Works and Spatial Planning Office of Serang Regency.

The novelty of this research lies in the development of a model that integrates career development, organizational culture, job satisfaction, and organizational commitment within a comprehensive analytical framework. This study not only analyzes the direct influence of independent variables on organizational commitment but also examines the role of job satisfaction as a mediating variable. Furthermore, this research is unique because it was conducted at a local government agency, namely the Public Works and Spatial Planning Agency of Serang Regency, which has characteristics that differ from those of the private sector.

Career development is a crucial factor in increasing employee job satisfaction because it provides opportunities for employees to develop their skills and achieve their professional goals. Training programs, job promotions, and competency development can increase motivation and a sense of appreciation within the organization. Employees who have clear career opportunities tend to have higher levels of job satisfaction because they feel the organization is paying attention to their development. This is in line with Yasmin et al. (2024), who explain that effective career development can increase employee motivation and satisfaction.

H₁: It is suspected that career development has a positive and significant influence on job satisfaction.

Organizational culture is a factor that shapes employee behavior and attitudes in carrying out work activities. Organizational values such as discipline, integrity, cooperation, and service orientation can create a work environment that supports employee engagement. A strong organizational culture will increase employees' sense of belonging, loyalty, and willingness to contribute to achieving organizational goals. Lase et al. (2025) explain that a good organizational culture can build positive working relationships and strengthen employee engagement with the organization.

H₂: It is suspected that organizational culture has a positive and significant influence on organizational commitment.

Career development provides employees with opportunities to improve their skills, gain new experiences, and gain job advancement opportunities. This can increase employee satisfaction because employees feel the organization recognizes their contributions and

potential. A clear career development system can also create future certainty, thus increasing work motivation. Fiyama et al. (2025) demonstrated that human resource development through career development is associated with increased employee job satisfaction.

H₃: It is suspected that career development has a positive and significant influence on job satisfaction.

A positive organizational culture can create a comfortable, harmonious work environment that supports employee needs. A work environment supported by effective communication, collaboration, and clear organizational values will increase employee satisfaction in carrying out their duties. Employees who perceive a congruence between their personal values and the organizational culture tend to experience greater job satisfaction and well-being. Marliani and Merisa (2024) explain that organizational culture plays a crucial role in shaping organizational dynamics and positive employee behavior.

H₄: It is suspected that organizational culture has a positive and significant influence on job satisfaction.

Job satisfaction reflects an employee's emotional state regarding their work, work environment, rewards, and relationships within the organization. Satisfied employees exhibit greater loyalty, responsibility, and a desire to remain with the organization. High job satisfaction can enhance employee psychological engagement, thereby strengthening organizational commitment. Edalmen and Kurniawan (2023) explain that job satisfaction plays a significant role in enhancing employee organizational commitment.

H₅: It is suspected that job satisfaction has a positive and significant influence on organizational commitment.

Job satisfaction plays a role as a mediating variable in the relationship between career development and organizational commitment. Good career development will increase employee satisfaction through development opportunities, competency enhancement, and promotion opportunities. When employees are satisfied with the career opportunities provided by the organization, they will develop a stronger sense of loyalty and commitment to the organization. Fiyama et al. (2025) stated that job satisfaction is a crucial factor strengthening the relationship between human resource management and organizational commitment.

H₆: It is suspected that job satisfaction has a positive and significant influence in mediating career development towards organizational commitment.

Job satisfaction acts as a bridge between organizational culture and employee organizational commitment. An organizational culture that supports cooperation, communication, discipline, and appreciation will create a comfortable work environment, thereby increasing employee satisfaction. Employees who are satisfied with the organization's conditions will have a stronger sense of belonging and loyalty. Sulistianingrum and Mulyana (2024) explain that job satisfaction is a crucial factor in building organizational commitment through the creation of a positive work environment.

H₇: It is suspected that job satisfaction has a positive and significant influence in mediating organizational culture on organizational commitment.

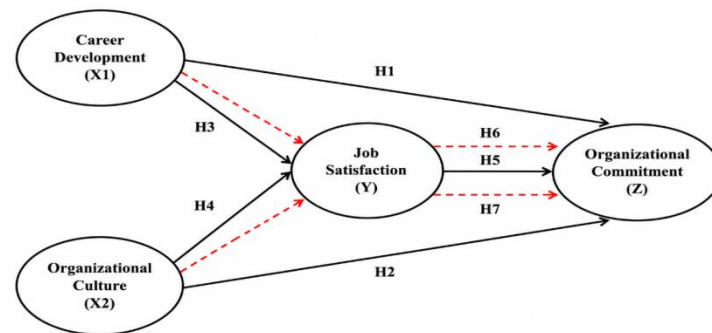


Figure 1. Framework of thinking

METHOD

The research method used in this study is quantitative with a descriptive and verification approach. The quantitative approach was chosen because this study aims to examine the relationships and influences between variables through numerical data obtained from a questionnaire. The variables analyzed include career development, organizational culture, job satisfaction, and organizational commitment. According to Sugiyono (2023), quantitative methods are used to test hypotheses through statistical analysis, resulting in conclusions based on objective empirical data.

Research Design

Research design is a plan used as a guideline in implementing the research process so that it runs systematically. This study employed an explanatory research design, which aims to explain the causal relationships between research variables. This design was used to determine the effect of career development and organizational culture on organizational commitment, with job satisfaction as a mediating variable. According to Creswell and Creswell (2023), a quantitative research design helps researchers determine measurement procedures, data collection, and statistical analysis in a structured manner.

Population and Sample

The population in this study was all 120 civil servants at the Public Works and Spatial Planning Department of Serang Regency. This population was selected because it has a direct relationship with the variables of career development, organizational culture, job satisfaction, and organizational commitment. The sampling technique used was saturated sampling or total sampling, namely all members of the population were used as research samples. According to Sugiyono (2023), saturated sampling technique is used when the population size is relatively limited so that the entire population can be used as respondents.

Time and Place of Research

This research was conducted at the Public Works and Spatial Planning Department of Serang Regency located at Jl. Delima No. 13 Block F22, RT. 4/RW. 15, Lopang, Serang District, Serang City, Banten. The research was conducted for four months, starting from April 13, 2026, to July 31, 2026. The selection of the research location was based on the suitability of the object with the problems studied, especially those related to human resource management. According to Sekaran and Bougie (2023), the determination of the time and place of research must consider the effectiveness of the data collection process.

Method of collecting data

Data collection methods in this study were conducted through questionnaires, observation, and documentation. The questionnaire served as the primary data source, providing written statements to respondents based on indicators for each research variable. The instrument used a five-level Likert scale to measure employee perceptions. Observations were conducted to obtain an overview of the work environment, while documentation was used to obtain supporting organizational data. According to Sugiyono (2023), appropriate data collection techniques are crucial in producing valid information that aligns with research objectives.

Data analysis

Data analysis in this study used the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the help of the SmartPLS application. This method is used to simultaneously test the relationship between latent variables, including direct and indirect influences through mediating variables. The analysis stages include testing the outer model to determine the validity and reliability of the instrument, as well as the inner model to determine the structural relationships between variables. According to Hair et al. (2023), SEM-PLS is suitable for use in management research because it can analyze complex models with many indicators and constructs.

RESEARCH RESULTS AND DISCUSSION

Research result

The results of this study are presented based on data processing of 120 respondents, employees of the Public Works and Spatial Planning Agency (DPUPR) of Serang Regency, using the SmartPLS 4.0 application. The analysis was conducted through evaluation of the measurement model (outer model) and the structural model (inner model). The testing stages included respondent characteristics, validity testing, reliability testing, path coefficient testing, and testing the direct and indirect effects between research variables. All analysis results were used as a basis for proving the formulated hypotheses.

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage
Gender	Man	88	73,33%
	Woman	32	26,67%
Age	<30 Years	15	12,50%
	30–40 Years	35	29,17%
	41–50 Years	59	49,17%
	>50 Years	11	9,16%
Education	SMA	80	66,66%
	Diploma	5	4,17%
	S1	29	24,17%
	S2	5	4,17%
	S3	1	0,83%
Working Hours	<5 Years	15	12,50%
	5–10 Years	25	20,83%
	11–20 Years	33	27,50%

Characteristics	Category	Amount	Percentage
	>20 Years	47	39,17%

Source: Processed primary data (2026).

The majority of respondents were male (73.33%), aged 41–50 years (49.17%), had a high school education (66.66%), and had worked for more than 20 years (39.17%). This composition indicates that respondents were predominantly employees of productive age with extensive work experience, thus having an adequate understanding of the career development system, organizational culture, job satisfaction, and organizational commitment within the Serang Regency DPUPR.

Table 2. Validity Test Results (Outer Loading)

Variables	Code	Loading	Is.
Career Development	PK1–PK8	0,836–0,979	Valid
Organizational culture	BO1–BO10	0,765–0,980	Valid
Job Satisfaction	KK1–KK8	0,707–0,974	Valid
Organizational Commitment	KO1–KO7	0,826–0,965	Valid

Source: SmartPLS 4.0 output (2026).

The convergent validity test results show that all indicators have outer loading values above or close to the minimum limit of 0.70. The highest loading value is found in the BO8 indicator at 0.980, while the lowest value is found in the KK3 indicator at 0.707. Thus, all indicators are declared valid and able to represent the constructs being measured. This condition indicates that the research instrument has good capabilities in measuring the variables of Career Development, Organizational Culture, Job Satisfaction, and Organizational Commitment.

Table 3. Average Variance Extracted (AVE)

Variables	AVE
Career Development	0,871
Organizational culture	0,775
Job Satisfaction	0,834
Organizational Commitment	0,829

Source: SmartPLS 4.0 output (2026).

All constructs had an AVE value greater than 0.50, thus meeting the convergent validity criteria. The highest AVE value was obtained by Career Development at 0.871, while the lowest value was found in Organizational Culture at 0.775. These results indicate that each construct is able to explain more than 50% of the variance of its constituent indicators, so the research instrument has good measurement quality and is suitable for use in the structural analysis stage.

Table 4. Cross Loading

Construct	Results
Career Development	Meets discriminant validity
Organizational culture	Meets discriminant validity
Job Satisfaction	Meets discriminant validity
Organizational Commitment	Meets discriminant validity

Source: SmartPLS 4.0 output (2026).

Cross-loading tests showed that all indicators had the highest loading values for their respective constructs compared to other constructs. Although some cross-correlation values

were relatively close, all indicators still met the requirements for discriminant validity. Therefore, it can be concluded that each research variable has distinct characteristics, thus preventing overlap between constructs in the research model.

Table 5. Composite Reliability

Variables	Composite Reliability	Information
Career Development	0,981	Reliable
Organizational culture	0,972	Reliable
Job Satisfaction	0,978	Reliable
Organizational Commitment	0,968	Reliable

Source: SmartPLS 4.0 output (2026).

All variables had Composite Reliability values above 0.70. This value indicates that the indicators in each construct have very high internal consistency. Career Development obtained the highest reliability value, at 0.981, while Organizational Commitment obtained a value of 0.968. These results indicate that the research instrument is highly reliable and can be used to test the relationships between variables in the structural model.

Table 6. Cronbach's Alpha

Variables	Cronbach's Alpha	Information
Career Development	0,978	Reliable
Organizational culture	0,967	Reliable
Job Satisfaction	0,970	Reliable
Organizational Commitment	0,965	Reliable

Source: SmartPLS 4.0 output (2026).

The Cronbach's Alpha values for all variables were well above the minimum threshold of 0.70. These findings indicate that all statement items exhibit excellent consistency. Therefore, the research instrument is considered stable and capable of providing consistent measurement results when used on respondents with similar characteristics, making it suitable for use in the hypothesis testing phase.

Table 7. Path Coefficient (Direct Effect)

Connection	B	t	p	Results
Career Development → Organizational Commitment	0,679	6,692	0,000	Significant
Organizational Culture → Organizational Commitment	-0,005	0,054	0,957	Not Significant
Career Development → Job Satisfaction	0,620	4,644	0,000	Significant
Organizational Culture → Job Satisfaction	0,361	2,628	0,009	Significant
Job Satisfaction → Organizational Commitment	0,315	3,631	0,000	Significant

Source: SmartPLS 4.0 output (2026).

The results of the direct influence test indicate that all four relationships have a positive and significant influence. Career Development has the greatest influence on Organizational Commitment, while Organizational Culture has no direct effect on Organizational Commitment. These findings indicate that increased employee commitment is more influenced by the career development system and job satisfaction than by organizational culture directly.

Table 8.Path Coefficient (Indirect Effect)

Connection	β	t	p	Results
Career Development → Job Satisfaction → Organizational Commitment	0,195	2,722	0,007	Significant
Organizational Culture → Job Satisfaction → Organizational Commitment	0,114	2,146	0,032	Significant

Source: SmartPLS 4.0 output (2026).

The indirect effect test proves that Job Satisfaction is able to mediate the relationship between Career Development and Organizational Commitment, as well as Organizational Culture and Organizational Commitment. The mediation in the Career Development relationship is partial because the direct effect remains significant, while the mediation in the Organizational Culture relationship is full because the direct effect is not significant but becomes significant after going through Job Satisfaction. These findings demonstrate the importance of job satisfaction as a mechanism that strengthens employee organizational commitment.

Discussion

The research discussion interprets the results of hypothesis testing using SEM-PLS by linking empirical findings to theory and previous research. The analysis explains the relationship between career development, organizational culture, job satisfaction, and organizational commitment among employees of the Public Works and Spatial Planning Department of Serang Regency.

1. The Influence of Career Development on Organizational Commitment

The results of the study indicate that career development has a positive and significant effect on organizational commitment. This finding is evidenced by a path coefficient of 0.679, a t-statistic of 6.692, and a p-value of 0.000, thus accepting the first hypothesis. These results indicate that the better the career development program implemented by the organization, the higher the level of employee commitment to the institution. Opportunities for job promotions, education and training, competency enhancement, and a clear career path can increase employee loyalty because they feel they are being cared for in their professional development. This condition encourages a sense of belonging to the organization and a desire to continue making the best contribution. The results of this study are in line with the research of Ahmad et al. (2023) which states that career development can increase employee engagement with the organization. These findings also support the research of Akram (2023) which explains that opportunities for development are an important factor in building organizational commitment in both the public and private sectors.

2. The Influence of Organizational Culture on Organizational Commitment

The results of the study indicate that organizational culture does not significantly influence organizational commitment. The path coefficient value of -0.005, with a t-statistic of 0.054 and a p-value of 0.957, indicates that the second hypothesis is rejected. These findings indicate that the organizational culture implemented at the Serang Regency Public Works and Housing Agency (DPUPR) has not been able to directly increase employee commitment. Employees prioritize factors related to career development opportunities, organizational rewards, and job satisfaction over organizational cultural values. Although organizational culture remains important in shaping the work

environment, its influence on commitment is not direct. These results align with research by Nguyen et al. (2023) who found that organizational culture does not always have a direct influence on organizational commitment if other psychological factors are more dominant. These findings also support research by Sutrisno and Wibowo (2024) who showed that job satisfaction is the primary mechanism linking organizational culture to employee commitment.

3. The Influence of Career Development on Job Satisfaction

The analysis results show that career development has a positive and significant effect on job satisfaction with a path coefficient of 0.620, a t-statistic of 4.644, and a p-value of 0.000. These findings indicate that the better the career development opportunities provided by the organization, the higher the employee job satisfaction. Opportunities for objective training, job promotions, and competency development provide confidence that the organization values employee potential. This condition increases work motivation, pride in the organization, and satisfaction in carrying out tasks. Employees who see opportunities for development tend to have a positive perception of their work and are therefore more productive. The results of this study are consistent with the research of Kim and Park (2023) which stated that career development is a major determinant of job satisfaction. Research by Rahman et al. (2024) also concluded that organizations that provide clear career paths will result in higher levels of job satisfaction than organizations that do not have a structured career development system.

4. The Influence of Organizational Culture on Job Satisfaction

The results of the study prove that organizational culture has a positive and significant effect on job satisfaction with a coefficient of 0.361, a t-statistic of 2.628, and a p-value of 0.009. This indicates that a conducive organizational culture can create a comfortable work environment, thereby increasing employee satisfaction. A work culture that prioritizes cooperation, open communication, discipline, mutual respect, and responsibility provides a more positive work experience. Employees feel they have social support in carrying out their work, thus increasing their level of satisfaction. The results of this study support the research of Alshammari et al. (2023) which states that a strong organizational culture contributes to increased job satisfaction. Research by Prasetyo and Nugraha (2024) also shows that a healthy organizational culture can strengthen relationships between employees and create a productive work atmosphere, thus impacting increased job satisfaction.

5. The Influence of Job Satisfaction on Organizational Commitment

The test results show that job satisfaction has a positive and significant effect on organizational commitment with a coefficient value of 0.315, a t-statistic of 3.631, and a p-value of 0.000. These findings indicate that employees who are satisfied with their jobs will have higher loyalty to the organization. Satisfaction with work, relationships with coworkers, leadership support, and opportunities for development shape employees' emotional attachment to the institution. Satisfied employees tend to maintain their membership in the organization and strive to make the best contribution. These findings are consistent with the research of Meyer et al. (2023) which explains that job satisfaction is one of the main determinants of organizational commitment. These results are also in line with the research of Putri and Hidayat (2024) which found that increasing job satisfaction directly increases employee loyalty and commitment to the organization.

6. The Influence of Career Development on Organizational Commitment through Job Satisfaction

The results of the indirect effect test indicate that job satisfaction significantly mediates the influence of career development on organizational commitment. A coefficient value of 0.195, a t-statistic of 2.722, and a p-value of 0.007 indicate that the sixth hypothesis is accepted. This finding indicates that career development not only directly increases organizational commitment but also through increased employee job satisfaction. Development opportunities make employees feel valued, leading to satisfaction, which then strengthens commitment to the organization. Because the direct effect remains significant, the form of mediation that occurs is partial mediation. The results of this study support the research of Shah et al. (2023) which explains that job satisfaction is an important mediator in the relationship between career development and organizational commitment. Research by Sari and Kurniawan (2024) also obtained similar results in public sector organizations.

7. The Influence of Organizational Culture on Organizational Commitment through Job Satisfaction

The results of the study indicate that job satisfaction successfully mediates the influence of organizational culture on organizational commitment with a coefficient of 0.114, a t-statistic of 2.146, and a p-value of 0.032. This finding indicates that organizational culture is not able to increase employee commitment directly, but it can increase commitment if it first creates job satisfaction. Thus, job satisfaction plays a full mediation role in this relationship. A conducive work environment will foster employee satisfaction, then this satisfaction will develop into loyalty and commitment to the organization. The results of this study are in line with the research of Ali et al. (2023) which states that organizational culture influences commitment through job satisfaction. These findings also support the research of Yuliana and Santoso (2024) which concluded that job satisfaction is a psychological mechanism that bridges the influence of organizational culture on employee commitment.

CONCLUSION

Based on the analysis results using Structural Equation Modeling–Partial Least Squares (SEM-PLS), it can be concluded that career development is the most dominant factor in increasing employee organizational commitment at the Public Works and Spatial Planning Agency of Serang Regency. Career development has been shown to have a positive and significant effect on both organizational commitment and job satisfaction, indicating that promotion opportunities, competency development, education and training, and clear career paths can increase employee loyalty and attachment to the organization. Conversely, organizational culture does not directly affect organizational commitment, although it has been shown to have a positive and significant effect on job satisfaction. This finding indicates that organizational culture is not strong enough to build employee commitment without being supported by increased job satisfaction.

Job satisfaction has been shown to have a positive and significant influence on organizational commitment, so that employees who feel satisfied with their jobs tend to have greater loyalty, a sense of belonging, and a desire to continue contributing to the organization. The results of the mediation test also proved that job satisfaction is able to significantly

mediate the relationship between career development and organizational commitment (partial mediation), as well as the relationship between organizational culture and organizational commitment (full mediation). Thus, increasing employee organizational commitment will be more effective if the agency continuously strengthens a fair, transparent, and competency-oriented career development system, while simultaneously building an organizational culture that is conducive to increasing job satisfaction as the main mechanism in strengthening employee loyalty and commitment to achieving organizational goals.

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