

The Investigation of Motivation Roles Amid Career Development and Job Satisfaction

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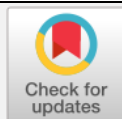
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ABSTRACT

This study examines the role of motivation as a moderator between career development and job satisfaction. Career development is crucial to job satisfaction, and motivation is believed to strengthen this relationship. This quantitative research employed a survey involving 85 respondents from Kediri Civil Servants in 2021. To ensure the validity and reliability of the data, Confirmatory Factor Analysis was conducted using KMO and Bartlett's tests, and reliability was tested using Cronbach's Alpha. The classical assumption tests included the Kolmogorov-Smirnov test for normality, the Glejser test for heteroscedasticity, and the multicollinearity test. Moderation Regression Analysis was utilized to identify the types of moderators involved in the relationship between career development and job satisfaction. The findings indicate that motivation is a pure moderator, fully moderating the relationship between career development and job satisfaction. This suggests that motivation is an intervening variable and a significant determinant in enhancing job satisfaction through career development. The study provides practical implications for organizations to consider the importance of motivation in career development programs to boost employee job satisfaction. It is recommended that further research be conducted with more respondents and in various organizational contexts to obtain more comprehensive and generalizable results.

Keywords: Career Development; Civil Servants; Job Satisfaction; Moderation; Motivation; Pure Moderator

1. Introduction

The huge effect of job satisfaction on the organization. Job satisfaction relates to the suitability person's character with the job and the suitability person's and the organization's values. According to Ragu et al., in 2019, job satisfaction can be increased by providing employers and employees with a positive work environment, appreciation, and recognition (Putra et al., 2021). Job satisfaction also plays an important role in reducing burnout in the workplace through emotional stability and employee involvement (Robbins & Judge, 2018). Job satisfaction improves employee performance (Luthans, 2011) through appropriate job design (Robbins & Judge, 2018).

Moreover, job satisfaction always relates to organizational productivity, especially in how the companies provide profit. So, companies must identify the factors influencing job satisfaction, such as work conditions, payment, furtherance opportunities, supervision, and coworkers (Luthans, 2011). Career development is one of the critical factors affecting job satisfaction studied in this study.

Career development is the main factor in building job satisfaction at the workplace. Much research depicts the interrelationship between career development and job satisfaction. Supervisor rater to subordinate may deliver dissatisfaction, and the supervisor rater always relates to career development (Luthans, 2011; Robbins & Judge, 2018). However, the interconnection between career development and job satisfaction results in different results. Job Satisfaction can be a weakened factor (Chen et al., 2004), and job satisfaction and career commitment can be related directly to each other (Adio & Popoola, 2010).

Moreover, career development has a powerful impact on job satisfaction, but other research has proved that the relationship is unclear. The explanation of this inconsistent affiliation between career development and job satisfaction is feasible. There are moderation variables involved or interventions in this relationship.

Motivation is the positive factor that strengthens or powers the linkage between career development and job satisfaction. Intrinsic factors are usually involved in enhancing the connection between career development and job satisfaction; extrinsic factors could weaken the relationship between career development and job satisfaction (Roche & Haar, 2020). Thus, the intrinsic variable needs another variable to assist in forcing job satisfaction, such as work-family enrichment. Another extrinsic factor that represents organizational motivation has influenced job satisfaction, organizational financial performance, and organizational non-financial performance (Pang & Lu, 2018).

The relationship between career and motivation has been proven through various research. Career self-management will decide career accomplishment, and this career self-management is categorized as motivational inside each person (Quigley & Tymon, 2006), career development and entrepreneurial perspective (Decker et al., 2012), extrinsic motivation and career success (Hennekam, 2016), etc.

Furthermore, inconsistent motivation boosts or is unsteady in the relationship in many research studies; thus, it is necessary to investigate the roles of motivation between career development and job satisfaction, which is essential to measure. This study's purpose is to measure (1) the influence of career advancement on job satisfaction, (2) the influence of motivation on job satisfaction, and (3) to investigate the roles of motivation in moderating career development and job satisfaction.

2. Literature Review

Job satisfaction is depicted as “involving cognitive, affective, and evaluative reactions or attitudes and states it is a pleasurable or positive emotional state resulting from the job or experience appraisal of one’s job or experience” or how the employee sees their job as essential (Luthans, 2011). Job satisfaction means a clear sense of a job, which results from assessing job characteristics (Robbins & Judge, 2018).

Career Development is illustrated as the personal demands of objectives, duties, and demands in an individual career journey as long as that career urgency changes with the various career phases (Chen et al., 2004) and commitment to career progress (Adio & Popoola, 2010) or an individual perspective about the result of their work experience (Hennekam, 2016).

Motivation is “the process that accounts for an individual intention, direction, and persistence of effort toward attaining the goal (Robbins & Judge, 2018). Motivation is the process by which a person’s efforts are energized, directed, and sustained toward accomplishing a goal or structure that advises an individual’s behavior (Pang & Lu, 2018).

2.1. Career Development and Job Satisfaction

How the organization designs the job tasks will influence job satisfaction, especially how the organization arranges the tasks and role demands (Robbins & Judge, 2018). Luthans described that oversight and workgroups influenced job satisfaction supervision and workgroups as part of career development (Luthans, 2011). Even previous research has located job satisfaction, but job satisfaction can weaken the relationship between career development and turnover intention (Chen et al., 2004). Job satisfaction and career commitment are significantly related to librarian users in Nigeria (Adio & Popoola, 2010). Supporting previous research, Hennekam states that career success influences job satisfaction through intrinsic and extrinsic motivation (Hennekam, 2016). Career commitment has influenced job satisfaction through promotion focus but not prevention focus in education welfare specialists in Korea (Kim et al., 2020). Career growth has a significant impact directly and indirectly on job satisfaction through the work atmosphere. Other results appear, such as (1) work atmosphere, (2) supervisor has a positive and significant impact on job satisfaction, (3) supervisor (4) career growth has a significant impact on work atmosphere (Ashraf, 2019).

Hypothesis 1: Career Development has a positive relationship and significant impact on Job Satisfaction.

2.2. Impact of Digital Transformation on Political Processes

Career development is related to motivation. Quigley & Tymon suggest a proposition that (a) career self-management is positively related to experienced subjective career success and (b) subjective career success (intrinsic motivation) is reciprocally related to objective career success globally (Quigley & Tymon, 2006). Uncommon results that try to relate career interest from an entrepreneurial context in 424 undergraduate students in the mid-Atlantic region of the USA, Career interest that is influenced by entrepreneurial interest could influence motivation to get attention from the social environment (Decker et al., 2012). Motivation has a positive relationship with the extrinsic career success of older workers and vice versa in 1112 workers aged 45 or above in the Netherlands (Hennekam, 2016). Strengthened previous research, career stages are critical factors to motivate each employee to search for greater benefits and rewards from their job. Then, career stage and job satisfaction and motivation are related to the career stage (Duarte & Lopes, 2018).

2.3. Motivation and Job Satisfaction

Robbins & Judge explain that to motivate employees, the organization should pay attention to payments (Robbins & Judge, 2018). Herzberg's hygiene theory explains the relationship between extrinsic and intrinsic motivation and job satisfaction (Robbins & Judge, 2018). Supporting Herzberg's theory, extrinsic motivation is negative and significant to job satisfaction, but intrinsic motivation positively and significantly influences job satisfaction (Stringer et al., 2011). Then, self-determinant factors, intrinsic factors from motivation-integrated regulation, and identified regulation influence job satisfaction through work-family enrichment (WFE) in the New Zealand context (Roche & Haar, 2020). Pang & Lu depict that organizational commitment, the extrinsic factors from motivation, which represent remuneration, job achievement, job security, and job environment, partially influence job satisfaction (Pang & Lu, 2018). Job environment (organizational motivation) has influenced reward policy (job satisfaction), job autonomy (job satisfaction), job workload (job satisfaction), skill variety (job satisfaction), and job status (job satisfaction). Moreover, intrinsic motivation can influence both outcomes of organizational commitment (Gheitani et al., 2019). A little bit different than previous research, Mardanov explains that extrinsic factors such as (1) being somebody, (2) bosses handling work, (3) supervisory competence, (4) company policies, (5) work conditions, (6) coworkers get along and Intrinsic factors such as (1) tell people what to do (2) work praise (3) working with a full conscience (4) free judgment (5) Independent (6) full-day work (7) job task variance (8) various abilities (9) supervise (10) autonomy (11) advancement opportunities (12) accomplishment has influenced to job satisfaction and intention to stay through employee contentment (Mardanov, 2021). Even the moderation roles of motivation are unclear. Still, another research proves that motivation (both intrinsic and extrinsic) moderates the relationship between career success and job satisfaction in the Netherlands context (Hennekam, 2016).

Hypothesis 2: Motivation has a positive relationship and significant impact on Job Satisfaction.

Hypothesis 3: Motivation moderates between Career Development and Job Satisfaction.

Hypothesis 3a: Motivation variable as the intervening variable between Career Development and Job Satisfaction.

Hypothesis 3b: Motivation variable as the Homologizer-Moderation between Career Development and Job Satisfaction.

Hypothesis 3c: Motivation variable as the Quasi-Moderation variable between Career Development and Job Satisfaction.

Hypothesis 3d: The Motivation variable is the Pure-Moderation variable between Career Development and Job Satisfaction.

Based on many literature reviews above, it could be concluded that a hypothesis model is shown in **Figure 1** below.

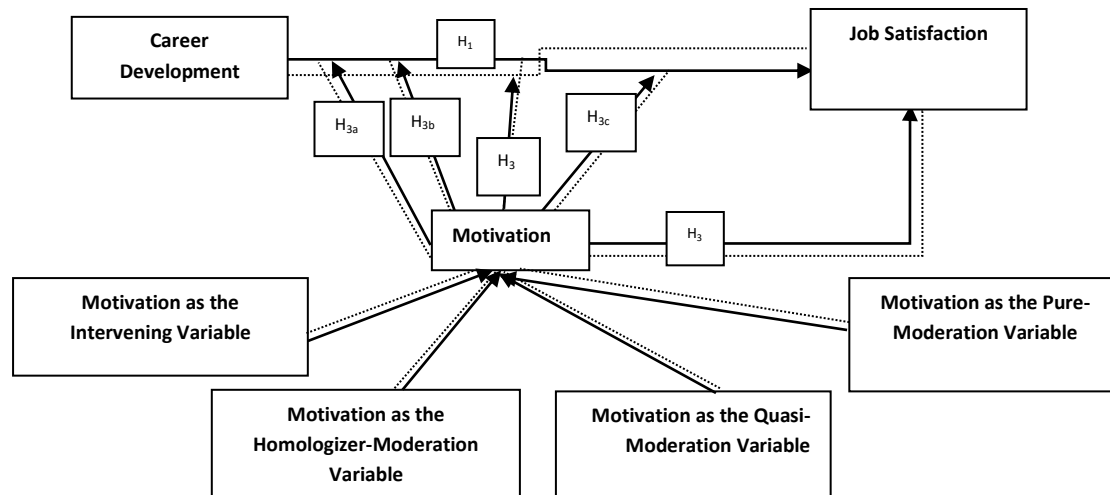


Figure 1. Theoretical Model

----- : Null Hypothesis
 —————→ : Alternative Hypothesis

3. Research Methodology

3.1. Sampling Method and Size

Population and Sample: 85 questionnaires were distributed randomly to the Office of Public Works in the Kediri city branch in 2021. In 2021, 66 questionnaires were returned, resulting in a response rate of 77%.

3.2. The Instrument

All study variables were measured by adaptation from the Job Satisfaction Survey (JSS) created by Paul Spector (Spector, 1985, 2022). In this study, job satisfaction is categorized into the following dimensions: (1) job satisfaction at the workplace, (2) salary satisfaction, (3) promotion opportunities, (4) supervisory satisfaction, and (5) colleague satisfaction. Career development was determined by three dimensions based on Chen et al.: (1) career goals needs, (2) career task needs, and (3) career challenges. Motivation was determined by adaptation from Maslow's theory, which contained five dimensions: (1) physiological needs, (2) safety needs, (3) social needs, (4) reward, and (5) self-actualization (Chen et al., 2004).

3.3. Validity Results

Table 1. Career Development Validity Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.837
Bartlett's Test of Sphericity	Approx. Chi-Square	274.582
	Df	36
	Sig.	.000

Table 1 describes that the KMO score is 0.837, above the minimum score of 0.5 (Ghozali, 2018). This indicates that all items are valid for measuring the career development variable.

Table 2. Motivation Validity Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	220.474
	Df	45
	Sig.	.000

Table 2 shows that the KMO score is 0.748, above the minimum score of 0.5 (Ghozali, 2018). This means that all motivation items are valid for measuring the motivation variable.

Table 3. Job Satisfaction Validity Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	307.277
	Df	55
	Sig.	.000

Table 3 shows that all job satisfaction items score 0.790, above the threshold of 0.5. It can be concluded that all job satisfaction items are valid (Ghozali, 2018).

3.4. Reliability Results

Table 4. Reliability Test Result (Cronbach's Alpha)

Variable Name	Cronbach's Alpha	Information
Job Satisfaction (Y)	0.869	Reliable
Motivation (X1)	0.828	Reliable
Career Development (X2)	0.866	Reliable

Based on **Table 4**, the reliability results show that the job satisfaction score was 0.869, the motivation score was 0.828, and the career development score was 0.866. Since these scores are higher than 0.70, it can be concluded that all items in all variables are reliable (Ghozali, 2018).

4. Results and Discussion

4.1. Respondent Demographics

Table 5. Respondent Demographics

Information	Frequency	Percentage (%)
Male	53	84.1%
Female	10	15.9%
Age (above 50)	35	55.6%
Age (40-49)	7	11.1%
Age (below 40)	21	33.3%
Education (Elementary)	1	1.6%

Information	Frequency	Percentage (%)
Education (Junior High)	1	1.6%
Education (Senior High)	33	52.4%
Education (Diploma 3)	1	1.6%
Education (Undergraduate)	26	41.3%
Education (Master)	1	1.6%

Table 5 depicts that most respondents were male (53 respondents, 84.1%). Most respondents had a senior high school education (33 respondents, 52.4%), and the majority were above 50 (35 respondents, 55.6%).

4.2. Assumption Classic Test

4.2.1. Normality Test

Table 6. Normality Test - Kolmogorov-Smirnov Test

		Unstandardized Residual
N		63
Normal Parameters a,b	Mean	1.4563024
	Std. Deviation	2.89435387
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.088
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200c,d

Table 6 describes that the significance score from the model for career development, work motivation, and job satisfaction is 0.200, which is more than 0.05. This means that the model is normal (Ghozali, 2018).

4.2.2. Heteroscedasticity Test Result

Table 7. Heteroscedasticity Test Result

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.007	.035		.207	.837
	Career Development	-7.961E-5	.001	-.015	-.084	.933
	Work Motivation	.001	.001	.100	.563	.575

Table 7 shows the significance score from career development to job satisfaction is 0.933, and from work motivation to (Abs) job satisfaction is 0.575. It can be concluded that the model does not have a heteroscedasticity problem (Ghozali, 2018).

4.2.3. Multicollinearity Test Result

Table 8. Multicollinearity Test Result

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Career Development	.520	1.922
	Work Motivation	.520	1.922

Based on **Table 8**, the VIF score for career development and work motivation to job satisfaction is less than 10. This means the model for career development, work motivation, and job satisfaction has no multicollinearity problem (Ghozali, 2018).

4.3. Moderation Regression Analysis

This study used moderation analysis with the Moderated Regression Analysis (MRA) approach. This approach compared three models (Ghozali, 2018). To inspect the moderator relationship between career development and job satisfaction through work motivation, the following table was used in this study (Ghozali, 2018):

Table 9. Rules of Thumb - Moderator Type

	Model 3: Related with criterion and/or Predictor (significant)	Model 3: Not Related to criterion or Predictor (insignificant)
Model 2: Not interact to Predictor (insignificant)	Intervening, Exogen, Antecedent	Moderator (Homologizer)
Model 2: Interact with Predictor (significant)	Moderator (quasi moderator)	Moderator (pure moderator)

Table 9 explains the rule of thumb for the moderation variable in this research. The moderation variable is categorized as an intervening variable if Model 2 is insignificant. Model 3 is not significant, a quasi-moderation variable if Model 2 and Model 3 are significant, a homologizer-moderation variable if Model 2 and Model 3 are not significant, and a pure moderation variable if Model 2 is significant but Model 3 are not significant (Ghozali, 2018).

Table 10. Three Models for Testing the Hypothesis

Moderation Regression Analysis							
Name	Adj. R2	F	Sig.	Constant	β_1	β_2	β_3
Model 1	.423	46.483	.000	25.058 (sig. 000)	.622 (sig.000)		
Model 2	.562	40.816	.000	12.009 (sig. 000)	.278 (sig.014)	.611 (sig. 000)	
Model 3	.556	26.906	.000	2.489 (sig. 911)	.556 (sig.395)	.844 (sig.132)	-.007 (sig.665)

Table 10 shows that the first model, career development to job satisfaction, represents 42% of the variance, with 58% explained by other variables outside career development. The second model, career development and work motivation to job satisfaction, represents 56% of the variance, with 44% explained by other variables outside of career development and work motivation. The third model, career development, work motivation, and the interaction between career development and job satisfaction, represents 55% of the variance, with 45% explained by other variables outside these factors.

Table 10 also describes the first regression model results, showing that career development influences job satisfaction (Model 1). The second regression model indicates that career development and motivation partially (β_1 score is 0.278 with sig. 0.014 or more than 0.05; β_2 score is 0.611 with sig. .000) and simultaneously influence job satisfaction (F score, sig. .000) (Model 2). However, the third model results show that career development, motivation, and their interaction do not impact job satisfaction partially (β_1 score is 0.556 with sig. 0.395; β_2 score is 0.844 with sig. .132; β_3 score is -0.007 with sig. .665) (Model 3).

Based on Ghazali, if Model 1 and Model 2 do not have any contrast but Model 2 has different results from Model 3, the motivation role is identified as the pure moderator (Ghozali, 2018). This study also recalculated the moderation effect using the Hayes approach to ensure the moderation regression results are relevant.

4.4. Moderation Regression Analysis with Hayes Approach

Table 11. Moderation Regression Analysis with Hayes Approach

Matrix Procedure						
Process Procedure for SPSS 3.1 (Andrew F. Hayes, Ph.D)						
Model 1				Sample size		
Variable Y		Average Y		63		
Variable X		Average X		63		
Variable W		Average W		63		
R	R-sq	MSE	F	df1	df2	p
.7477	.5590	.0550	24.9335	3.0000	59.0000	.0000
	Coefficient	se	t	p	LLCI	ULCI
Constant	9.1104	2.1413	4.2547	.0001	4.8257	13.3951
AvgX	-1.1483	.5148	-2.2304	.0295	-2.1785	-.1181
AvgW	-1.8428	.5644	-3.2651	.0018	-2.9722	-.7134
Int_1	.4417	.1324	3.3366	.0015	.1768	.7066
	R2-chng	F	df1	df2	P	
X*W	.0832	11.1328	1.0000	59.0000	.0015	
Average W	Effect	se	t	p	LLCI	ULCI
3.3300	.3226	.1134	2.8453	.0061	.0957	.5494
3.8900	.5699	.0928	6.1391	.0000	.3842	.7557
4.4400	.8129	.1231	6.6023	.0000	.5665	1.0592
Average W	Effect	se	t	p	LLCI	ULCI
3.2100	.2696	.1233	2.1872	.0327	.0230	.5162
3.2885	.3043	.1166	2.6085	.0115	.0709	.5377
3.3670	.3389	.1106	3.0642	.0033	.1176	.5603
3.4455	.3736	.1053	3.5492	.0008	.1630	.5842

3.5240	.4083	.1007	4.0541	.0001	.2068	.6098
3.6025	.4430	.0971	4.5639	.0000	.2487	.6372
3.6810	.4776	.0944	5.0589	.0000	.2887	.6665
3.7595	.5123	.0929	5.5168	.0000	.3265	.6981
3.8380	.5470	.0925	5.9157	.0000	.3620	.7320
3.9165	.5816	.0932	6.2392	.0000	.3951	.7682
3.9950	.6163	.0951	6.4791	.0000	.4260	.8067
4.0735	.6510	.0981	6.6365	.0000	.4547	.8473
4.1520	.6857	.1020	6.7197	.0000	.4815	.8898
4.2305	.7203	.1069	6.7414	.0000	.5065	.9342
4.3090	.7550	.1124	6.7158	.0000	.5301	.9800
4.3875	.7897	.1186	6.6558	.0000	.5523	1.0271
4.4660	.8244	.1254	6.5728	.0000	.5734	1.0753
4.5445	.8590	.1327	6.4752	.0000	.5936	1.1245
4.6230	.8937	.1403	6.3697	.0000	.6130	1.1745
4.7015	.9284	.1483	6.2610	.0000	.6317	1.2251
4.7800	.9631	.1565	6.1521	.0000	.6498	1.2763

Table 11 elaborates on results similar to those of the previous method. The moderation represents 56 percent (.5590), and other variables outside career development, work motivation, and job satisfaction influence 44 percent. Thus, career development and work motivation influence job satisfaction simultaneously (F score is 24.9335 with sig. .0000). Moreover, motivation moderates the relationship between career development and job satisfaction by 8.32 percent (.0832, sig. .0015).

4.5. Hypothesis Testing

Table 12. Hypothesis Test Results

Hypothesis	Status	Type of Moderator
H1: Career development has a positive and significant impact on job satisfaction	Accepted	
H2: Motivation has a positive and significant impact on job satisfaction	Accepted	
H3: Motivation moderates the relationship between career development and job satisfaction	Accepted	
H3a: Motivation as an intervening variable between career development and job satisfaction	Rejected	
H3b: Motivation as a homologizer-moderator between career development and job satisfaction	Rejected	
H3c: Motivation as a quasi-moderator between career development and job satisfaction	Rejected	
H3d: Motivation as a pure-moderator between career development and job satisfaction	Accepted	Pure Moderator

4.6. Discussion

The results of this study provide several insights into the relationships between career development, motivation, and job satisfaction. Hypothesis 1 (H1) and Hypothesis 2 (H2), which posit that career development and motivation positively and significantly affect job satisfaction, were both accepted. This aligns with previous research (Chen et al., 2004; Luthans, 2011; Robbins & Judge, 2018) who have demonstrated similar findings. The confirmation of these hypotheses underscores the importance of career development and motivation in enhancing employee job satisfaction.

Hypothesis 3 (H3), which proposed that motivation moderates the relationship between career development and job satisfaction, was also accepted. However, the specific pathways through which motivation acts as a moderator were not all supported. Hypotheses 3a, 3b, and 3c were rejected, which suggested that motivation serves as an intervening variable, homologizer-moderator, and quasi-moderator, respectively. Instead, the data supported Hypothesis 3d, indicating that motivation is a pure moderator. This finding is particularly significant as it highlights the direct moderating effect of motivation on the relationship between career development and job satisfaction without acting through other intermediary mechanisms.

The rejection of Hypotheses 3a, 3b, and 3c suggests that motivation is crucial while its role is more straightforward than initially hypothesized. Motivation does not seem to mediate or partially moderate the relationship but exerts a pure moderating influence. This could be due to the specific organizational context of the study, which may have unique characteristics that influence these relationships.

Moreover, the study's limitation to a single public institution might affect the generalizability of the results. The institutional culture, policies, and employee demographics could differ significantly from those in other sectors or organizations, potentially influencing the outcomes. Therefore, future research should consider a more diverse sample across various types of organizations to enhance the generalizability of the findings.

Additionally, the model's accuracy score, which does not exceed 60%, indicates that other factors not included in the study could affect job satisfaction. This suggests the need for further research incorporating additional variables to provide a more comprehensive understanding of the determinants of job satisfaction. Potential variables could include organizational support, work-life balance, and leadership styles, which have been shown in other studies to impact job satisfaction significantly.

5. Conclusion

This study proves that career development and motivation significantly enhance employee job satisfaction. The acceptance of Hypothesis 1 (H1) and Hypothesis 2 (H2) aligns with previous research and underscores the critical role these factors play in fostering a satisfied workforce. Career development opportunities and a motivated work environment are essential components that contribute positively to how employees perceive their job satisfaction.

The study also explored the moderating role of motivation in the relationship between career development and job satisfaction. Hypothesis 3 (H3) was accepted, indicating that motivation moderates this relationship. However, rejecting Hypotheses 3a, 3b, and 3c reveals that motivation does not function as an intervening, homologizer, or quasi-moderator. Instead, the acceptance of Hypothesis 3d highlights that motivation acts as a pure moderator. This suggests that motivation has a direct moderating effect without the complexities of mediation or partial moderation.

The rejection of the more complex moderating roles suggests a simpler and more direct interaction between these variables in the context of this study. This finding may be influenced by the unique characteristics of the public institution where the study was conducted. The respondents' specific organizational culture, policies, and demographic traits might have significantly shaped these relationships. Hence, while the results are insightful, they also indicate the need for broader studies across different organizational settings.

The study's limitations, particularly its confinement to a single public institution, suggest that the findings might not be universally applicable. To enhance the generalizability of these results, future research should encompass a wider range of organizational contexts, including private sector companies, non-profits, and other public sector entities. Additionally, incorporating a more diverse demographic sample can help understand how various factors interact across employee groups.

Furthermore, the model's accuracy score, which remains below 60%, indicates additional factors influencing job satisfaction that were not captured in this study. Future research should include other potential variables, such as organizational support, leadership styles, work-life balance, and employee engagement, which impact job satisfaction. By doing so, a more comprehensive and nuanced understanding of the determinants of job satisfaction can be achieved.

In conclusion, this study underscores the significant impact of career development and motivation on job satisfaction and highlights the straightforward moderating role of motivation. The findings provide a foundation for future research to build upon and develop more effective strategies for enhancing job satisfaction across diverse organizational contexts. Motivation as a pure moderator offers practical implications for organizations seeking to improve employee satisfaction through targeted career development initiatives and motivational strategies.

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7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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