

THE EFFECT OF ORGANIZATIONAL JUSTICE, CAREER DEVELOPMENT, AND ORGANIZATIONAL CULTURE ON WORK SATISFACTION (Case Study at PT. Pertamina Training and Consulting)

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Abstract - The purpose of this study was to determine the effect of organizational justice, career development, and organizational culture on employee job satisfaction simultaneously or partially.

The research was conducted on employees of PT. Pertamina Training and Consulting. The population used in this study were all employees of PT. Pertamina Training and Consulting, totaling 80 employees. The technique used for sampling in this study using saturated samples or census sampling, the data used in this study are primary data. This type of research uses associative quantitative analysis techniques. Data collection techniques used include questionnaires (questionnaire), literature study and Likert scale. The data analysis method used in this study is to test the validity and reliability with statistical data analysis methods using the statistical package for social science (SPSS) software version 24.0.

The result of this study is that there is an effect of organizational justice on employee job satisfaction. There is an effect of career development on employee job satisfaction. There is an influence between organizational culture on job satisfaction. There is a significant influence between organizational justice, career development and organizational culture on job satisfaction.

Keywords: The Influence of Organizational Justice, Career Development, Organizational Culture, Job Satisfaction

Abstrak– Tujuan dari penelitian ini adalah untuk mengetahui pengaruh keadilan organisasi, pengembangan karir, dan budaya organisasi terhadap kepuasan kerja karyawan secara simultan maupun parsial.

Penelitian dilakukan terhadap karyawan PT. Pertamina Training and Consulting. Populasi yang digunakan pada penelitian ini adalah seluruh karyawan PT. Pertamina Training and Consulting yang berjumlah 80 karyawan. Teknik yang digunakan untuk pengambilan sampel dalam penelitian ini menggunakan sampel jenuh atau *sampling sensus*, data yang digunakan pada penelitian ini adalah data primer. Jenis penelitian ini menggunakan teknik analisis kuantitatif yang bersifat asosiatif. Teknik pengumpulan data yang digunakan antara lain kuesioner (angket), studi pustaka dan skala *likert*. Metode analisis data yang digunakan dalam penelitian ini uji validitas dan reliabilitas dengan metode statistik analisis data menggunakan *software statistical package for social science (SPSS)* versi 24.0.

Hasil dari penelitian ini adalah bahwa terdapat pengaruh antara keadilan organisasi terhadap kepuasan kerja karyawan secara parsial. Terdapat pengaruh antara pengembangan karir terhadap kepuasan kerja karyawan secara parsial. Terdapat pengaruh antara budaya organisasi terhadap kepuasan kerja sebesar. Terdapat pengaruh signifikan antara keadilan organisasi, pengembangan karir dan budaya organisasi terhadap kepuasan kerja.

Kata kunci : Pengaruh Keadilan Organisasi, Pengembangan Karir, Budaya Organisasi, Kepuasan Kerja

I. PRELIMINARY

In this era of industrial openness, the challenges faced will be heavier and more complex due to increasing competition in the industry, therefore companies are required to be able to compete regionally, nationally, or internationally. PT Pertamina Training & Consulting (PTC) managed to book operating revenues of IDR 1.59 trillion in 2019, PTC also recorded a 2019 net profit which was higher than the previous year. In 2019, PTC received a net profit of IDR 41.01 billion, an increase of around 46% from 2018's realization of IDR 28.76 billion. The operating income is obtained from five business pillars, namely Consulting, Manpower Supply and Security Services, where these two businesses contribute 67% of the total revenue. On the other hand the development of technology and information systems, cross-cultural developments, changes in the international economic map, the social and political climate are increasingly adding to the complexity of the problems that companies must face in industry or the business world. Several organizations have shown success by using effective human resource management practices by means of enhancing human resource skills and expertise. Human resource management practices show that in the present and future world of work it is certain to undergo change. If we look at developed companies in Indonesia, it is clear that they prioritize the quality of their human resources in building an organization. Therefore, companies must prioritize the quality of competent employees so that the goals the company wants to achieve can be realized.

Work behavior should be in accordance with the prevailing culture and norms. In the company PT Pertamina Training and Consulting is seen to have bad behavior and work culture, such as attitudes, where employees have a pessimistic or cynical attitude, poor communication, how to work is not according to procedures, ethics / ethos of employees who do not have courtesy, and discipline in attendance to the company. The following is data on employee tardiness and absence on the fingerprint machine.

1.1 Attendance of PT Pertamina Training and Consulting employees

Month:	January			February			March			April			May		
Total Delay	38	4	4	3	5	3	3	4	3	2	5	2	2	5	3
Number of working days	22	2	2	2	2	2	2	2	2	2	2	2	1	1	1
		2	2	0	0	0	1	1	1	1	1	1	7	7	7
Frequency of the day	2	2	2	2	3	2	1	2	2	1	2	1	1	3	2

Source: PT Pertamina Training and Consulting

In the table above there is the attendance of PT Pertamina Training and Consulting employees from January to May 2020, in the table there is a total tardiness where workers who are late per day are added up, while the number of working days there are some workers who work within a month, and in the frequency of days from the result of the total delay divided by the number of working days. Therefore the company must implement a good organizational culture for employees, because in organizational culture it can be a key factor for organizational success, but it can also be a factor for organizational failure.

Based on the background and problems mentioned above, the researchers took the topic of the effect of organizational justice, career development, organizational culture on job satisfaction at PT Pertamina Training and Consulting.

1.1. Formulation of the problem

Based on the formulation of the problems described above, the problems in this study can be formulated as follows:

1. Does organizational justice affect job satisfaction at PT Pertamina Training and Consulting?
2. Does career development affect job satisfaction at PT Pertamina Training and Consulting?
3. Does organizational culture affect job satisfaction at PT Pertamina Training and Consulting?
4. Do organizational justice, career development, and organizational culture jointly influence job satisfaction at PT Pertamina Training and Consulting?

1.2. Research purposes

Based on the formulation of the problems described above, this study aims to:

1. To find out whether organizational justice has an effect on job satisfaction at PT Pertamina Training and Consulting.
2. To find out whether career development affects job satisfaction at PT Pertamina Training and Consulting.
3. To find out whether organizational culture affects job satisfaction at PT Pertamina Training and Consulting.
4. To find out whether organizational justice, career development, and organizational culture simultaneously influence job satisfaction at PT Pertamina Training and Consulting.

II. LITERATURE REVIEW

2.1. Definition of Organizational Justice

According to Moorman in Robbins et al (2014: 145) defines organizational justice as a term that is directly related to the work area, whereas according to Robbins et al (2014: 145) organizational justice is the overall perception of what justice is in the workplace, consists of distributive, procedural, informational, and interpersonal justice. Organizational fairness decides the broader concern for workers where authority and decision-making in the workplace treats its workers.

2.2. Definition of Career Development

According to Andrew J. Durbin in Mangkumanegara (2017: 77) career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally. According to Handoko in Sholikhah & Simanjuntak (2018: 304) is a condition that shows an increase in a person's level or status in his job so that he can meet needs, this is driven by personality assessments, especially experience and educational background.

2.3. Understanding Organizational Culture

According to Rahmawati et al and Mougbo in Sulaefi (2018: 69) states that organizational culture is a belief and values that are the main philosophy that organizational members hold firmly in carrying out or operating organizational activities. Meanwhile, according to Tosi, Rizzo, Carroll in Munandar (2014: 263) "the patterned way of thinking, feeling, and reacting that exists in an organization or its subsectors. It is the unique "mental programming" of that organization, which is a reflection of its modal organization personality ". Organizational culture is ways of thinking, feeling, and reacting based on certain patterns that exist in the organization or that exist in parts of the organization.

Suryadi and Rosyidalam Sulaefi (2018: 70) argues that organizational culture is often described in terms of being shared in the form of patterns of beliefs, symbols, rituals, and myths that develop over time and function as the glue that holds the organization together. Organizational culture according to Sedarmayanti (2016: 99) is a belief, attitude and values that are generally owned, which arise in organizations, if simplified into how we do things. Whereas Yunia (2016: 107) states that organizational culture is a pattern of basic assumptions that are created, found,

2.4. Definition of Job Satisfaction

Based on the opinions of Keith Davis, Wexley, and Yuki mentioned above, job satisfaction is a feeling that encourages or does not encourage employees who are related to their work or their condition. Job-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. Meanwhile, feelings related to him include age, health condition, ability, and education. An employee will feel satisfied at work if these aspects are met and fair according to him so that the expected job satisfaction will be obtained

2.5. The Relationship between Research Variables

2.5.1. Effect of Organizational Justice on Job Satisfaction

This is in accordance with the results of research conducted by Indrayani et al (2016: 3601) that every company in essence really needs a worker or employee to carry out activities in working in a company. Because in a company employees are an asset for the company, but workers also need recognition in carrying out their work activities. Recognition is one of fairness for employees, so that employees can feel satisfaction at work. Sometimes there are companies that pay less attention and don't involve employees in making decisions. This is one of the fairnesses that must be obtained by employees of the company, otherwise it can cause injustice to employees at work.

According to Indrayani, et al (2016: 3615), the results of this study have a significant positive effect of organizational justice on job satisfaction. The sense of job satisfaction at work is strongly influenced by fairness in the organization.

2.5.2. Effect of Career Development on Job Satisfaction

This is in accordance with the results of research conducted by Putra et al, (2014: 89) that career development is a process where a person or individual plans his career with the aim of getting the position he wants, and not only the position that is expected from a career plan equivalent generally by an employee, but also the output that the company provides to him, such as rewards that are greater than what is currently available, benefits, and so on. Career development is also very much needed in the complex problems that will be faced in the future. Career development has a good existence for the future depending on human resources.

According to Putra et al, (2014: 91) the results of this study indicate that there is a significant positive influence between career development and job satisfaction.

2.5.3. The Influence of Organizational Culture on Job Satisfaction

This is in accordance with the results of research conducted by Leli, (2014: 56) that in every company it always has the characters or cultures it has. Organizational culture can be interpreted as an interaction of various individuals from the characteristics of the habits that affect the groups that are in it. Organizational culture has a goal as a concept of a means to measure the appropriateness of the goals of the organization's strategy and organizational tasks, and the resulting impact. If an organization in a company is not very good, it will affect one's satisfaction in working at the company, because this is also a serious factor in increasing employee productivity to achieve company goals. Therefore, companies need to pay attention to these things.

According to Leli, (2016: 64) the results of this study indicate that there is a significant relationship between organizational culture and job satisfaction.

2.5.4. The Influence of Organizational Justice, Career Development, and Organizational Culture on Job Satisfaction

This is in accordance with the results of research conducted by Putra et al, (2014: 89) that in general an employee works to get rewards and get recognition from the company, there employees feel valued and recognized so this will lead to a sense of satisfaction in working such as, career development, organizational culture, organizational justice. These things must be taken seriously by the company because this triggers an employee to provide the best output for the company. A company wants to get something more from its employees, so the company needs to pay attention to its employees well. For example, an employee will not perform to the best of his ability if the employee is not given his rights,

According to Habba, et al (2017: 61-62) the results of this study indicate that leadership and organizational culture are proven to be good for increasing job satisfaction. Putra et al, (2014: 91) the results of this study indicate that there is a significant positive influence on organizational culture, compensation, and career development on job satisfaction.

2.6. Hypothesis Development

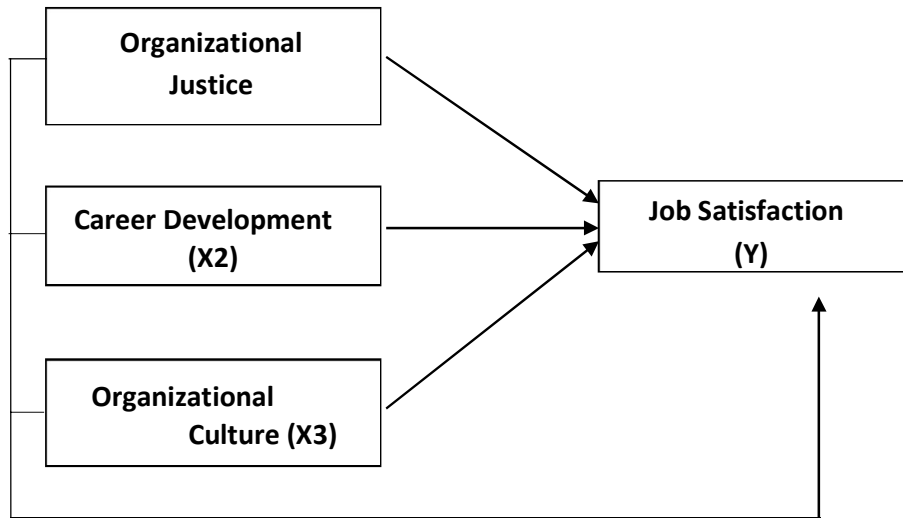
Based on the theoretical studies above, the following hypothesis can be formulated:

1. It is suspected that there is an effect of organizational justice on job satisfaction among employees of PT Pertamina Training and Consulting.
2. It is suspected that there is an effect of career development on job satisfaction among employees of PT Pertamina Training and Consulting.
3. Presumably on the influence of organizational culture on job satisfaction of employees of PT Pertamina Training and Consulting.
4. It is suspected that there is an influence of organizational justice, career development, organizational culture on job satisfaction of employees of PT Pertamina Training and Consulting.

2.7. Research Conceptual Framework

In a concept the writer describes definitively, the author's concept of thought describes definitively, the concept of this influence can be interpreted as a relationship between the independent variable and the dependent variable. It can be described in a simple paradigm as follows:

Research Conceptual Framework



III. RESEARCH METHOD

3.1. Research Strategy

The strategy used in this research is to use a quantitative approach, namely the associative research strategy used to determine the relationship between two or more variables. Where this study aims to determine the effect of organizational justice (X₁), career development (X₂), and organizational culture (X₃) on job satisfaction (Y). The method used in this research is the survey method, this method was chosen because the researcher goes directly to taking samples from the existing population and this research method is easier to do so that it speeds up the research process. In this study, the method used in data collection is using a questionnaire or questionnaire.

3.2. Population and Sample Research

According to Sugiyono, (2016: 80) Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn. According to Ridwan in Buchari Alma (2015: 10) Population is the whole of the characteristics or units of measurement results that are the object of research. Seeing the above opinion, it can be concluded that the population is an object or subject that is in an area and meets certain requirements related to research problems. In this study, the population was all employees or employees of PT Pertamina Training and Consulting in all divisions, as many as 80 people.

According to Sugiyono, (2016: 85) saturation sampling method or total sampling is a sampling technique when all members of the population are used as samples. The sample taken in this study were employees of PT. Pertamina Training and Consulting which is located at Jl. Jampea No. 1 Tanjung Priok, amounting to 80 employees in all divisions, but not including directors who will be the respondents of this study. The reason for using the entire population as a sample is because it represents the entire population because if there are less than 100 populations, all of them are used as research samples, therefore the researchers took 80 samples taken from all divisions

3.3. Data analysis method

The data analysis method used in this research is statistical analysis method using computer applications *Statistical Package Software for Social Science*(SPSS) version 24.

This study uses multiple linear regression methods. The analysis steps that will be used in this research are as follows:

3.3.1. Data Processing Methods

The data processing plan is to use a computer, namely the SPSS Ver program. 24. The results of the data analysis are in the form of *print out* Multiple Regression table. This is done in the hope that a large error rate will not occur.

3.3.2 Data Presentation Method

After the data is processed, the results or outputs from the operations of multiplication, addition, division, rooting, assignment, and subtraction are obtained. The results of data processing will be presented in tabular form, so that they can be read easily and can be quickly understood.

3.4. Statistical Data Methods

3.4.1.1. Descriptive Analysis

Descriptive statistics are statistics that describe data that has been collected and summarized on important aspects related to these data. Usually includes a description or describes things from a data such as *mean, median, mode, range, variant*, frequency, maximum value, minimum value, and standard deviation. Descriptive statistics in research are basically the process of transforming research data in tabulated form so that they are easy to understand and interpret.

3.4.1.2. Validity test

Validity is one of the characteristics of validity in a study. According to Sugiyono, (2016: 267) Validity is the degree of consistency between the data that occurs on the object of research and the power that can be reported by the researcher. Sanusi, (2017: 77) If the score of each item is significantly correlated with the total score at a certain alpha level, it can be said that the measuring instrument is valid, and if the correlation is not significant, the measuring instrument is invalid and the measuring instrument does not need to be used to retrieve data or measure. Significance test is done by comparing the value of r with r table with degrees of freedom (df) = $n-2$, in this case the number of samples. So the df used is $N = 80$ with an alpha of 5% then with the following calculations:

It is known that: $N = 80$ where $\alpha = 5\%$

$$df = N-2$$

$$df = 80 - 2$$

$$df = 78 \text{ (with a significance level of } 5\%)$$

Then the results of the r value table r (two-sided test) of 0.233 provided that:

The result of $r_{count} > r_{table}$ (0.3494) = valid

The result of $r_{count} < r_{table}$ (0.3494) = invalid

If r_{count} (each item can be seen on the column corrected item-total correlation) is greater than r_{table} and the value of r is positive, then the statement is declared valid.

3.4.1.3. Reliability Test

In terms of reliability Susan Stainback in Sugiyono, (2016: 267-268). Reliability is concerned with the degree of consistency and stability of the data or findings. A data can be declared reliable if two or more studies in the same object can produce the same data, or the same researcher produces the same data at different times, or a group of data when split into two can show data that is not different. The reliability of a variable formed from a list of statements can be said to be good if it has a Cronbach's Alpha value > 0.6

3.4.1.4. Analysis of the Coefficient of Determination (R^2)

The coefficient of determination (R^2) is often defined as the multiple coefficient of determination. The coefficient of determination is a multiple correlation coefficient that measures the level of the relationship between the dependent variable (Y) and all

independent variables explaining together and the value is always positive Sanusi, (2017: 136). If the coefficient of determination (R^2) has a value of zero (0) then the greater (close to 1) and the value tends to increase in line with the increase in the number of independent variables, the independent variable has almost all the information that can be needed to predict how many variations the dependent variable is in the hypothesis. However, if the coefficient of determination (R^2) moves away from the value 1 and begins to approach 0, then the ability of the independent variable to explain variations in the dependent variable is increasingly limited. Calculate r square with the following formula:

$$R^2 = 1 - \frac{SS\ Error}{SS\ Total} = 1 - \frac{\sum(y_i - \hat{y}_i)^2}{\sum(y_i - \bar{y}_i)^2}$$

3.4.1.5. Partial Hypothesis Test (t test)

The t test can be used to partially test each variable. If the probability of the t value or significant < 0.05 , it can be said that the influence of the independent variables on the dependent or partial variables, however, if the t value or significant > 0.05 , it can be said that there is no significant influence between each independent variable, there are variables that is bound. Following are the steps for testing a partial hypothesis:

- a. Effect between X_1 and Y
 $H_0: \rho_1 \leq 0$,
 $H_a: \rho_1 \geq 0$,
- b. Effect between X_2 and Y
 $H_0: \rho_2 \leq 0$,
 $H_a: \rho_2 \geq 0$,
- c. Effect between X_3 and Y
 $H_0: \rho_3 \leq 0$,
 $H_a: \rho_3 \geq 0$,

To test the effect of independent variables on changes in partial variables seen from *P-value* compared with the real level α ($0.05 = 5\%$) with the following criteria:

H_0 is rejected, if the P-value is ≤ 0.05

H_a is rejected, if the P-value is ≥ 0.05

3.4.1.6. Simultaneous Hypothesis Test (Test F)

The F hypothesis test is used to measure and determine the effect of the independent variables together or simultaneously on the dependent variable. The F test is also known as the ANOVA test, a test to see the effect of the variables together. The use of the significant level of this research is 0.05 (5%).

The following are the steps for simultaneous hypothesis testing in this study:

- a. Determine the hypothesis
 $H_0: \rho_1 \rho_2 \rho_3 \leq 0$, (Variables X_1, X_2, X_3 affect Variable Y)
 $H_a: \rho_1 \rho_2 \rho_3 \leq 0$ (Variable $X_1 X_2 X_3$ has no effect on variable Y)
- b. Determine the real level or level of belief.
The real level used is 5% (0.05) with a confidence level $(1-\alpha)$ of 95%
- c. Testing criteria
 H_0 is rejected, if significant $F \leq 0.05$
 H_a is accepted if significant $F \geq 0.05$
- d. Significant value calculation
For the significant calculation of F in this study using the help of a statistical package for social science (SPSS) software application program.
- e. Conclusions and interpretation

IV. RESULTS AND DISCUSSION

4.1. Description of Research Object

PT. Pertamina Training & Consulting (PTC) is a subsidiary of PT. PERTAMINA (PERSERO), which focuses on developing human resources through training, consulting and human capital management services as a solution. Our commitment to making a positive impact is reflected in our logo:



- The rotating element of people's stylization appears above, describing humans who are constantly learning, independent, enthusiastic and ready to face change.
- The element of the stylization of people to the right shows the integrated connectedness as a diversity of professional knowledge / expertise.
- The elements of the stylized movement of the person with the right hand forward, depicting dynamic, active, straightforward, moderate, with a sense of kindness and improvement.

Shape effect From the people's stylization, it appears that the water is cut out as an "icon" of local wisdom that conveys a moral message that should be grateful for HIS blessings.

4.2. Respondent Characteristics

The characteristics of the respondent are the various backgrounds the respondent has. This characteristic is to see that the respondent has a background like what in this study the respondent's background is focused on gender, age, education, and years of service. The results obtained are as follows:

Table 4.1
Age Characteristics Testing

Information	Total	Percentage
Number of Samples	80	100%
Gender:		
Male	67	84
Women	13	16
Age:		
19-24 years		
25-30 years	24	30
31 - 35 Years	36	45
> 35 Years	16	20
	4	5

Education:		
SMA / K		
3-year diploma	32	40
Bachelor degree	6	7
Others	38	48
	4	5
Length of work:		
<2 Years		
24 years old	17	21
≥ 5 years	34	43
	29	36

Source: Processed Data, 2020

Based on the table above, this study used 80 respondents who were selected from a gender perspective, as many as 67 respondents were dominated by male and 13 female respondents. Most of the male respondents aged 25-30 years with a vocational education level.

4.3. Instrument Test

4.3.1 Validity test

The validity test was processed using a computer with the SPSS program version 24.0. the research instrument can be said to be valid (accurate) for research if it has a validity value greater than or equal to 0.30 and vice versa, if the validity value is less than 0.30 it is said to be invalid (inaccurate).

For the organizational justice variable (X1) as many as 8 statements were given to 80 respondents. Based on data management, the results of the organizational justice variable (X1), 8 statements have a value of rcount greater than 0.30 so that these statements can be used in data collection in this study.

The following are the results of data management for all statements in the organizational justice instrument consisting of 8 statements in the table as follows:

Table 4.2
Instrument validity per item for organizational justice variables (X1)

No. Statement	rhitung	critical	Decision
1	0.710	0.30	Valid
2	0.589	0.30	Valid
3	0.507	0.30	Valid
4	0.623	0.30	Valid
5	0.802	0.30	Valid
6	0.844	0.30	Valid
7	0.786	0.30	Valid

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8	0.438	0.30	Valid
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Source: Data processed in 2020 with SPSS version 24.0 program

Looking at table 4.2 of organizational justice variables, it can be concluded that all 8 items of the organizational justice statement instrument are valid.

For the career development variable (X2) as many as 8 statements were given to 80 respondents. The following are the results of data management for all statements in the career development instrument consisting of 8 statements in the table as follows:

Table 4.3
Instrument validity per item for career development variables (X2)

No. Statement	rhitung	critical	Decision
1	0,792	0.30	Valid
2	0.720	0.30	Valid
3	0.779	0.30	Valid
4	0.537	0.30	Valid
5	0.804	0.30	Valid
6	0.662	0.30	Valid
7	0.334	0.30	Valid
8	0.673	0.30	Valid

Source: The data was processed in 2020 with the SPSS version 24.0 program

Looking at table 4.3 career development variables, it can be concluded that all 8 items of the career development statement instrument are valid.

For the organizational culture variable (X3) as many as 8 statements were given to 80 respondents. The following are the results of data management for all statements in the organizational culture instrument consisting of 8 statements in the table as follows:

Table 4.4
Instrument validity by item for organizational culture variables (X3)

No. Statement	rhitung	critical	Decision
1	0.459	0.30	Valid
2	0.458	0.30	Valid
3	0.751	0.30	Valid
4	0.672	0.30	Valid
5	0.378	0.30	Valid
6	0.662	0.30	Valid
7	0.591	0.30	Valid
8	0.503	0.30	Valid

Source: The data was processed in 2020 with the SPSS version 24.0 program

Looking at table 4.4 of organizational culture variables (X3) it can be concluded that all 8 items of the organizational culture statement instrument are valid.

For the job satisfaction variable (Y) as many as 8 statements were given to 80 respondents. The following are the results of data management for all statements in the job satisfaction instrument which consists of 8 items in the table as follows:

Table 4.5
Instrument Validity per Item for Job Satisfaction Variable (Y)

No. Statement	rhitung	critical	Decision
1	0.551	0.30	Valid
2	0.570	0.30	Valid
3	0.624	0.30	Valid
4	0.620	0.30	Valid
5	0.484	0.30	Valid
6	0.635	0.30	Valid
7	0.536	0.30	Valid
8	0.607	0.30	Valid

Source: The data was processed in 2020 with the SPSS version 24.0 program

Looking at table 4.5 of the job satisfaction variable (Y), it can be concluded that all 8 items of the job satisfaction statement instrument are all valid.

4.3.2 Reliability Test

After the validity test is carried out, the reliability test will then be carried out. The reliability test is intended to ensure that the instrument has consistency as a measuring tool so that the high level of reliability can show consistent results. Reliability testing is carried out using the Cronbach Alpha method. Furthermore Sugiono said the research instrument was said to be reliable if the Cronbach Alpha value was 0.6 or more. The data is correlated with the help of the SPSS program version 24.0

Table 4.6
Reliability Test Results
Organizational Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.827	8

Career development

Reliability Statistics

Cronbach's Alpha	N of Items

.821	8
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Organizational culture

Reliability Statistics

Cronbach's Alpha	N of Items
.697	8

Job satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.714	8

Source: Data processed in 2020 with SPSS version 24.0

The table above shows that from the results of the answers to the questionnaire 8 (eight) statement items from the four variables are said to be reliable. This is because the value is obtained *Alpha Cronbach's* based on the table above where these values have all exceeded 0,60.

4.5 Statistical Analysis of Data

4.5.1 Partial Determination Coefficient Analysis

Analysis of the partial determination coefficient (R-square) is used to determine how much influence the independent variable has on the dependent variable, namely the effect of organizational justice (X1), career development (X2), and organizational culture (X3) on job satisfaction (Y).

From the results of the SPSS calculation, the value of the partial determination coefficient (KD) means that X1 to Y, X2 to Y, and X3 to Y are as follows:

1. The results of the partial determination coefficient of organizational justice variable (X1) on job satisfaction (Y).

Table 4.7

Results of the Analysis of the Coefficient of Partial Determination of Organizational Justice (X1) on Job Satisfaction (Y)

Correlations

Control Variables			SATISFACTION WORK	JUSTICE Org.
PENG_KARIR & CULTURE_Org	SATISFACTION WORK	Correlation	1,000	.293
		Significance (2-tailed)	.	.013
		Df	0	76
	JUSTICE Org.	Correlation	.293	1,000
		Significance (2-tailed)	.013	.
		Df	76	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned}
 KD_{YX1} &= (R)^2 \times 100\% \\
 &= (0.293)^2 \times 100\%
 \end{aligned}$$

= 8.58%

The effect of organizational justice on job satisfaction is 8.58%. This shows that organizational justice has an influence on job satisfaction by 8.58% and the remaining 91.42% is influenced by other factors.

- The results of the partial determination coefficient of career development variable (X2) on job satisfaction (Y).

The partial effect of career development on job satisfaction can be seen based on the following calculations:

Table 4.8
Results of Partial Determination Coefficient Analysis of Career Development (X2) on Job Satisfaction (Y)

Control Variables			SATISFACTION WORK	PENG CAREER
CULTURE_Org & JUSTICE_Org	SATISFACTION WORK	Correlation	1,000	.403
		Significance (2-tailed)	.	.003
		Df	0	76
PENG CAREER	PENG CAREER	Correlation	.403	1,000
		Significance (2-tailed)	.003	.
		Df	76	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned}
 KDYX2 &= (R)^2 \times 100\% \\
 &= (0.403)^2 \times 100\% \\
 &= 16.24\%
 \end{aligned}$$

The effect of career development on job satisfaction is 16.24%. This shows that career development has an influence on job satisfaction by 16.24% and the remaining 83.76% is influenced by other factors.

- The results of the partial determination coefficient of organizational culture variables (X3) on job satisfaction (Y).

The partial influence of organizational culture on job satisfaction can be seen based on the following calculations:

Table 4.9
Results of Partial Determination Coefficient Analysis of Organizational Culture (X3) on Job Satisfaction (Y)

Control Variables			SATISFACTION WORK	CULTURE Org.
JUSTICE_Org & PENG_KARIR	SATISFACTION WORK	Correlation	1,000	.472
		Significance (2-tailed)	.	.000
		Df	0	76
CULTURE	CULTURE	Correlation	.472	1,000

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Org.	Significance (2-tailed)	.000	.
	Df	76	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned} \text{KDYX2} &= (R)^2 \times 100\% \\ &= (0.472)^2 \times 100\% \\ &= 22.28\% \end{aligned}$$

The influence of organizational culture on job satisfaction is 22.28%. This shows that organizational culture has an influence on job satisfaction by 22.28% and the remaining 77.72% is influenced by other factors.

4.5.2 Simultaneous Determination Coefficient Analysis

Simultaneous Coefficient of Determination (*R-square*) aims to determine the magnitude of influence between variables together (simultaneously). The results of the effect of organizational justice, career development, and organizational culture on employee job satisfaction can be seen based on the following calculations:

Table 4.10
Simultaneous Determination Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647a	.419	.388	2.21314

a. Predictors: (Constant), Effects of organizational justice, Career development, Organizational culture

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned} R_a^2 &= 1 - \left\{ (1 - R^2) \left(\frac{n - 1}{n - p - 1} \right) \right\} \\ R_a^2 &= 1 - \left\{ (1 - 0,647^2) \left(\frac{80 - 1}{80 - 4 - 1} \right) \right\} \\ R_a^2 &= 1 - \{ (0,581)(1,053) \} \\ R_a^2 &= 1 - 0,612 \\ R_a^2 &= 0,388 \\ R_a^2 &= 38,8\% \end{aligned}$$

4.6 Hypothesis test

4.6.1 Partial Hypothesis Test (t test)

The t test aims to provide an overview of the influence of one independent variable with one dependent variable. The measurement used is to use t count and t table. For this reason, the following hypothesis is formed:

Ho: partially independent variables do not have a significant effect on the dependent variable

Ha: the independent variable partially does not have a significant effect on the dependent variable with the level of trust used is 95%, then the value of $\alpha =$

0.05. If t count < t table then Ho is accepted and Ha is rejected or if the value is Sig. >

0.05. If t count > t table then Ho is rejected and Ha is accepted or if the value is Sig. <

0.05. The following is a table of t test results

Table 4.11
Partial Effect of Organizational Justice (X1) on Job Satisfaction (Y)
Coefficientsa

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	14,555	2,112		6,891	.000
JUSTICE_Org	.416	.082	.499	5,084	.000

a. Dependent Variable: KPUASAN_KERJA

Based on the results of the coefficients output above, it is known that the significant coefficients value (X1) is 0.000. because the significant value is $0.000 < 0.05$, it can be concluded that H1 is accepted. This means that there is an influence between organizational justice on job satisfaction (Y).

The organizational justice t test hypothesis (X1) is:

1. Ho = organizational justice (X1) has no significant effect on job satisfaction (Y)
Ha = organizational justice (X1) has a significant effect on job satisfaction (Y)
2. With the confidence level used at 95%, the value of $\alpha = 0.05$
3. T table = $(\alpha / 2; nk-1)$
T table = $(0.05 / 2; 80-3-1)$
T table = $(0.025; 76)$

Based on the results of the regression analysis, the t value is $5.084 > t$ table 1.991 and significant (sig) $0.00 < 0.05$, it can be concluded that:

Ho: rejected

Ha: accepted

This means organizational justice (X1) has a significant positive effect on job satisfaction (Y).

Table 4.12
Partial Effect of Career Development (X2) on Job Satisfaction (Y)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,286	2,369		7,298	.000
	PENG_KARIR	.304	.090	.356	3,368	.001

a. Dependent Variable: KPUASAN_KERJA

Based on the results of the coefficients output above, it is known that the significant coefficients value (X2) is 0.001. Because the significant value is $0.001 < 0.05$, it can be concluded that H1 is accepted. This means that there is an influence between career development (X2) on job satisfaction (Y).

The t-test hypothesis of career development (X2) is:

1. Ho = Career development (X2) has no significant effect on job satisfaction (Y)
Ha = Career development (X2) has a significant effect on job satisfaction (Y).
2. With the confidence level used at 95%, the value $\alpha = 0.05$
3. T table = $(\alpha / 2; nk-1)$
T table = $(0.05 / 2; 80-3-1)$
T table = $(0.025; 76)$
T table = 1.991

Based on the results of the regression analysis, the t value was $3.368 > t$ table 1.991 and significant (sig) $0.001 < 0.05$. it can be concluded that:

Ho: rejected

Ha: accepted

Meaning career development (X2) has a significant positive effect on job satisfaction (Y)

Table 4.13
Partial Influence of Organizational Culture (X3) on Job Satisfaction (Y)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,123	2,578		2,763	.007
	CULTURE_Org	.708	.100	.624	7,045	.000

a. Dependent Variable: KPUASAN_KERJA

Based on the results of the Coefficeince output above, it is known that the significant Coefficients value (X3) is 0.000. because the significant value is $0.000 < 0.05$, it can be concluded that H1 is accepted. This means that there is an influence between organizational culture (X3) on job satisfaction (Y).

The organizational culture t test hypothesis (X3) is:

1. Ho = organizational culture (X3) has no significant effect on job satisfaction (Y).

Ha = culture (X3) has a significant effect on job satisfaction (Y).

2. With a trust level used at 95%, the value is $\alpha = 0.05$

3. T table = $(\alpha / 2; nk-1)$

$$T \text{ table} = (0.05 / 2; 80-3-1)$$

$$T \text{ table} = (0.025; 76)$$

$$T \text{ table} = 1.991$$

Based on the results of regression analysis, the t value is $7,045 > t \text{ table } 1.991$ and significant (sig) $0.000 < 0.05$. it can be concluded that:

Ho: rejected

Ha: accepted

This means that organizational culture (x3) has a significant positive effect on job satisfaction (Y)

4.6.2 Simultaneous Hypothesis Testing (Test f)

The basis for decision making in the F test is based on the calculated F value and the table:

1. If the value of F count $> F \text{ Table}$, the independent variable simultaneously affects the dependent variable

2. If the value of F count $< F \text{ table}$, the independent variable simultaneously has no effect on the dependent variable.

$$F \text{ table} = (df1; df2)$$

$$F \text{ table} = (k-1; nk-1)$$

$$F \text{ table} = (3-1; 80-3-1)$$

$$F \text{ table} = (2; 76)$$

$$F \text{ table} = 3.12$$

Table 4.14
Simultaneous Test (Test F)

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	268,552	3	89,517	18,276	.000b
	Residual	372,248	76	4,898		
	Total	640,800	79			

a. Dependent Variable: KPUASAN_KERJA

b. Predictors: (Constant), CULTURE_Org, CAREER__CARRER, JUSTICE_Org

Source: The data was processed in 2020 with the SPSS version 24.0 program

Based on table 4.14, because of significance $f(0.000) < 0.05$ (significant level). So it can be concluded that simultaneously there is an influence between variable X (organizational justice, career development, and organizational culture) on variable Y (employee job satisfaction). And based on table 4.13, the R2 value is 0.419. This means that the X variable (organizational justice, career development, and organizational culture) has an influence on job satisfaction by 41.9% and the remaining 58.1% is influenced by other factors.

4.7 Interpretation of Research Results

4.7.1 Effect of Organizational Justice on Job Satisfaction

This is in accordance with the results of research conducted by Indrayani et al (2016: 3601) that every company in essence really needs a worker or employee to carry out activities in working in a company. Because in a company employees are an asset for the company, but workers also need recognition in carrying out their work activities. Recognition is one of fairness for employees, so that employees can feel satisfaction at work. Sometimes there are companies that pay less attention and don't involve employees in making decisions. This is one of the fairnesses that must be obtained by employees of the company, otherwise it can cause injustice to employees at work.

According to Indrayani, et al (2016: 3615), the results of this study have a significant positive effect of organizational justice on job satisfaction. The sense of job satisfaction at work is strongly influenced by fairness in the organization.

4.7.2 Effect of Career Development on Job Satisfaction

This is in accordance with the results of research conducted by Putra *et al*, (2014: 89) that career development is a process where a person or individual plans his career with the aim of getting the position he wants, and not only the position expected of an employee's career plan, but also the output that the company gives him, such as rewards. greater than what is currently available, benefits, and so on. Career development is also very much needed in the complex problems that will be faced in the future. Career development has a good existence for the future depending on human resources. If career development is carried out continuously every year, it will have a very good impact on employees and have an impact on the company.

According to the Son *et al*, (2014: 91) the results of this study indicate that there is a significant positive effect between career development and job satisfaction.

4.7.3 The Influence of Organizational Culture on Job Satisfaction

This is in accordance with the results of research conducted by Leli, (2014: 56) that in every company it always has the characters or cultures it has. Organizational culture can be interpreted as an interaction of various individuals from the characteristics of the habits that affect the groups that are in it. Organizational culture has a goal as a concept of a means to measure the appropriateness of the goals of the organization's strategy and organizational tasks, and the resulting impact. If an organization in a company is not very good, it will affect one's satisfaction in working at the company, because this is also a serious factor in

increasing employee productivity to achieve company goals. Therefore, companies need to pay attention to these things.

According to Leli, (2016: 64) the results of this study indicate that there is a significant relationship between organizational culture and job satisfaction.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the research that has been done, the following conclusions can be drawn:

1. Organizational justice partially affects job satisfaction at PT. Pertamina Training and Consulting. This means that organizational justice has an influence on job satisfaction.
2. Career development partially affects job satisfaction at PT. Pertamina Training and Consulting. This means that career development has an influence on job satisfaction.
3. Organizational culture partially affects job satisfaction at PT. Pertamina training and consulting. This means that organizational culture has an influence on job satisfaction.

Simultaneously organizational justice, career development, and organizational culture have an effect on job satisfaction. This means that the variable X (organizational justice, career development, and organizational culture has an influence on job satisfaction) as evidenced by the coefficient of determination.

5.2. Suggestion

Based on the research results above, regarding organizational justice, career development, and organizational culture on job satisfaction at PT. Pertamina Training and Consulting, then the writing provides the following suggestions:

1. In the variable of organizational justice, it is better if PT. Pertamina Training and Consulting must provide employee rights in the form of welfare, labor unions, and limited leave so that employees can be enthusiastic about doing their work.
2. In the development variable, PT. Pertamina Training and Consulting must hold rolling positions so that employees can find out about jobs in other positions and also employees can master these other positions.
3. In organizational culture variables, it is better if PT. Pertamina Training and Consulting provides references or directions for employees to comply with regulations.
4. In job satisfaction variables, it is better if PT. Pertamina Training and Consulting provides a place according to ability and is also placed according to education.

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