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## The Influence of Work Environment, Career Development and Organizational Commitment on Employee Job Satisfaction. (Study at Bank "M" IT Group)

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**Abstract:** This research aims to determine the influence of the work environment, career development, and organizational commitment on job satisfaction among employees of the IT group of bank "M". The population in this study were 330 employees who worked in the IT Group of Bank "M". The sampling method used in this research is random sampling where the number of samples used is based on the Slovin formula. The population is 330, with a margin of error of 5%, the minimum number of samples taken is 181 employees. The data analysis technique uses Structural Equation Model (SEM) with the help of the SmartPLS program version 3.2.9. The results of this study show a positive and significant influence of the work environment on job satisfaction at IT Bank "M". The positive and significant influence of career development on job satisfaction at IT Bank "M". The positive and significant influence of organizational commitment on employee performance at IT Bank "M".

**Keywords:** Work Environment, Career Development, Organizational Commitment, Job Satisfaction.

### INTRODUCTION

Employees in an organization are an important aspect that supports the success of an organization, and can also act as drivers and help the organization to achieve organizational goals. Because it has an important role, organizations are expected to provide a commitment to their employees through a comfortable work environment and career opportunities to achieve the goals of the organization. By providing job satisfaction to employees and paying attention to organizational commitment and career development, the organization and employees will have a positive impact.

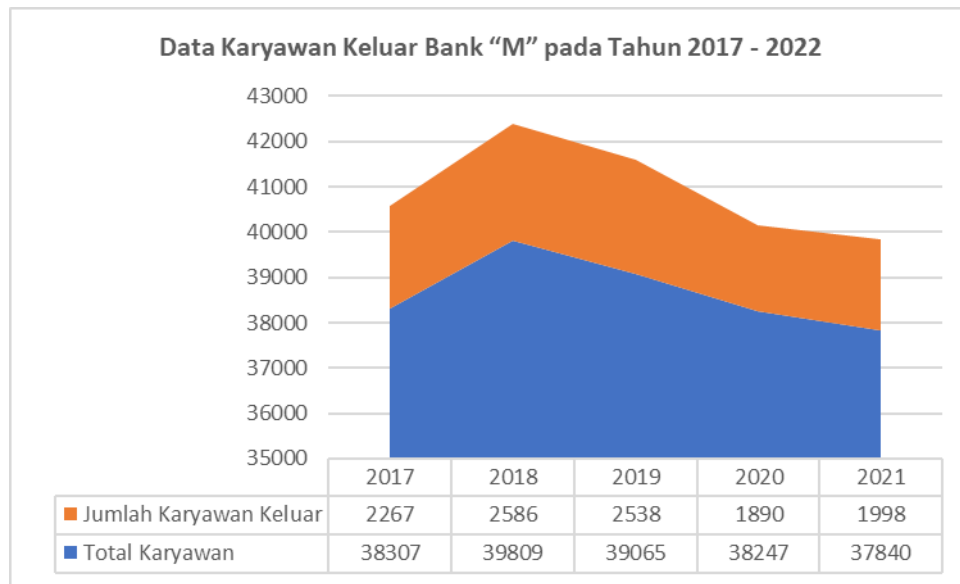


Figure 1. Data on Employees Leaving Bank "M" in 2017 - 2022

Source: Annual Report Bank "M"

There are many factors that influence employee job satisfaction, both originating from the individual employee himself and factors from outside the employee. To obtain the factors considered to be the most influential, a pre-survey was conducted on 50 employees as respondents with the results that 94% of employees agreed that work environmental factors had an influence on job satisfaction. As many as 90% of employees agree that career development factors influence job satisfaction. As many as 98% of employees agree that organizational commitment factors influence job satisfaction. Meanwhile, <50% of employees stated that they had no effect on job satisfaction. Based on the results of the pre-survey that has been carried out, and references to previous research, further research is needed regarding employee job satisfaction based on analysis of organizational commitment, career development, and work environment on satisfaction. The research will be carried out using these variables, so that it can be identified which variables have the most influence on employee job satisfaction, therefore the researchers took research entitled "The Influence of the Work Environment, Career Development and Organizational Commitment on Employee Job Satisfaction (Study at Bank M IT Group)".

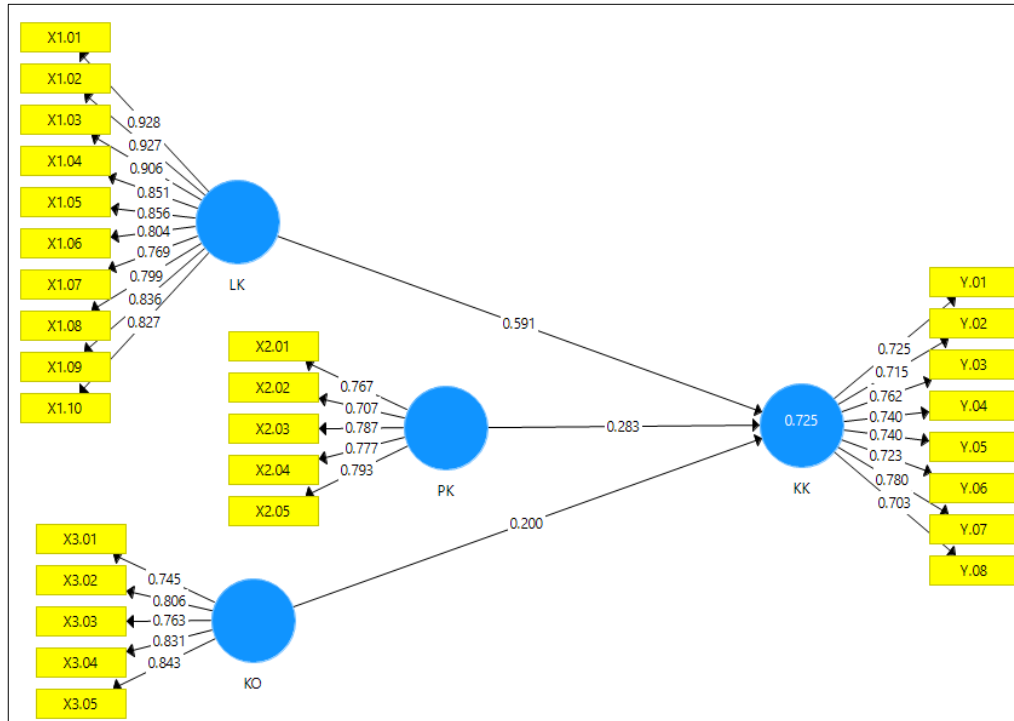
## METHOD

Quantitative analysis using explanatory or causal frameworks informs the design and procedures of this type of study. The purpose of this study was to investigate how the work environment, career development and organizational commitment influence employee job satisfaction. The information for the study came from employees at Group IT Bank "M". In order to analyze the data, we will use SmartPLS 3.2.9 and a Structured Equation Model (SEM).

## RESULT AND DISCUSSION

Testing of the data analysis requirements in this research was obtained from the results of PLS algorithm calculations which were shown by the factor loading or outer loading values to determine convergent validity, cross loading to determine discriminant validity, composite reliability, Cronbach alpha and AVE (Average Variance Extracted) values to determine reliability.

According to Ghozali and Laten (2015), an indicator is considered to have a high level of validity if it has a factor loading value greater than 0.70.



**Figure 3. Outer Model Results**

Source: Results of Data Processing with SmartPLS 3.2.9

Indicators and latent variables can be differentiated from one another with the help of cross loadings to see if the latent variable is sufficiently discriminatory. The validity of an indicator can be determined by calculating its cross-loading value, which must be greater than 0.7 and be higher than the values of the other variables. Test results for all variables are displayed in Table 1 below.

**Table 1. Cross Loading**

	Job satisfaction	Organizational Commitment	Work environment	Career development
LK.01	0.682	0.291	0.928	0.35
LK.02	0.681	0.292	0.927	0.344
LK.03	0.652	0.275	0.906	0.316
LK.04	0.635	0.265	0.851	0.203
LK.05	0.64	0.269	0.856	0.212
LK.06	0.598	0.251	0.804	0.346
LK.07	0.567	0.243	0.769	0.33
LK.08	0.71	0.296	0.799	0.414
LK.09	0.656	0.371	0.836	0.357
LK.10	0.687	0.36	0.827	0.344
PK.01	0.459	0.437	0.35	0.767

PK.02	0.425	0.344	0.223	0.707
KO.01	0.475	0.257	0.306	0.787
KO.02	0.472	0.284	0.313	0.777
KO.03	0.435	0.311	0.255	0.793
KO.04	0.432	0.745	0.226	0.364
KO.05	0.487	0.806	0.276	0.387
KK.01	0.303	0.763	0.262	0.312
KK.02	0.391	0.831	0.259	0.28
KK.03	0.434	0.843	0.346	0.336
KK.04	0.725	0.204	0.694	0.284
KK.05	0.715	0.341	0.404	0.489
KK.06	0.762	0.538	0.397	0.545
KK.07	0.74	0.406	0.445	0.492
KK.08	0.74	0.21	0.751	0.284

Source: Research Data Processing

The AVE score, composite reliability, and Cronbach's alpha were also used to conduct a test of discriminant validity. The AVE score index is considered good if it is greater than 0.5, and the composite reliability score is considered reliable if it is greater than 0.70 and Cronbach's alpha is greater than 0.60.

**Table 2. Results of AVE, Composite Reliability and Cronbach Alpha**

Variable	AVE Value	Composite Reliability	Cronbach's Alpha
Job satisfaction	0.542	0.904	0.880
Organizational Commitment	0.638	0.898	0.859
Work environment	0.726	0.963	0.958
Career development	0.588	0.877	0.824

Source: Research Data Processing

Table 2 demonstrates the composite reliability and Cronbach alpha obtained from the AVE test results. This is so because the research model is a trustworthy and trustworthy measurement tool and all variables are valid and satisfy reliable standards. The internal model aims to estimate the correlation between the study's variables. The outcome measurement criterion, predictive relevance, and discriminant coefficient are made up of the internal model test. The purpose of this test is to evaluate a model capacity to experience variation of a dependent variable. Table 3 below shows the test results for coefficient determination.

**Table 3. Results of the Coefficient of Determination**

Variable	R-Square Value
Job Satisfaction (Y)	0.725

Source: Research Data Processing

The R-square value for the job satisfaction variable is 0.725, this shows that 72.5% of the job satisfaction variable can be influenced by work environment variables, career development

and organizational commitment, while the remaining 27.5% is influenced by other variables outside those studied.

### Hypothesis testing

Hypothesis testing in this research uses path coefficient values, t-statistics, and p-values. The rules of thumb used in this research are t-statistics > 1.96 or p-value < 0.05 (5%) which can conclude that there is a significant influence between the independent variable and the dependent variable. Results of hypothesis testing are shown in Table 4.

**Table 4. Results of Path Coefficients, t-Statistics, and P-Values**

	Coefficient ( $\beta$ )	T statistics	P-Values	Conclusion
Work Environment -> Job Satisfaction	0.591	8,316	0,000	<b>H1 Accepted</b>
Career Development -> Job satisfaction	0.283	3,258	0.001	<b>H2 Accepted</b>
Organizational Commitment -> Job Satisfaction	0.200	2,210	0.028	<b>H3 Accepted</b>

Source: Research Data Processing

### Discussion

The results of the first hypothesis testing carried out show that the work environment has a positive and significant effect on job satisfaction at IT Bank "M". The results of this research are in line with research conducted by Ade Irma et al. (2020); A Nurlaela et.al. (2021), who found that the work environment has a significant effect on job satisfaction. Managerial implications of the work environment that influence increasing feelings of job satisfaction. In this case, the work environment can influence employee satisfaction at work. A safe and comfortable work environment means conditions that ensure the safety, health and comfort of employees in the workplace, this work environment protects employees from dangers and risks that could endanger their health and safety, and creates an atmosphere that supports comfort and well-being. the higher the job satisfaction will be.

The results of the second hypothesis testing carried out show that career development has a positive and significant effect on job satisfaction at IT bank "M". The results of this research are in line with Tri Lestaria et al (2021); Tika Andri (2022) shows that career development influences job satisfaction. The managerial implication of the career development variable in increasing employee job satisfaction is the provision of a career development plan where organizations need to develop a clear and structured career development plan for each employee. This plan must take into account the employee's individual goals, interests and potential. By providing clear direction and planned development opportunities, managers can help employees feel encouraged and satisfied with their work. Furthermore, a review of career development, namely by providing feedback regarding career development and providing direction to improve the quality of work required, organizations can help employees stay focused and motivated in achieving career goals and improving the quality of their work.

The results of the third hypothesis testing carried out show that organizational commitment has a positive and significant effect on job satisfaction of IT employees at bank "M". This is in line with Kema Wahyudi's research. (2021) which suggests that organizational commitment

significantly influences job satisfaction. Managerial implications of organizational commitment which influence increasing feelings of satisfaction with work. In this case, the work environment can influence employees' feelings of satisfaction at work, namely increasing organizational commitment from all employees must always receive important attention for the organization, by giving employees attention to the various problems they face, participation in all activities as a form of trust, and implementation in an effective manner. consistent with all existing regulations and policies, fostering shared values, as well as loyalty to both work and the organization.

## CONCLUSION

Based on the explanation in the previous chapter, the following conclusions can be made:

1. The work environment has a positive and significant effect on job satisfaction at IT Bank "M". This indicates that the more comfortable and safe the work environment is, and the more harmonious communication is in the work environment, the more employee job satisfaction will increase.
2. Career Development has a positive and significant effect on job satisfaction at IT Bank "M". This indicates that the better the preparation and career planning implemented by the organization, the more employee job satisfaction will increase.
3. Organizational commitment has a positive and significant effect on employee performance at IT Bank "M". This indicates that the more the organization pays attention to affective commitment, normative commitment and continuance commitment of employees, the more employee job satisfaction will also increase.

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