

THE INFLUENCE OF CAREER DEVELOPMENT AND TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION ON DJPB CENTRAL JAVA REGION OFFICE'S EMPLOYEE

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Abstract

This study examines the influence of career development and transformational leadership on employee job satisfaction at the Regional Office of the Directorate General of Treasury (DJPB) of Central Java Province, using a quantitative approach with data collected from 52 respondents through questionnaires and analyzed using multiple linear regression with SPSS. The results of the study indicate that career development does not have a significant effect on employee job satisfaction at the DJPB Kanwil Central Java (significance value 0.013), while transformational leadership is proven to have a significant effect on job satisfaction (significance value 0.000). Thus, it is concluded that transformational leadership has a crucial role in increasing job satisfaction in government environments such as the DJPB Kanwil Central Java, indicating that the current career development program has not had a significant impact.

Keywords: Career Development, Transformational Leadership, Leadership, Job Satisfaction, Employee satisfaction

INTRODUCTION

One aspect that significantly influences the quality of human resources in a company is job satisfaction (Sono et al., 2024). This is because job satisfaction will be directly related to employee productivity, loyalty, and retention (Bora et al., 2021). Job satisfaction is based on a comparison between what employees expect and what they encounter in their workplace due to its multidimensional nature, which includes affective, cognitive, and behavioral aspects (Tafana & Sunardi, 2021). The Central Java DJPB Regional Office, as a government agency that certainly has great responsibility towards its employees, certainly pays attention to employee job satisfaction. Therefore, the Central Java DJPB Regional Office routinely conducts surveys on job satisfaction of its employees every six months to understand the level of employee satisfaction. This survey describes the level of satisfaction and importance of job satisfaction in several factors.

Research by Guo (2022) suggests that job satisfaction is influenced by several main factors including fair pay, positive work environment, career development, inspiring leadership, and recognition of employee contributions. In addition, work-life balance and participation in decision-making also play an important role in increasing job satisfaction (Guo, 2022). Routine job satisfaction surveys conducted by the HR management of the Central Java DJPB Regional Office show a strong relationship between career development and employee job satisfaction, with a level of importance and job satisfaction of 86.89%.

In addition to relying on surveys, the Regional Office of DJPB also often facilitates seminars and talk shows that discuss good leadership, especially in government agencies. Previous studies have shown that job satisfaction is also influenced by a transformational

leadership style that has an ideal influence, is inspiringly motivating, and considers individuals (Indriasari et al., 2023). Research

by Ayik and Alpullu (Ayik & Alpullu, 2022) also shows that transformational leadership style has a positive relationship with job satisfaction in the context of HR training and development.

In government agencies, there are often challenges caused by the competency development system which still faces many bureaucratic obstacles (Dewi & Nurhayati, 2021). As a result, this not only disrupts the operating system as it should, but can also reduce the quality of public services, which is the main responsibility of the government (Dewi & Nurhayati, 2021). Seeing how the strategic role of the DJPB of the Central Java Provincial Regional Office in public services, understanding the mechanism of influence of these two variables can help internal improvements and improve public service performance (Mochamad Ainan et al., 2021; Susanto, 2023). Therefore, this study attempts to further analyze the relationship between career development and transformational leadership on employee job satisfaction, which will ultimately support the improvement of the quality of public services and the internal quality of the Central Java Provincial DJPB Regional Office.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Since the early work of Homans (1961), Blau (1964) and Emerson (1962, 1972), exchange theory has been one of the most important theories in social psychology. This theoretical orientation is based on earlier psychological and philosophical orientations derived from behaviorism and utilitarianism. Homans (1961) stated that social exchange is when at least two people engage in activities that are more or less beneficial or detrimental. On the other hand, Emerson (1976a) stated that social exchange theory is a framework that encompasses various theories and not a theory in itself. In relation to social exchange theory, when an organization provides value and support, such as career development programs, employees will feel encouraged to make greater contributions to the company through increased job satisfaction and performance (Samsudin et al., 2024). In addition, according to Social Exchange Theory (SET), transformational leadership helps build social exchange relationships between leaders and their employees (Ilyas et al., 2021). Positive leader behaviors, such as inspiration, motivation, and individual attention, encourage employees to reciprocate with positive attitudes and behaviors, which include increased job satisfaction (Ilyas et al., 2021).

According to Adiguzel (Adiguzel et al., 2020) Job satisfaction is a complex concept that is influenced by various factors, including individual perceptions, workplace experiences, and management practices. Based on other opinions, employee job satisfaction in an organization ranges from sociodemographic characteristics, employee behavior, and psychological capital which together involve issues such as healthy lifestyle behaviors, character strengths, self-efficacy, and expectations (Shuvro et al., 2020; Stephen James et al., 2022). Effective HR management practices can create a supportive work environment that increases employee satisfaction (Adiguzel et al., 2020). It is also added that leadership that supports open communication and team building contributes to increased levels of job satisfaction among employees. Overall workplace conditions, including salary, work environment, and organizational culture, are also important factors (Adiguzel et al., 2020).

Career development is a dynamic adaptation process that occurs when people face changes in their work environment, both outside and inside the organization (McMahon & Patton, 2020). Career development refers to the advancement and development of one's career path, which includes increasing skills, responsibilities, and positions within an organization (Al Balushi et al., 2022). According to Kuzmin (Kuzmin, 2021), career development can be defined as a dynamic and ongoing process that includes planning, developing, and implementing strategies to achieve individual professional and personal growth in an organization or life in general. Individual variables, such as career interests, values, competencies, and motivation levels, as well as factors from the external environment, such as family support, educational influences, and labor market conditions,

are included in the systems theory framework (STF) proposed by McMahon & Patton (McMahon & Patton, 2022).

According to Bakker (Bakker et al., 2023), transformational leadership is a leadership style that involves various leader behaviors that have the potential to "change" followers and positively influence their work engagement (Wu et al., 2020). In addition, Nastain (Nastain, 2021) also stated that transformational leadership prioritizes the creation of a shared vision, the delivery of inspiring direction, intellectual stimulation to encourage innovation, and individual attention to support the growth and development of each member. Transformational leadership style is also defined as a leadership style that does not only rely on transactional relationships, but focuses more on building a strong vision and encouraging organizational members through a deep and comprehensive approach (V. Sumampong & Arnado, 2024). Operationally, transformational leadership is also defined as a leadership style demonstrated in actions, such as clear communication of vision, intellectual stimulation, and individual attention and support. Measurement of this leadership style was then carried out using a quantitative tool, the standardized Multifactor Leadership Questionnaire (Bakker et al., 2023).

Career development not only allows for increased skills and competencies through training, mentoring, and education, but also offers opportunities for increased positions and salaries, which in turn increases employee motivation and satisfaction (Fatmala et al., 2022). Effective career development increases employee commitment and loyalty through increased competencies and career opportunities, and makes employees satisfied with their jobs (Komara & Rizkiyana Azzahra, 2022). In addition, Dewi and Nurhayati (Dewi & Nurhayati, 2021) stated that job satisfaction will increase with organizational career development programs, especially with direction and guidance from superiors. In fact, empirical research has shown that career development not only increases knowledge and skills but also provides psychological impacts in the form of increased self-esteem and confidence in the future of a career, which ultimately correlates positively with job satisfaction (Heriyanti & Krisma, 2022). By considering the results of previous research and existing issues, the following hypothesis can be formulated:

H1: Career development has an influence on job satisfaction.

Leaders who demonstrate transformational behaviors—such as articulating a compelling vision, increasing intellectual stimulation, acting as role models through idealized influence, and providing individualized consideration—have been found to foster supportive work environments that enhance employee morale and satisfaction (Hilton et al., 2023). Anwar (Anwar et al., 2024) also reached similar findings, showing a positive relationship between job satisfaction and transformational leadership. Maswanto's research (Maswanto et al., 2024) also revealed that the implementation of high levels of job satisfaction is the result of implementing transformational leadership ideas. Transformational leaders can create a work environment that supports employees' personal and professional growth by utilizing idealizing behavior, inspirational motivation, intellectual stimulation, and individual consideration (Gultom, F., Perangin-angin, A., & Karo-Karo, 2020). Based on these description, the author formulates the second hypothesis as follows:

H2: Transformational leadership has an influence on job satisfaction.

RESEARCH METHODS

This study adopts a quantitative approach to analyze data objectively using statistical methods. The location of the study is the Directorate General of Treasury (DJPB) of the Central Java Provincial Office, chosen because of its relevance to the object of study. The subjects of the study were all 67 employees of the DJPB of the Central Java Provincial Office, with the objects of research including career development, transformational leadership, and job satisfaction. The study was conducted from March to June 2025. In determining the sample, the researcher used a saturated sampling method (census), so that the entire population was sampled. Primary data were obtained through questionnaires distributed to respondents, while secondary data were obtained from

related literature. The questionnaire was designed using a 5-point Likert scale (1: Strongly disagree to 5: Strongly agree). Data analysis techniques include instrument testing (validity and reliability), descriptive analysis, classical assumption testing (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, and statistical tests (F test and T test) to test the research hypothesis.

RESULTS AND DISCUSSION

Based on the results of the descriptive analysis test, it can be concluded that the Career Development Variable (X1) from the researcher's findings has a minimum value of 27 and a maximum of 30. With an average of 28.71 and a standard deviation of 1.016. The Transformational Leadership Variable (X2) from the researcher's findings has a minimum value of 40 and a maximum of 45. With an average of 43.83 and a standard deviation of 1.543. The Job Satisfaction Variable (Y) from the researcher's findings has a minimum value of 45 and a maximum of 50. With an average of 48.50 and a standard deviation of 1.365.

Tabel 1. Hypotesis Test

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	t
1	(Constant)	16.589	6.770		2.451
	Pengembangan Karir	.407	.158	.303	2.580
	Kepemimpinan Transformasional	.461	.104	.521	4.433

a. Dependent Variable: Kepuasan Kerja

Based on the results of the calculations carried out on the career development hypothesis on job satisfaction, the t-value of 2.580 was obtained which was positive with a significance of 0.013 <0.05. Thus, career development has a significant effect on job satisfaction. *H1 Accepted.*

Based on the results of the regression analysis, it can be seen that career development has a positive and significant influence on the job satisfaction of employees of the Central Java Regional Office of DJPB. In social exchange theory, career development is considered a form of organizational commitment to employees. Employees tend to show a positive attitude towards their work as a form of reciprocity, which means they are more satisfied with their work.

Several previous studies also support this finding, such as Fatmala et al. (2022) who found that career development has a positive effect on job satisfaction. Aritonang (Aritonang & Prahiawan, 2024) in his research stated that career development can help employees see their work in a better way, which ultimately increases job satisfaction. Dewi & Nurhayati (Dewi & Nurhayati, 2021b) also added that job satisfaction will increase with organizational career development programs, especially with direction and guidance from superiors.

Based on the results of the calculations carried out on the transformational leadership hypothesis on job satisfaction, the t-value of 4.433 was obtained which was positive with a significance of 0.000 <0.05. Thus, transformational leadership has a significant effect on job satisfaction. *H2 Accepted.*

Based on the results of the regression analysis, it can be seen that transformational leadership has a positive and significant influence on the job satisfaction of employees at the Central Java DJPB Regional Office. In the context of social exchange theory, a leader's transformational

behavior is considered a "social investment," which is reciprocated by employees with loyalty, commitment, and feelings of satisfaction with their work.

This finding is in line with Omar (Omar & Nik Mahmood, 2020) and Hilton et al. (Hilton et al., 2023) who found that transformational leadership has a positive effect on job satisfaction. Anwar's findings (Anwar et al., 2024) also show a positive relationship between job satisfaction and transformational leadership, where leaders who show concern, incentives, and inspiration can encourage employees to feel support and value, thereby increasing their satisfaction.

Based on the analysis results presented in the table, the linear regression equation that reflects the relationship between variables in this study is as follows:

$$Y = 16.589 + 0.407X_1 + 0.461X_2 \dots\dots\dots (1)$$

CONCLUSION

Based on the results of the study and discussion on the influence of career development and transformational leadership on job satisfaction at the Central Java Regional Office of DJPB, the following conclusions can be drawn: (1) Career development has a positive effect on job satisfaction. This shows that a good career development system at the Central Java Regional Office of DJPB will increase employee job satisfaction. (2) Transformational leadership has a positive effect on job satisfaction. This shows that leaders of the Central Java Regional Office of DJPB who can motivate and inspire employees will help increase employee job satisfaction.

To maintain and improve employee job satisfaction through career development programs, the Central Java Regional Office of DJPB needs to create a clearer career outline, implement a mentoring program, and provide relevant special training to improve employee capabilities in the future, as well as prioritize feedback results to adjust the competencies of each employee.

To maintain and improve job satisfaction through transformational leadership, the Central Java Regional Office of DJPB needs to prioritize leaders who can provide emotional support, communicate better, provide useful feedback to all employees, and have a positive impact on employees.

In compiling this thesis, the author is aware of several limitations that may affect the breadth and depth of the findings. Regarding the generalization of the results, this study was conducted on a very specific population, namely all employees of the Central Java DJPB Regional Office. The characteristics of the bureaucracy, internal policies, and work culture at the Central Java DJPB Regional Office may differ significantly from other government agencies or organizations in the private sector, so the results we obtain may not be fully applicable outside this specific context. In addition, there is the possibility of bias from both researchers and participants. Researcher bias can arise when collecting and analyzing data, especially when the results are interpreted subjectively to support the initial hypothesis. On the other hand, participant bias can arise in the form of social bias, where respondents provide answers that are considered more socially acceptable than based on actual circumstances or perspectives. Furthermore, because this study uses a cross-sectional design, which means that data is collected at a certain point in time. This method cannot observe changes or developments in attitudes, behaviors, or conditions of respondents over time, so it cannot explain the causal relationship between variables.

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