

# The Role of Career Development, Organizational Citizenship Behavior, and Workplace Environment on Job Satisfaction at PT Wilmar Oleochemical Indonesia

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## ABSTRACT

PT Wilmar Oleochemical Indonesia, as a prominent player in the palm oil-based oleochemical industry, continuously strives to enhance employee job satisfaction, as it significantly influences company performance and productivity. This study aims to analyze the impact of Career Development, Organizational Citizenship Behavior (OCB), and Workplace Environment on Job Satisfaction at PT Wilmar Oleochemical Indonesia. The research employs a quantitative approach using purposive sampling techniques. Data collection was conducted through an offline questionnaire survey of 58 employees, and data were analyzed using Multiple Regression Analysis with SPSS 26. The findings reveal that Career Development and OCB have a positive and significant impact on Job Satisfaction, whereas Workplace Environment has a positive but non-significant effect. These results suggest that the company should maintain and further develop Career Development and OCB programs to enhance employee satisfaction.

**Keywords:** Career Development, Organizational Citizenship Behavior, Workplace Environment, Job Satisfaction.

## 1. INTRODUCTION

The oleochemical industry, which processes palm oil into various chemical products, has seen significant growth in recent years. PT Wilmar Oleochemical Indonesia is one of the leading companies in this sector, operating in Medan, Sumatera Utara. As a rapidly growing company, PT Wilmar Oleochemical Indonesia recognizes the importance of employee job satisfaction in ensuring sustainable business performance. Job satisfaction is a crucial factor influencing employee motivation, retention, and productivity. According to Yulistiyono, Kurniawati, and Kustiawan (2021), job satisfaction is a critical issue as it directly affects employee productivity, which ultimately contributes to the company's overall productivity (p. 227). Similarly, Ipekc and Irmak, as cited in Sunarta (2019), emphasize that satisfaction with work processes and outcomes strengthens employees' commitment and work ethic.

According to previous studies, job satisfaction is determined by various factors, including Career Development, Organizational Citizenship Behavior (OCB), and Workplace Environment. Career development provides employees with clear opportunities for growth, while organizational citizenship behavior (OCB) demonstrates their willingness to exceed formal job duties to contribute to the organization's success. Meanwhile, Workplace Environment emphasizes the overall conditions and atmosphere in the workplace, including physical, social, and psychological factors that impact employee well-being and productivity.

Despite various career development programs implemented by PT Wilmar Oleochemical Indonesia, data indicate that employee turnover remains a concern. Monthly resignation reports from May to July 2022 show a consistent pattern of voluntary resignations, suggesting potential dissatisfaction among employees. This brings into question the effectiveness of PT Wilmar Oleochemical Indonesia's career development programs and leadership approach in improving employee job satisfaction.

Preliminary observations indicate that PT Wilmar Oleochemical Indonesia has implemented several career development programs, including short-term assignments, training sessions, and performance evaluations. Additionally, fostering Organizational Citizenship Behavior (OCB) among employees is encouraged to create a collaborative and productive work environment. However, the degree to which these factors influence job satisfaction remains unclear. Previous studies have demonstrated that career development has a positive and significant impact on job satisfaction (Rohmah, 2020). Similarly, Organizational Citizenship Behavior has been found to improve organizational effectiveness and employee satisfaction commitment (Lestari & Ghaby, 2018). Furthermore, research suggests that

Workplace Environment can influence job satisfaction by providing a comfortable, supportive, and inclusive atmosphere that enhances employee well-being and productivity (Wiguna and Pratiwi, 2024). Therefore, this research attempts to look into the role of Career Development, Organizational Citizenship Behavior, and Workplace Environment on Job Satisfaction within the company.

Based on the above background, the research seeks to answer the following questions:

- a. Does Career Development have a significant influence on Job Satisfaction at PT Wilmar Oleochemical Indonesia?
- b. Does Organizational Citizenship Behavior (OCB) have a significant influence on Job Satisfaction at PT Wilmar Oleochemical Indonesia?
- c. Does Workplace Environment have a significant influence on Job Satisfaction at PT Wilmar Oleochemical Indonesia?
- d. Do Career Development, OCB, and Workplace Environment simultaneously influence Job Satisfaction at PT Wilmar Oleochemical Indonesia?

## 2. RESEARCH METHODS

The relationship between career development, organizational citizenship behavior, workplace environment, and job satisfaction at PT Wilmar Oleochemical Indonesia is investigated in this study using a quantitative methodology. A survey methodology was used, distributing structured questionnaires to 58 employees selected through purposive sampling. This method ensures the inclusion of employees with at least one year of experience, allowing for informed responses regarding company policies and leadership practices (Sugiyono, 2020).

Data was gathered through a structured questionnaire comprising five sections: demographic details, career development, organizational citizenship behavior, workplace environment, and job satisfaction. Employee perceptions were quantified using a Likert scale. The analysis was conducted using SPSS 26, employing descriptive statistics and Multiple Regression Analysis to assess the significance and impact of independent variables on job satisfaction. To ensure measurement consistency, validity and reliability tests were performed, followed by hypothesis testing using t-tests and F-tests (Hair et al., 2019).

## 3. RESULTS AND DISCUSSION

### 3.1 Test of Research Instrument

Before analyzing the data, validity and reliability tests were conducted to ensure the accuracy and consistency of the measurement instruments. The validity test, assessed using the Pearson correlation coefficient, confirmed that all questionnaire items were valid as their r-values exceeded the critical r-table value of 0.361. The reliability test, using Cronbach's Alpha, demonstrated that all variables had values above 0.7, indicating strong reliability. The reliability test results are as follows:

- a. Career Development (X1): Cronbach's Alpha = 0.754
- b. Organizational Citizenship Behavior (X2): Cronbach's Alpha = 0.769
- c. Workplace Environment (X3): Cronbach's Alpha = 0.867
- d. Job Satisfaction (Y): Cronbach's Alpha = 0.911

These results suggest that the research instruments were both valid and reliable for further analysis.

### 3.2 Descriptive Statistics

A descriptive analysis was performed to understand the characteristics of the respondents and their perceptions regarding the studied variables. The demographic data of respondents show that 47 out of 58 respondents (82.5%) were male, while 10 (17.5%) were female. The majority of respondents (58%) had more than five years of work experience at PT Wilmar Oleochemical Indonesia. The highest number of responses came from employees working in the Fatty Acid Department, followed by the Engineering and Soap Departments. Using a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), the study analyzed the mean scores of each variable:

- a. Career Development: Mean = 4.10 (Employees agree that career development opportunities are provided by the company.)
- b. Organizational Citizenship Behavior (OCB): Mean = 4.15 (Employees exhibit strong voluntary participation beyond their job descriptions.)
- c. Workplace Environment: Mean = 3.85 (Employees find their work environment generally comfortable and supportive but identify areas for improvement in facilities, team dynamics, or overall workplace conditions.)
- d. Job Satisfaction: Mean = 4.05 (Overall, employees feel satisfied with their work environment but suggest improvements in career growth opportunities.)

### 3.3 Results of Main Data Analysis

The normality test, conducted using the Kolmogorov-Smirnov test, yielded a significance value greater than 0.05, indicating that the data was normally distributed. The heteroscedasticity test, performed through scatterplot analysis, showed no discernible pattern, suggesting that heteroscedasticity was not a concern. The multicollinearity test results revealed that all independent variables had a Variance Inflation Factor (VIF) below 10, confirming the absence of multicollinearity. Additionally, the linearity test indicated that the deviation from linearity significance values for all variables exceeded 0.05, confirming a linear relationship between the independent variables and job satisfaction.

**Table 1. Regression Analysis Results**

Variable	Coefficient (B)	t-value	p-value
Career Development (X1)	0.261	2.172	0.034*
Organizational Citizenship Behavior (X2)	0.473	3.909	0.000**
Workplace Environment (X3)	0.203	1.564	0.124
R <sup>2</sup>	0.635		
F-value	26.732		0.000**

**Note:** \* $p < 0.05$ , \*\* $p < 0.01$  (significant)

The multiple regression model was applied to analyze the relationship between Career Development, OCB, Workplace Environment, and Job Satisfaction as seen as in Table 1. The regression coefficients indicate that:

- a. Career Development has a significant positive effect on Job Satisfaction ( $\beta = 0.261$ ,  $p < 0.05$ ).
- b. Organizational Citizenship Behavior has the strongest positive effect on Job Satisfaction ( $\beta = 0.473$ ,  $p < 0.05$ ).
- c. Workplace Environment has a positive but insignificant effect on Job Satisfaction ( $\beta = 0.203$ ,  $p > 0.05$ ).

### 3.4 Hypothesis Testing

Multiple regression analysis was used to test the hypotheses. The results indicate that:

- a. Career Development has a positive and significant effect on Job Satisfaction (Accepted).
- b. Organizational Citizenship Behavior has a positive and significant effect on Job Satisfaction (Accepted).
- c. Workplace Environment has a positive but not significant effect on Job Satisfaction (Rejected).
- d. Career Development, OCB, and Workplace Environment collectively influence Job Satisfaction (Accepted,  $F = 26.732$ ,  $p < 0.05$ ).

The results highlight that Career Development and OCB play a crucial role in improving Job Satisfaction. Employees who perceive career growth opportunities and work in a collaborative environment tend to have higher levels of job satisfaction. Although Workplace Environment had a positive relationship with Job Satisfaction, its effect was not statistically significant, indicating that other factors such as company policies, organizational culture, or leadership styles might be influencing employees' satisfaction levels.

### 3.5 Discussion

The findings emphasize the significance of Career Development and Organizational Citizenship Behavior (OCB) in improving Job Satisfaction, as employees appreciate opportunities for growth and a supportive work environment.

While Workplace Environment exhibited a positive relationship, its impact was not statistically significant, implying that other workplace factors, such as leadership styles, organizational culture, or company policies, may also influence employee satisfaction.

A deeper analysis suggests that the limited impact of Workplace Environment may be due to employees' varying expectations regarding their work conditions. Some employees may prioritize physical workspace comfort, while others may value social interactions or organizational support. Furthermore, company policies, team dynamics, and corporate culture can also affect how the workplace environment influences job satisfaction. Previous studies indicate that the effectiveness of Workplace Environment in enhancing job satisfaction depends on industry context and employee demographics (Sharma, 2023).

Additionally, the significance of Career Development and OCB suggests that companies should focus on providing structured career paths and recognizing employees' voluntary contributions to workplace harmony. Employees who recognize clear career growth opportunities and feel appreciated for their contributions are more likely to remain engaged and satisfied in their roles. Organizations should implement mentorship programs and continuous feedback systems to support career development.

#### 4. CONCLUSION

The study concludes that Career Development and Organizational Citizenship Behavior significantly enhance job satisfaction at PT Wilmar Oleochemical Indonesia. However, Workplace Environment does not exhibit a significant effect. This suggests that while the overall work environment influences employee experiences, other factors such as workplace culture, compensation, and career development opportunities may have a more direct impact on satisfaction levels.

Organizations should continue investing in structured career development programs, providing employees with clear growth paths, training, and mentorship opportunities. Recognizing and rewarding employees who exhibit Organizational Citizenship Behavior can further enhance workplace harmony and productivity. Additionally, while Workplace Environment showed a positive relationship with job satisfaction, the company may need to explore improvements in specific workplace factors, such as facilities, team collaboration, or organizational support, to better align with employees' expectations and industry demands.

Future research should explore additional moderating variables that may influence job satisfaction, such as job autonomy, work-life balance, and company policies. A qualitative approach could also be beneficial in capturing deeper insights into employee perceptions regarding career development, leadership, and organizational behavior. By understanding these factors more comprehensively, organizations can tailor strategies that effectively boost employee satisfaction and retention, leading to long-term business sustainability.

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