

Research Article

The Effect of Career Development and Job Satisfaction on Organizational Citizenship Behavior

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Abstract.

The purpose of forming the Yogyakarta City Satpol PP is to help the Mayor run government in peace, public order, and community protection. Achieving this goal is not easy because there are various problems faced by the Yogyakarta City Satpol PP office, including career development problems perceived by Satpol PP personnel and job satisfaction problems. These problems then impact low organizational citizenship behavior in Satpol PP. Therefore, this research aims to examine: (1) the influence of career development on organizational citizenship behavior and (2) the effect of job satisfaction on organizational citizenship behavior. The sample used was 143 Yogyakarta City Civil Service Police Units. The data collection technique was a questionnaire, while the data analysis technique was multiple regression analysis. The research results show that career development and job satisfaction has no effect on organizational citizenship behavior.

Keywords: career development, job satisfaction, organizational citizenship behavior

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1. Introduction

The Municipal Police is a local government institution that maintains public order and enforces regional regulations. At the provincial level, a head accountable to the Governor through the Regional Secretary led Satpol PP. At the district/city level, it is led by a head accountable to the Regent/Mayor through the Regional Secretary. The establishment of Satpol PP in Yogyakarta City aims to support the Mayor in governing public order and protecting the community. The vision is strengthening Yogyakarta as a comfortable and competitive city, emphasizing its distinctive values.

Yogyakarta City Satpol PP was chosen as the research subject because to improve the performance of Satpol PP, OCB behavior is needed to help each other, behave politely, participate in organizational activities, not be late for coming to the office, attend meetings, etc. Especially when on duty in the field, OCB behavior is essential for Satpol PP. Another problem at the Yogyakarta City Satpol PP office is problems related to career

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development and job satisfaction. Preliminary studies indicate that some employees perceive career development as relatively tricky due to unclear career paths, insufficient personal development, and a lack of performance improvement (Busro, 2018).

Another issue is the level of job satisfaction, with many employees expressing dissatisfaction, attributing it to perceived inadequate compensation, lack of pride in their tasks, limited opportunities for self-development or promotion, uncooperative and unfriendly colleagues, and supervision quality falling below their expectations (Luthans & Luthans, 2021).

The issues of career development and job satisfaction within the Satpol PP have repercussions on the low levels of OCB. OCB constitutes voluntary behaviors not explicitly outlined in an employee's job description but can effectively and efficiently contribute to organizational performance improvement. OCB holds various benefits for individuals, colleagues, and the organization. Preliminary study results reveal that OCB within Satpol PP in Yogyakarta is relatively low. A preliminary study was carried out by interviewing several Satpol PP. Based on the results of interviews, there are still some Satpol PP personnel who are reluctant to help their co-workers whose work is overloaded, are reluctant to help their co-workers with their assignments when they do not come to work, do not follow organizational developments or changes, have not read organizational announcements, often come to the office late, there has been no initiative to improve their competence, they have not been able to maintain the good name of the organization, have not been able to appreciate meetings or conferences that are considered necessary, they still like to complain, and they still find fault with the organization. Given these issues, this research examines the impact of career development and job satisfaction on OCB. The study population comprises members of the Satpol PP in Yogyakarta city.

1.1. The Effect of Career Development on OCB

Career development is an ongoing process by individual employees through personal efforts to realize their career plans in alignment with organizational conditions. It signifies an increase in the status or position of employees within an organization along predefined career paths. Various factors influence career development, including (1) intellectual capability, encompassing educational levels and undertaken training; (2) leadership skills, encompassing both hard and soft competencies supporting daily task execution; and (3) managerial skills, involving planning, organizing, executing, and overseeing organizational activities.

Career development yields substantial benefits for both employees and organizations. For employees, it can enhance job satisfaction and improve attitudes towards their work, superiors, colleagues, and the values within the work environment. For organizations, it can enhance performance characterized by increased effectiveness, productivity, and the quality of task execution.

Operationally defined, career development is an employee's effort to optimize their contribution and enhance their abilities or skills in fulfilling the primary tasks and functions of the organization, whether for-profit or nonprofit. The dimensions of career development comprise career clarity, self-development, and performance improvement (Busro, 2018). Among the benefits of career development is employees' OCB improvement. Numerous studies indicate that career development influences OCB.

Fitri et al. (2021) discovered career development's vivacious and significant impact on OCB. Ginting et al. (2021) found a positive and significant influence of career development on OCB. Manuaba (2019) revealed career development's vivacious and significant impact on OCB. Udayani and Sunariati (2018) also indicated a positive and significant influence of career development on OCB. Therefore, it is expected that:

H1: Career development significantly affects OCB.

1.2. The Effect of Job Satisfaction on OCB

Job satisfaction is an employee's level of contentment with various aspects of their work. Employees may be satisfied or pleased with one aspect of their job but dissatisfied with another, such as being content with colleagues but dissatisfied with the received salary (Kinicki, 2021). According to Luthans and Luthans (2021), five job dimensions related to job satisfaction are the job itself, salary or wages, promotion opportunities, supervision, and colleagues. One of the impacts of job satisfaction is OCB. According to social exchange theory, when employees are satisfied with their jobs, they reciprocate by engaging in OCB, among other behaviors (Muizu & Priansa, 2022). Various studies indicate that job satisfaction affects OCB.

Aisyah (2020) found a significant influence of job satisfaction on OCB. Akbar and Diwanti (2021) discovered that job satisfaction positively and significantly impacts OCB. Jang and Juliana (2020) found a significant influence of job satisfaction on OCB. Kurniawan (2020) found that job satisfaction positively and significantly influences OCB.

Mahmudi and Sujanti (2020) found that job satisfaction significantly influences OCB. Setiani and Hidayat (2020) found that job satisfaction positively and significantly impacts

OCB. Meanwhile, Sholikhah and Frianto (2022) also found a positive and significant influence of job satisfaction on OCB. Thus, the following hypothesis is proposed:

H2: Job satisfaction significantly influences OCB.

2. Method

The variables in this study included the dependent variable, Organizational Citizenship Behavior (OCB), and the independent variables, career development and job satisfaction. Career development (X1) was defined as the efforts made by employees to optimize their contribution and enhance their abilities or skills in fulfilling the primary tasks and functions of the organization, whether for-profit or nonprofit. Career development was measured using three indicators consisting of 10 questionnaire items (Busro, 2018).

Job satisfaction (X2) is defined as an employee's level of contentment with various aspects related to their work. Job satisfaction was measured using five indicators of 10 questionnaire items (Luthans & Luthans, 2021). OCB (Y) was employee behavior outside their formal duties and unrelated to the reward system. OCB was measured using five indicators developed into 10 questionnaire items (Muizu & Priansa, 2022).

The measurement scale utilized a Likert scale comprising strongly disagree (score 1), disagree (score 2), neutral (score 3), agree (score 4), and strongly agree (score 5). Data were collected through a questionnaire and analyzed using multiple linear regression.

3. Result and Discussion

3.1. Validity and Reliability Test Results.

Validity and reliability tests were conducted on 30 respondents. A validity test was performed to assess the legitimacy or validity of a questionnaire. A questionnaire is valid if the questions within it can reveal what the questionnaire intends to measure. Validity testing was carried out using bivariate correlation. The item was deemed valid if the significance value produced by the Pearson correlation coefficient was less than 0.05.

Regarding the reliability test, a questionnaire was considered reliable if respondents' answers were consistent or stable over time. A reliability test was conducted using Cronbach's Alpha. The construct or variable was deemed reliable if the Cronbach Alpha value exceeded 0.70 (Ghozali, 2016). The validity and reliability test outcomes are presented in the following table.

TABLE 1: Validity and Reliability Test Results.

Variable	Validity test result			Reliability Test Result	
	Item	Significance	Description	Cronbach Alpha	Description
Career Development (X1)	X1.1	0	Valid	0.962	Reliable
	X1.2	0	Valid		
	X1.3	0	Valid		
	X1.4	0	Valid		
	X1.5	0	Valid		
	X1.6	0	Valid		
	X1.7	0	Valid		
	X1.8	0	Valid		
	X1.9	0	Valid		
	X1.10	0	Valid		
Job Satisfaction (X2)	X1.1	0	Valid	0.955	Reliable
	X1.2	0	Valid		
	X1.3	0	Valid		
	X1.4	0	Valid		
	X1.5	0	Valid		
	X1.6	0	Valid		
	X1.7	0	Valid		
	X1.8	0	Valid		
	X1.9	0	Valid		
	X1.10	0	Valid		
OCB (Y)	Y1	0	Valid	0.934	Reliable
	Y2	0	Valid		
	Y3	0	Valid		
	Y4	0	Valid		
	Y5	0	Valid		
	Y6	0	Valid		
	Y7	0	Valid		
	Y8	0	Valid		
	Y9	0	Valid		
	Y10	0	Valid		

Source: Data processing

Based on the validity test results, it is evident that all items have significance values of 0.000 (< 0.05). Therefore, all questionnaire items used in the study are considered

valid. Regarding the reliability test results, all variables have Cronbach Alpha values exceeding 0.70. Hence, all variables used in this study are deemed reliable.

3.2. Respondents Characteristics

The respondents in this study were 143 members of the Municipal Police of Yogyakarta city. These respondents were categorized based on gender, age, educational level, and length of service. Table 2 presents the characteristics of the respondents in this research.

TABLE 2: Respondents Characteristics.

Respondents Characteristics		Total	Percentage
Gender	Male	122	85.3%
	Female	21	14.7%
Age	Less than 18 years	11	7.7%
	19-22 years	41	28.7%
	23-26 years	53	37.1%
	27-30 years	33	23.1%
	More than 31 years	5	3.5%
Educational Background	Junior High School	112	78.3%
	Senior/Vocational High School	4	2.8%
	Associate's Degree	27	18.9%
Length of Service	Less than 1 year	14	9.8%
	2-6 years	77	53.8%
	7-11 years	45	31.5%
	More than 12 years	7	7%
Total		143	100%

Source: Data processing

The characteristics of the respondents based on gender show that there were 122 male and 21 female respondents. Regarding age, there were 11 respondents under 18 years old, 41 respondents between 19 and 22 years old, 53 respondents between 23 and 26 years old, 33 respondents between 27 and 30 years old, and 5 respondents above 31 years old.

Regarding education level, 112 respondents graduated from junior high school, 4 from senior high school/vocational school, and 27 had a diploma. Based on their length of service, there were 14 respondents with less than 1 year of service, 77 respondents with

2 to 6 years of service, 45 respondents with 7 to 11 years of service, and 7 respondents with more than 12 years of service. The respondents in this study were predominantly male members of Satpol PP, aged between 23 and 26 years, with a junior high school education, and with a length of service between 2 and 6 years.

3.3. Multiple Regression Analysis Result

The respondents in this study were 143 members of the Municipal Police of Yogyakarta city. Data were analyzed using multiple regression. The result is presented in the following table.

TABLE 3: Multiple Regression Analysis Result.

Model	Unstandardised Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	1.824	0.229	7.968	0.000
Career Development (X1)	0.104	0.067	1.568	0.119
Job satisfaction (X2)	0.461	0.071	6.510	0.000
F	48.745			.000 ^b
R	0.641			
R Square	0.411			
Adjusted R Square	0.402			

Dependent Variable: OCB (Y)

Predictors: (Constant), Career Development (X1), Job satisfaction (X2)

Source: Data processing

The goodness of fit was further tested based on the multiple regression analysis results. The goodness of fit asses, the values of the coefficient of determination, the F-statistic, and the t-statistic were examined.

The coefficient of determination, seen in the adjusted R square value, was 0.402. It indicates that 40.2% of the variation in OCB (Y) can be explained by career development (X1) and job satisfaction (X2). In comparison, other factors outside the scope of this research model explain the remaining 59.8%.

The F-test results from the multiple regression analysis showed a calculated value of 48.745 with a significance value of 0.000. It implies that the regression model used in this study is suitable for predicting OCB. Alternatively, career development (X1) and job satisfaction (X2) simultaneously influence OCB.

Unstandardized coefficients were utilized to interpret the coefficients of the independent variables in this study. The analysis showed that career development (X1) was

insignificant, with a value of 0.119, while job satisfaction (X2) was significant, with a significance value of 0.000. The regression equation can be formulated as follows:

$$Y = B + B1X1 + B2X2$$

$$Y = 1.824 + 0.104X1 + 0.461X2$$

Description:

1. The constant value of 1.824 implies that if career development and job satisfaction have values of 0, then the OCB value is 1.824.
2. The regression coefficient of career development (0.104) means that if career development is increased by 1 unit, OCB will increase by 0.104.
3. The regression coefficient of job satisfaction (0.461) means that if job satisfaction is increased by 1 unit, OCB will increase by 0.461.

3.4. Classical Assumption Test

One of the purposes of using a regression model is to predict the dependent variable. To ensure unbiased prediction results, it conducted classical assumption tests. The classical assumption tests in this study include tests for normality, multicollinearity, and heteroskedasticity (Utama, 2016).

The normality test was performed using Kolmogorov-Smirnov, with the criterion that if the Asymp. Sig. (2-tailed) value is more significant than 0.05, then the residual data is usually distributed. The normality test results indicated that the Asymp. Sig. (2-tailed) value of 0.200 is more significant than 0.05, signifying that the residual data is usually distributed.

The multicollinearity test was conducted using tolerance and Variance Inflation Factor (VIF), with the criteria that if the tolerance value is more significant than 0.1 and VIF is less than 10, then no multicollinearity is present. The multicollinearity test results revealed that the tolerance value for both independent variables was 0.594, more significant than 0.1, and the VIF was 1.685, less than 10, indicating the absence of multicollinearity among the independent variables in the regression model used in this study.

A scatterplot was conducted to the heteroskedasticity, with the criterion that if there is no clear pattern and the points are scattered above and below the number 0 on the Y-axis, no heteroskedasticity is present. The heteroskedasticity test results showed that the scatterplot exhibited no apparent pattern, and the points were scattered above and below the number 0 on the Y-axis, indicating the absence of heteroskedasticity. Next, hypothesis testing was conducted. Two hypotheses were tested in this study.

3.5. Hypothesis Test

The results of this study found that career development did not have a significant effect on OCB. This is shown by the significance value of career development, namely 0.119, more significant than 0.05. Even though the results of this analysis are not significant, career development has a positive regression coefficient value of 0.104, which means that if career development develops well, OCB will increase, even though the increase is not significant.

This research result is not significant because of differences in context. The theories tested in this research were developed in Western countries, so they have a different context than in Indonesia. Therefore, this difference in context is likely the cause of differences in research results. Differences in respondent characteristics can also cause differences in research results. This research cannot prove that there is a variable relationship between career development and OCB with Yogyakarta City Satpol PP respondents.

This finding contradicts previous research by Fitri et al. (2021), Ginting et al. (2021), Manuaba (2019), and Udayani & Sunariati (2018), which found a positive and significant influence of career development on OCB. However, it aligns with the results of Oktariyani (2019), which found that career development does not significantly influence OCB.

The research findings also indicate that job satisfaction significantly influences OCB, as evidenced by the significance value of job satisfaction being 0.000 (< 0.05). The analysis results also show that the regression coefficient for job satisfaction is positive, precisely 0.461. It implies that an increase in job satisfaction leads to an increase in OCB.

One of the impacts of employee job satisfaction is reflected in OCB, which involves extra-role behaviors to assist colleagues or the organization. OCB behaviors include helping overloaded colleagues, adapting to organizational changes, arriving early at the office, attending important meetings, avoiding seeking organizational faults, and more. According to social exchange theory, when employees are satisfied with their jobs, they reciprocate by engaging in OCB, among other behaviors (Muizu & Priansa, 2022).

The results of this study align with previous research findings by Aisyah (2020), Akbar & Diwanti (2021), Jang & Juliana (2020), Kurniawann (2020), Mahmudi & Sujanti (2020), Setiani & Hidayat (2020), and Sholikhah & Frianto (2022), which found that job satisfaction has a positive and significant influence on OCB.

4. Conclusion

The results of this study found that: (1) Career development does not significantly affect OCB, and (2) Job satisfaction significantly affects OCB. The Municipal Police of Yogyakarta City is recommended to support employees' career development by providing opportunities, such as assigning members to attend training sessions, offering chances for further studies, and allowing participation in courses, workshops, seminars, and similar activities. Additionally, the leadership of the Municipal Police of Yogyakarta City should aim to maintain and enhance employee job satisfaction by ensuring fair and adequate salaries, boosting pride in their tasks or roles, and fostering harmonious relationships among employees.

This research attempted to test the influence of career development on OCB, but the results were not significant. This indicates that the OCB concept developed in Western countries can only sometimes be proven empirically in Indonesia. Therefore, the OCB concept needs to be expanded, developed, and adapted according to the situation. Another possibility is that career development is not a strong predictor of OCB.

This study has several limitations. (a) The sample is limited to the Municipal Police of Yogyakarta City. Future research should consider including Municipal Police outside Yogyakarta City. (b) The predictor variables in this study are limited to career development and job satisfaction. Future research should explore other variables that theoretically affect OCB, such as personality factors, leadership, organizational culture, and task characteristics.

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