

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

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Abstract

Job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency is the focus of this study, which seeks to understand the role of organizational justice, culture, and career development in this context. Improving employee happiness requires research on how to create a more equitable workplace, strengthen corporate culture, and facilitate career advancement. Quantitative techniques were used in this study through a survey. All staff members of the Dewantara Health Center UPTD were the population, and 69 people were randomly selected to participate in the survey. Multiple linear regression was used to examine the data received from the structured questionnaire. There was a statistically substantial relationship between job satisfaction and organizational justice, organizational culture, and career growth. Individually, each of these factors also had a significant and beneficial impact. The three independent factors explained 64.6% of the variation in job satisfaction, according to the coefficient of determination (R^2). To improve organizational productivity and employee well-being, these results emphasize the importance of implementing a fair, culturally supportive, and future-oriented human resource strategy.

Keywords: *Organizational Justice, Organizational Culture, Career Development, Job Satisfaction.*

INTRODUCTION

Working in a health center always brings satisfaction to its workers. Each person feels satisfied to a different degree. An organization's human resource management strategy should aim, among other things, to make workers happy with their jobs so that they can, in turn, help the company achieve its goals. When employees are happy with their jobs, it is because they have achieved something important and have a good attitude towards their jobs as a whole. This positive attitude comes from the evaluation of their job performance. There are two types of workers: those who are happy with their jobs and those who are not. Job satisfaction is very important so that employees can work using satisfactory output, enthusiasm and passion for work are expected so that employees can work optimally, and other events that can increase and maintain job satisfaction. Everyone who has ever worked has the same goal: to be happy with their job. Depending on their personal beliefs, workers report different levels of job satisfaction (Damayanti et al., 2018). Knowing how happy workers are with their jobs is an important part of human resource management.

It is important for an organization to ensure that employees are satisfied, as this is the basis for increasing productivity, responsiveness, quality, and service. Job satisfaction must be adjusted to the diverse needs of humans, which continue to develop over time, encouraging them to meet these needs through work (Afrimarta, 2021). Employee job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency is influenced by factors such as the work environment, salary, and coworkers. The level of employee job satisfaction can be defined as the level of employee happiness or displeasure with their work (Handoko, 2000). In the business world, job happiness is a key factor that influences employee and company productivity. High job satisfaction in health centers can improve health service performance and strengthen the relationship between health workers and the community they serve. Studies on job satisfaction in health centers can provide valuable insights for improving public health systems.

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

Companies must not only prioritize efficiency and productivity in today's highly competitive economic environment, but also prioritize the welfare of their employees. Workers who love their jobs tend to work harder, show loyalty, and devote themselves fully to the company. To create a happy and productive workplace, management must understand the importance of job satisfaction. Job satisfaction can be defined as the positive or negative feelings experienced by individuals related to their work. According to Sugiyono (2020) job satisfaction covers various aspects, including salary, work environment, relationships with coworkers, and opportunities for development. Job satisfaction is not only the result of financial rewards, but is also influenced by psychological and social factors in the workplace.

According to Arikunto (2018), One component of remuneration that workers receive for their hard work is a salary and benefits package. Salary usually refers to a fixed financial reward that employees receive periodically, while benefits include various additional forms that are not always in the form of money, such as health benefits and meal allowances. According to Sugiyono (2018) emphasized that the provision of salaries and benefits must be carried out by considering the principle of justice, where employees feel that the rewards they receive are commensurate with the contributions and efforts they have made in their work. Justice in this compensation is important to create job satisfaction and motivation among employees, ultimately increasing their efficiency and effectiveness. A conducive workplace atmosphere, both physically and psychologically, contributes greatly to job satisfaction. An environment that supports collaboration and communication between employees can increase comfort and satisfaction. Social interaction in the workplace greatly influences job satisfaction. Employees who have good relationships with their colleagues tend to feel more satisfied and motivated. Opportunities for training and career development can increase job satisfaction. Employees who feel that they have the opportunity to learn and develop will be more satisfied with their jobs.

The results of employees and the company are affected by how happy employees are in their jobs. There is a positive correlation between employee satisfaction and increased productivity, less absenteeism, and loyalty to the company. Conversely, job dissatisfaction can lead to increased employee turnover, workplace conflict, and decreased productivity. The phenomenon that occurs regarding job satisfaction is seen in salary, superiors, co-workers, promotions. As happened at the Dewantara Health Center UPTD where the level of compensation received by employees did not match the initial agreement, many employees complained because their salaries were withheld and paid late. It should have been paid every month but lately their salaries have been paid late for several months. And regarding the work at the health center, employees also feel that the work they receive is relatively very much and causes employees to feel bored and tired in their work.

Job satisfaction at the Dewantara Health Center, North Aceh Regency can be influenced by factors such as work, superiors, promotions, and coworkers. High job satisfaction at the Health Center can improve the performance of health services and strengthen the relationship between health workers and the community served. Studies on job satisfaction at the Health Center can provide valuable insights for improving the public health system. Organizational justice can be seen from the perspective of justice received by employees in the workplace, Ali & Saifullah (2014) use organizational justice which includes distributive and procedural justice as predictors of job satisfaction. Distributive justice is said to exist when the results received by employees are in accordance with the work done, employees assess the distributive justice of salary, benefits, rewards according to the work they have done for the organization. Procedural justice is identical to the rules and policies of the organization in collecting decisions. Employees will assess procedural justice in their work if the organization provides an attitude of neutrality, trust and appreciation for the work that has been done.

Organizational justice is one of the important aspects that affect employee performance and motivation. Job satisfaction is the result of the interaction between individuals and their work environment, including internal organizational factors such as management, work culture, and employee rights. Therefore, it is important to understand the importance of organizational justice in fostering a supportive and productive workplace. Processes and outcomes should give employees the impression that they are being treated fairly. Employees will feel supported by the company if they are treated fairly. According to Mangkunegara (2017), empirical studies have shown that individual job satisfaction is closely related to perceptions of organizational justice. When workers feel that the rules of the game and the distribution of resources within the organization are fair, they tend to be more satisfied with their jobs. Evidence from a number of studies supports the idea that organizational justice significantly affects employee happiness in the workplace. On the other hand, uncertainty in the distribution of rewards or promotions can cause frustration and disappointment. We have seen how important organizational justice is in creating a positive and productive work atmosphere. Therefore, it is important for organizational management to understand how the distribution of rewards, responsibilities, and employee rights can be done fairly and proportionally in order to increase individual job satisfaction. Ahmad (2020) organizational justice is an individual's perception of the treatment that

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

employees receive at work and employees feel they are treated fairly by the organization. (Nuryadi et al., 2020) Staff members who do not have a strong sense of fairness tend to be dissatisfied with their jobs and late to meetings. Therefore having high organizational justice is necessary for all employees. in order to achieve job satisfaction. The phenomenon that occurs regarding organizational justice such as a person's perception of justice or injustice in a particular situation is shaped by how they judge others in their social or work group. As happened at the UPTD Dewantara Health Center, North Aceh Regency, where employees received less appreciation or reward for what they did and caused motivation to decrease and gave rise to a sense of injustice. Apart from organizational justice, which all employees must have in carrying out their work, organizational culture is also needed. The term "organizational culture" refers to the norms and values that are held by the employees of a company and used by them in their daily work. Corporate culture, according to Rivai (2011), is a set of rules that employees follow every day when making choices and carrying out tasks to achieve company goals..

Organizational culture is a characteristic that exists and is upheld in an organization or in everyday community life, this cannot be separated from the cultural ties that are created. Organizational culture is related to behavioral norms. Ismail (2018) which is the basis for organizational behavioral standards and which is known, understood, and accepted by each individual. Organizational culture is defined as "shared assumptions, norms, and practices that support organizational performance and performance management systems, including the way we do business and the way we interact with each other" (Tanuwibowo & Setiawan, 2015). Another way to look at organizational culture is as the way things are done there. Organizational culture is the sum of the past, present, and future actions of its members in relation to the goals, objectives, and external environment of the organization. This culture is shaped by the beliefs, philosophies, experiences, and values of its members. (Habudin, 2020).

Shared values reflect shared beliefs about what is important to the organization, while basic assumptions are the worldviews that underlie the behavior of organizational members. According to Tsai (2011), organizational culture is a belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work. When an organization's culture supports collaboration, open communication, and recognition of individual contributions, employees tend to be more satisfied with their jobs. For example, an organizational culture that emphasizes employee development through training and learning opportunities can increase employee engagement and a sense of belonging to the organization. Conversely, an authoritarian or unsupportive organizational culture can lead to employee dissatisfaction. Employees may feel stressed or unappreciated if they work in an environment that does not recognize individual contributions or allows for innovation.

Organizational culture affects employee loyalty and retention rates; a good culture can increase job satisfaction. When a company has a positive culture, it will foster a positive work atmosphere and encourage workers to work harder in providing better public health services. Excellent service quality can be realized through an organizational culture that is oriented towards public service, which represents the values, beliefs, and norms established by members of the organization. This can be seen in the environment of the Health Center (Mardiana et al., 2023). The phenomenon that occurs regarding organizational culture which is related to behavioral norms for a situation, such as what happened at the Dewantara Health Center UPTD, in team orientation, namely in the intensity of communication between team members where communication is unclear so that miscommunication often occurs between superiors and subordinates. And aggressiveness here shows that work achievements have not been supported by an adequate reward system, so that the spirit of competition and aggressiveness in the health center are not optimal.

Apart from organizational culture, Career development at the Dewantara Health Center UPTD is very important, because career development can answer the challenges of technological developments in the future. On the HR side, they can apply career development to employees who run projects and continue the company from year to year. This career development can be applied to the Dewantara Health Center UPTD, North Aceh Regency so that employees can do it optimally and employees can also improve the skills of each employee so that they can develop and improve their ability to develop a better career and advance faster. Career development is an important aspect of the workplace that not only affects individuals, but also contributes to the overall success of the organization. According to Notoadmodjo (2009), development can be interpreted as an effort to prepare employees (human resources) so that they can move and play a role in the organization in accordance with the growth, development and changes in an organization, agency or department. In an era of increasingly tight competition, companies are required to improve the quality of their resources. One way to achieve this is through effective career development. According to Sutrisno (2011) Both the quantity and quality of human resources can be examined when examining human resource development. Quantity refers to the total number of human resources; however, a large number of low-quality human resources will cause the organization to experience difficulties. Improving the quality of human resources through education and training initiatives is seen as human resource development. Employee happiness towards work is one of the many outcomes of career development programs that aim to improve knowledge

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

and skills. Thus, it is important to understand the relationship between professional advancement and satisfaction in one's job. Management needs to develop policies that support employee development. This includes providing relevant training programs, creating clear career paths, and providing constructive feedback to employees on their progress. In doing so, the organization will increase productivity and workforce retention. Individuals and the company as a whole both benefit from career development opportunities. Companies can increase employee motivation and job satisfaction by creating an atmosphere that supports professional growth. This, in turn, will help the business to succeed in the long run.

According to Hasibuan (2012), career development is defined as improving the technical, theoretical, and belief skills of workers in accordance with staff requirements using training and teaching. With the existence of career development in a health center, it is very important why, in order to improve the ability of medical personnel and staff or health center employees in providing better services to the community. Career development helps prepare staff or employees to take on leadership roles in the future, which is important for the sustainability and effectiveness of the organization. Overall, career development can help improve the quality of health services and ensure that staff or employees are always ready to face challenges and changes in the health sector.(Company et al., 2024).

The phenomenon that occurs regarding career development with skill upgrades. As happened at the Dewantara Health Center UPTD, where the lack of training for health center employees so that they do not feel satisfied in developing their skills, with this training also related to job promotions where job promotions here are only obtained by civil servants (PNS), while ordinary employees do not get job promotions even though they have also participated in career development training.

LITERATURE REVIEW

The Influence of Organizational Justice on Job Satisfaction

Organizational justice is a major contributor to employee happiness. Previous studies have shown a favorable and statistically significant correlation between organizational justice and job satisfaction.(Alotaibi et al., 2022).

Candika & Chairoel (2018) explained that organizational justice is the perception of workers related to the fair treatment they receive in the form of attitudes, treatment or rewards. The findings (Tobias et al., 2022) which show that organizational justice increases job satisfaction are consistent with the fact that there is a substantial relationship between organizational justice and job satisfaction. Kaswan (2017) defines organizational justice as the extent to which employees believe that the workplace is fair. Research findings show that organizational justice plays an important role in increasing employee job satisfaction, the fairer the health center treats its employees, the more employees will feel comfortable and satisfied with their health center.(Afuan, 2021).

The Influence of Organizational Culture on Job Satisfaction

An organizational culture that creates a positive and pleasant working atmosphere supports workers to feel satisfied with their work and participate in realizing their full potential. An organizational culture based on a high level of discipline and an adequate working environment can contribute to increased labor productivity. In this case, a person can voluntarily comply and carry out tasks without any coercion, just like scientific work.(Syahputra & Sugiono, 2023)states that organizational culture triggers positive or meaningful effects on job satisfaction. According to Alasyari., et al (2023), according to the definition given, organizational culture consists of shared concepts, rules, assumptions, and practices that employees adhere to when dealing with problems that develop within the company.(Mulyandi & Rusly, 2021). Organizational culture has a significant impact on the level of employee job satisfaction. The same thing is also explained(Dami et al., 2022)the extent to which corporate culture influences employee happiness at work. It takes time and effort to build a strong organizational culture that accounts for variations in perceptions, desires, attitudes, and behaviors; as companies change, so do their people. A high level of togetherness can be achieved when organizational characteristics and employee aspirations are well aligned. In 2009, Sunarso. It is expected that workers will feel secure and satisfied in their roles as they adapt to change (Purba 2016).

The Influence of Career Development on Job Satisfaction

The relationship between career development and job satisfaction is also proven in Wau's research (2021) which explains that proper career development can increase employee satisfaction, because without job satisfaction, productivity will decrease. For this reason, career development is carried out to change conditions and develop job satisfaction.(Susilo & Puspita Wulansari, 2023). Career development Job satisfaction is higher in companies that help their employees grow in their careers through training, mentoring, promotions, and other learning opportunities, which are improvements in their performance skills with the aim of achieving desired career goals. This is because they see a higher purpose in their work and a genuine interest in their professional development from the company.

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

Studies have shown that providing opportunities for professional growth greatly increases employee happiness in the workplace.(Suciani et al., 2022). Satisfaction in the context of a career is not only achieving a high position in the organization, but promotion is one example of the organization's appreciation for its employees. Therefore, career development is a major component of the company, especially to motivate people to meet organizational goals and achieve high levels of job satisfaction. This is supported by Rivai's statement (2014) that management can do a better job of encouraging positive attitudes and increased job satisfaction among workers through career development opportunities. In this case, where the lack of career development can make employees less satisfied. Staff members tend to be happier and more competent when they have the opportunity to advance in their careers, which in turn leads to better patient care because of the system's capacity to encourage innovation, analysis, critical thinking, evidence-based practice, standardization, and skilled nursing. Staff members report greater happiness in their work lives when they have the opportunity to advance professionally(Puspanegara et al., 2024).

Conceptual Framework

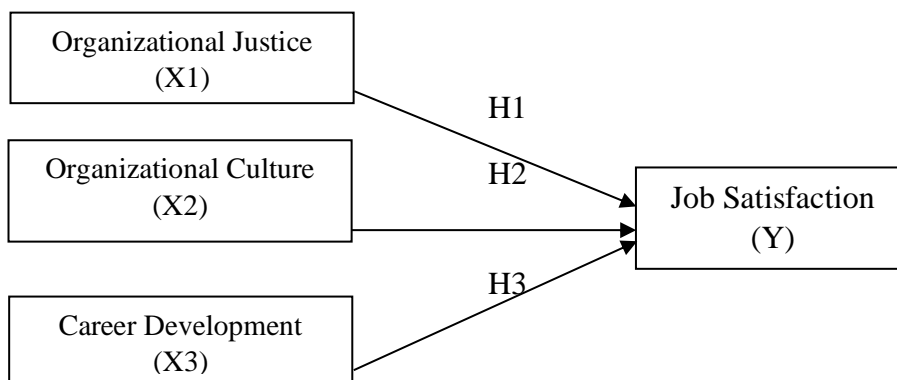


Figure 1 Conceptual Framework

Hypothesis

If the research difficulty is expressed as a question sentence, the hypothesis can be seen as a working hypothesis to overcome the problem. The number one assumption in this study is based on the following:

- H1 : Organizational Justice has a significant effect on Job Satisfaction
- H2 : Organizational Culture has a significant influence on Job Satisfaction
- H3 : Career Development has a significant influence on Job Satisfaction

METHOD

This research was conducted at the Dewantara Health Center UPTD North Aceh Regency Medan-Banda Aceh Road Km 253 Ulee Pulo Village, Dewantara District, North Aceh Regency, Aceh Province and the object of this study is all employees working at the Dewantara Health Center UPTD North Aceh Regency. Data collected from individuals or objects with broad attributes constitutes the population in this study. Researchers select items or individuals with certain attributes and characteristics to be studied and drawn conclusions from, as stated by Sugiyono (2020) who defines population as a generalization area. The first stage in selecting a representative sample for this study is to identify the target population. The participants in this study numbered 224 people who were all staff of the Dewantara Health Center UPTD, North Aceh Regency. The research sample must be appropriate in terms of quality and quantity, with the former determined by the target error rate (Sugiyono, 2017). One hundred people or more should be the sample. A good rule of thumb is that the sample size should be at least five times the number of statement items to be assessed, with a ratio of 10:1 considered more appropriate. We take a complete sample size if the number of individuals in the population is less than 100, but if the population size is more than 100, we can take 10-15% or 20-25% of the population (Arikunto, 2012). There were more than a hundred people surveyed at the Dewantara Health Center UPTD in North Aceh Regency; thus, the researcher took a sample of 10% of the total population. This study uses a probability sampling approach for its sampling. The purpose of probability sampling is to ensure that each element (or member) in the population has a fair chance of being selected as a sample. This type of probability sampling uses a random selection process. Simple random sampling is defined by Sugiono (2013) as a method of collecting samples from a population that does not take into account population stratification. Due to

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

resource and time constraints, researchers did not use the entire population. Primary data will be used in this study. When researchers conduct interviews or ask participants to fill out surveys, they are collecting primary data. This information comes directly from the people themselves (Husein Umar, 2013). The availability of data obtained to complete this research topic is directly related to the data collection process in this study, so it is very important. This study uses a survey by distributing questionnaires to UPTD Dewantara Health Center staff in North Aceh Regency. The questionnaire includes statements and questions. The purpose of the questionnaire is to collect information from respondents by asking them to read and respond to a series of predetermined statements or words (Sugiyono, 2022). After that, the researcher will summarize the research findings based on the respondents' responses, which will then be converted into descriptive data. The research instrument (tool) uses a Likert scale as its measuring scale. The instrument for measuring public sentiment towards certain social phenomena or events is the Likert scale. To use the Likert scale, respondents must first ask whether they agree with the statement or question given (Ghozali, 2019).

RESULT AND DISCUSSION

Normality Test

The results of the P-Plot are normal, which proves that the regression model meets the normality assumption. This is because, as shown in the normal P-Plot graph, the points tend to cluster around the line, extend diagonally, and show highly significant results.

Multicollinearity Test

The multicollinearity test in the table above shows the tolerance value obtained in organizational justice of 0.607 with a VIF value of 1.648, then the tolerance value obtained in organizational culture of 0.471 with a VIF value of 2.124, and the tolerance value obtained in career development of 0.522 with a VIF value of 1.915. This shows that the tolerance value is greater than 0.1 and the VIF is less than 10, meaning that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Scatterplot graph, which shows points randomly distributed above and below the zero point. Heteroscedasticity does not appear to be a problem in the regression model.

Coefficient of Determination Test

The coefficient of determination test was developed to evaluate the ability of the model to explain the observed variation in the dependent variable, according to Ghozali (2018). The number between zero and one is the coefficient of determination. No correlation, weak correlation (0–0.49), moderate correlation (0–0.50), and high correlation (0–0.99) are the ways in which the correlation coefficient is classified. 1.00 (level of coincidence: perfect). If the R² value is low, then the independent factors can only provide limited explanation for the dependent variable. As shown in table 1 below, the research coefficient of determination test produces the following results:

Table 1 Test of Determination Coefficient R²

Model	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.813a	.661	.646	1,724

Source Processed by Author (2025)

Based on table 1 above, it can be seen that the value of the coefficient of determination (adjusted r-square) obtained is 0.646. This shows that job satisfaction (Y) at the Dewantara Health Center UPTD, North Aceh Regency has a relationship with organizational justice (X1), organizational culture (X2), and career development (X3) of 64.6%. While the remaining 35.4% of job satisfaction (Y) at the Dewantara Health Center UPTD, North Aceh Regency has a relationship with other variables that are not used in this study. Therefore, it can be concluded that job satisfaction (Y) at the Dewantara Health Center UPTD, North Aceh Regency has a strong correlation or relationship with the variables of organizational justice (X1), organizational culture (X2), and career development (X3).

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

Multiple Linear Regression Analysis

One approach to determine the influence of independent factors on dependent variables is to use multiple linear regression analysis (Ghozali, 2018). The results of the multiple linear regression analysis in this study can be seen in the table below. For this reason, we will analyze the correlation between organizational justice, organizational culture, and career development on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency.

Table 2 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.154	1,608		1,961	.054
Organizational Justice	.200	.068	.272	2,937	.005
Organizational culture	.261	.070	.391	3,721	.000
Career Development	.163	.058	.279	2,799	.007

a. Dependent Variable: Job Satisfaction
Source Processed by Author (2025)

Based on table 4.14 above, the multiple linear regression equation is obtained as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 3.154 + 0.200X_1 + 0.261 X_2 + 0.163X_3 + \varepsilon$$

Partial Significance Test (t-Test)

The purpose of this test is to find out whether each independent variable has a statistically significant relationship with the dependent variable. We accept the null hypothesis and find a statistical relationship between the independent and dependent variables if the p-value is less than 0.05 (Ghozali, 2018).

1. if the p-value is less than 0.05 and the t-count is greater than the t-table. Organizational justice, culture, and career growth are three factors that significantly influence job satisfaction at various levels.
2. In cases where the p-value is more than 0.05 and the t-count is less than the t-table. Organizational justice, culture, and career advancement are not significantly related to job satisfaction, according to the research results.

If the partial test results (t-test) in this study are as in table 3 as follows:

Table 3 Partial Test Results (t-Test)

Coefficients ^a				
	Model	count	table	Sig
1.	(constant)	1,961	1,997	0.054
	X1	2,937	1,997	0.005
	X2	3,721	1,997	0,000
	X3	2,799	1,997	0.007

a. Dependent Variable: Job Satisfaction
Source Processed by Author (2025)

Testing all observed variables using the t-test or just one of them is enough to prove it. If the number of respondents is n and the number of independent variables is k, with an error rate ($\alpha/2 = 0.05/2 = 0.025$), then the t-table value is 1.997, and the test is carried out by comparing the calculated t value with the t-table, which can be obtained using the formula $df = nk - 1 = 69 - 3 - 1 = 65$. Thus, the following results are concluded from the partial test results shown in table 4.15:

1. From the test results conducted with SPSS, the t value obtained was $2.937 > t$ table value of 1.997 with a significance level of $0.005 < 0.05$ and a positive regression coefficient of 0.200. This means that the organizational justice variable (X1) on job satisfaction (Y) has a t value of 2.937. Thus, it can be concluded that the organizational justice variable (X1) has a significant effect on the happiness variable at work. Thus,

- H1 is correct and the UPTD Dewantara Health Center, North Aceh Regency is worthy of being a place to work if the organizational justice variable (H1 is accepted).
2. The test results with SPSS for the organizational culture variable (X2) on job satisfaction (Y) show a t value of $3.721 > t$ table value of 1.997. So it can be concluded that X2 organizational culture has a positive and statistically significant influence on Y job satisfaction. Thus, the hypothesis stating that organizational culture (X2) of the Dewantara Health Center UPTD, North Aceh Regency has an effect on employee happiness at work (H2 is accepted).
 3. The results of the SPSS test of the career development variable (X3) on job satisfaction (Y) showed a positive regression coefficient of 0.163 and a significance level of $0.007 < 0.05$. The t value of 2.799 is greater than the t table value of 1.997. Job satisfaction (Y) is positively and significantly influenced by career growth (X3). Thus, the hypothesis stating that career growth (X3) influences job satisfaction (H3) at the Dewantara Health Center UPTD, North Aceh Regency (H3 is accepted).

The Influence of Organizational Justice on Job Satisfaction (X1)

The results of the regression calculation show that organizational justice has a significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.200 with a t value of 0.200. count of 2,937 $> t$ table of 1.997 and a significant level of $0.005 < 0.05$. So it can be concluded that organizational justice has a significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. This shows that organizational justice has been implemented well at the Dewantara Health Center UPTD, North Aceh Regency, where attitudes, treatment, rewards and organizational justice are carried out in a structured manner and in accordance with the needs of the organization. Organizational justice in the context of health centers is very important because employees who feel treated fairly, both in terms of compensation and work procedures, will feel more comfortable, motivated, and satisfied with their jobs. This not only increases job satisfaction but can also strengthen the commitment and performance of health center employees as a whole. Thus, it can be concluded that organizational justice is the main factor that significantly and positively influences the job satisfaction of health center employees. The application of justice in various aspects of the health center organization is the key to creating a conducive work environment and improving employee welfare. This is in line with other studies that found a strong relationship between the characteristics of organizational justice and job satisfaction (Tobias et al., 2022).

The Influence of Organizational Culture on Job Satisfaction (X2)

Organizational culture has a significant influence, according to regression calculations, on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. Based on the results of data analysis, the regression coefficient was obtained with a positive value of 0.261 with a t value of 0.261. count of 3.721 $> t$ table of 1.997 and a significant level of $0.000 < 0.05$. So it can be concluded that organizational culture has a significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. This shows that organizational culture has been implemented well, a strong and positive organizational culture, which includes values, norms, and ways of working that are shared by employees, is able to create a conducive work environment that increases job satisfaction of health center employees. Relevant and targeted training helps employees complete daily tasks more effectively and improves their ability to face the challenges of the world of work. The program here includes training to improve employee understanding of organizational culture, including strengthening teamwork, effective communication, and commitment to standard operating procedures to improve service quality. This is supported by previous research conducted by (Dami et al., 2022) which states that there is a significant influence between organizational culture variables on job satisfaction.

The Influence of Career Development on Job Satisfaction (X3)

The results of the regression calculation show that career development has a significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.163 with a t value of 0.163. count of 2,799 $> t$ table of 1.997 and a significant level of $0.007 < 0.05$. So it can be concluded that career development has a significant effect on job satisfaction of the Dewantara Health Center UPTD, North Aceh Regency. This shows that career development has been implemented well at the Dewantara Health Center UPTD, North Aceh Regency, where the health center shows a good career development program, such as skills, training, promotion opportunities and is able to increase employee job satisfaction at the health center in real terms. With this, career development at the health center has been proven to be a key factor in increasing employee job satisfaction. Health centers can provide the best results for

THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

their staff by providing opportunities for skill development, training, and well-defined career paths. A previous study by Suciani et al. (2022) confirmed this finding by showing that career development characteristics have a significant impact on job satisfaction.

CONCLUSION

1. Organizational justice has a positive and significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. This shows that organizational justice affects job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency.
2. Organizational culture has a positive and significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. This shows that organizational justice affects job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency.
3. Career development has a positive and significant effect on job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency. This shows that organizational justice affects job satisfaction at the Dewantara Health Center UPTD, North Aceh Regency.

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THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL CULTURE, AND CAREER DEVELOPMENT ON JOB SATISFACTION AT UPTD PUSKESMAS DEWANTARA, NORTH ACEH DISTRICT

Reyna Arsy Zulfa et al

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