

Improving Job Satisfaction Based on Safety Culture, Career Development, and Affective Commitment at Pt Pln (Persero) Up3 Toli-Toli

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Abstract. *In the management and empowerment of human resources in a company, employee job satisfaction is something that must be taken into account. Many factors can influence employee job satisfaction in a company, including safety culture and career development. However, there is an additional variable of affective commitment as a mediating variable to overcome the existing research gap problem. The purpose of this study is to determine and analyze the influence of safety culture and career development on affective commitment, the influence of safety culture and career development on employee job satisfaction, and the influence of affective commitment on employee job satisfaction. This research is a quantitative research through a survey with an explanatory research approach. The population in this study were all employees of PT. PLN (Persero) Customer Service Implementation Unit (UP3) Toli-toli until March 2025 as many as 393 people. The sample was taken by simple random sampling with the number of sample determinations using the Slovin formula, a sample of 100 people was obtained. The data collection technique used a questionnaire. Data analysis used path analysis. The results of the study indicate that safety culture and career development have a significant positive effect on affective commitment. Safety culture and career development have a significant positive effect on employee job satisfaction and affective commitment also have a significant positive effect on employee job satisfaction. The results of the study conducted consistently show that the development of a free influence model of safety culture, career development, and affective commitment on employee job satisfaction gets the appropriate results.*

Keywords: *Affective Commitment; Career Development; Job Satisfaction; Safety Culture.*

1. Introduction

In the era of Industry 4.0, it is crucial to prepare human resources capable of competing with other companies. Human resources play a crucial role in building a business because they are the initial capital for its formation and growth. In the business environment, this requires employees to express their emotions in the workplace and demonstrate their willingness to do their best to help the company achieve its goals. A company's continued competitiveness is influenced by its ability to effectively manage its human resources (HR) (Senjaya & Anindita, 2020).

Therefore, in the management and empowerment of human resources within a company, employee job satisfaction is a crucial consideration. According to Ramadhanty & Kurniawan (2020), job satisfaction is the degree to which individuals feel satisfied that they receive appropriate rewards from various aspects of the work situation within the organization where they work. Job satisfaction occurs when individual needs are met and is related to the degree of likes and dislikes associated with the employee (Damanik et al., 2024).

Many factors can influence employee job satisfaction in a company, including safety culture or Occupational Safety and Health (K3) culture. Occupational Safety and Health (K3) is very important for companies that have a high risk of workplace accidents, especially companies related to construction work. This includes PT. PLN, which is a state-owned company engaged in the service sector, in the form of special services in providing electricity needs for the Indonesian people as a whole. PT. PLN UP3 Tolitoli Central Sulawesi is a Customer Service Implementation Unit which is a sub-unit under the State Electricity Company (PLN). UP3 is tasked with serving customers and the distribution electricity network around the Tolitoli area of Central Sulawesi so that it can be more focused and directly touch the community around the Tolitoli area of Central Sulawesi. Under UP3, there is a Customer Service Unit (ULP) that helps manage customer service and the distribution electricity network in smaller areas.

The implementation of a good OHS culture can reduce the number of workplace accidents, thereby creating a healthy and productive work environment (Krisyanti et al., 2024). As in PT. PLN UP3 Toli-toli, where OHS culture is still considered less important and even complicates work and burdens workers when doing their jobs. This results in employees experiencing decreased job satisfaction. This is likely due to the unfamiliarity of the OHS culture that causes employee work commitment to decrease along with decreasing employee job satisfaction. Job satisfaction is enjoyed at work, outside of work, and a combination of both. With the proper and correct implementation of OHS culture, an employee's job satisfaction will be formed (Suratman and Supriyantiningasih, 2019). A well-implemented safety culture or OHS culture will influence employee job satisfaction which will also increase (Anggoro et al., 2022). The results of research by Rahmawati and Asfaw (2023); Azzahra and Dwiarti (2024); Ramadhani et al. (2024) demonstrated that occupational safety and health (OHS) culture has a positive and significant impact on job satisfaction. This contrasts with Utari's (2019) research, which found that occupational health and safety (OHS) had a positive but insignificant impact on employee job satisfaction.

Shan et al.'s (2022) research indicates that perceptions of occupational health risks significantly and negatively impact employee job satisfaction. Therefore, reducing perceptions of occupational health risks will increase employee job satisfaction, while also encouraging employees to actively participate in improving workplace safety and actively increasing job satisfaction.

Another factor influencing employee job satisfaction is career development. Career development is an employee activity that helps employees plan their future careers within the company so that both the company and the employee can develop optimally (Mangkunegara, 2019). Career development is an effort to encourage employees to perform better. The consequences of career success and failure are related to self-concept, identity, and individual satisfaction. Career development is related to individual satisfaction within the organization. Someone who feels they have career security will feel satisfied and work diligently (Hulu et al., 2024). Career development is the process of improving an employee's work abilities, which encourages increased performance in order to achieve their desired career. Career development also deserves special attention from companies because helping employees have successful and satisfying careers will improve employee performance within the company, which will certainly increase the company's strengths so that the company can achieve its goals (Purnawati et al., 2021). Research results from Mulyadi (2020); Aryanto et al. (2024); Damanik et al. (2024) show that career development has a positive and significant effect on job satisfaction. However, this contrasts with the research findings of Mansur M et al. (2023), which showed that career development had a negative and insignificant effect on job satisfaction. Suhartini and Pebrianti (2023) found that career development had a positive but insignificant effect on employee job satisfaction. This research gap prompted researchers to include a mediating variable, affective commitment, as a novelty in this study.

Therefore, based on the research gap and gap phenomenon described above, the researcher is interested in conducting research with the title "Improving Job Satisfaction Based on Safety Culture, Career Development and Affective Commitment at PT. PLN (Persero) UP3 Toli-Toli".

2. Research Methods

This research is included in the type of quantitative research data through surveys. The survey was conducted by distributing questionnaires containing structured questions and given to respondents designed to obtain more specific information (Sugiyono, 2020). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2019).

3. Results and Discussion

3.1. The Influence of Safety Culture on the Affective Commitment of Employees of PT. PLN (Persero) UP3 Toli-toli

The implementation of a good and appropriate Occupational Safety and Health (K3) culture can increase employee affective commitment because it creates a safe and healthy work environment, where employees who feel safe and healthy in the workplace will be more productive and enthusiastic in their work. The implementation of K3 can reduce the risk of accidents and occupational diseases, the implementation of K3 can increase efficiency, productivity, and total project costs, a safe and effective work culture can support employees in giving their best abilities in completing work, and employee involvement in K3 dominantly influences employee performance (Junjuran et al., 2022).

The results of the study have shown that safety culture has a positive and significant effect on the affective commitment of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be said because the calculated t value ($3.199 > t$ table (1.98472)) with a significance of ($0.002 < 0.05$). This can be interpreted that the K3 culture (safety culture) influences the affective commitment of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This means that the safety culture described through indicators of management commitment, K3 regulations and procedures, employee communication, employee competence, employee involvement in K3, and the employee's social environment is able to influence the level of affective commitment described through indicators of loyalty, pride, participation, considering their organization the best, and being emotionally attached to the company where employees work. So that has proven that safety culture can significantly influence the increase in employee affective commitment. The better the safety culture at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it increases employee affective commitment, and vice versa, the worse the safety culture at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it decreases employee affective commitment. This also shows alignment with the results of previous studies conducted by Amponsah-Tawiah and Mensah (2016); Jaya (2018); Samuel et al. (2020) which explain that there is a significant positive influence of safety culture on employee affective commitment.

3.1.1. The Influence of Career Development on the Affective Commitment of Employees of PT. PLN (Persero) UP3 Tolitoli

An employee's dedication to their work is influenced by their ability to advance in their profession. When employees perceive opportunities for career development, they tend to be more engaged and committed to the company. This is because career development helps employees feel valued, develop, and achieve their career goals. Employees will be happier in their jobs and more invested in the company or organization as a whole if they have more opportunities to advance their careers and advance in their chosen fields (Raihan & Sumartik, 2023). Affective commitment, as a form of employee commitment to a company,

is a crucial element in determining a company's long-term success and stability. This commitment reflects the extent to which employees are willing to actively and loyally contribute to achieving company goals (Setiawan et al., 2025).

The results of the study have shown that career development has a positive and significant effect on the affective commitment of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be said because the calculated t value ($3.234 > t \text{ table } (1.98472)$) with a significance of ($0.002 < 0.05$). This can be interpreted that career development has an effect on the affective commitment of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be interpreted that career development described through indicators of education and training, mutations, work period, and promotion is able to influence the level of affective commitment of employees described through indicators of loyalty, pride, participation, considering their organization the best, and being emotionally attached to the company where employees work. So that has proven that career development can significantly influence the increase in employee affective commitment. The better the career development at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it increases employee affective commitment, and vice versa, the worse the career development at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it decreases employee affective commitment. This also shows alignment with the results of previous studies conducted by Syahrial et al. (2019); Choiriyah and Indriyaningrum (2022); Muleya et al. (2022) which explain that career development has a positive and significant influence on employee affective commitment.

3.1.2. The Influence of Safety Culture on Job Satisfaction of Employees at PT. PLN (Persero) UP3 Tolitoli

A good Occupational Safety and Health (OHS) culture can increase employee job satisfaction. A good OHS culture can create a safe and healthy work environment. Employees who are physically and mentally healthy will have good work morale because they feel comfortable in their work environment. This feeling of comfort and safety enables them to carry out their tasks well, resulting in high employee performance (Suratman and Supriyantiningih, 2019). A good OHS program will ensure a safe and comfortable work environment, thereby reducing the risk of accidents and improving employee welfare, which will further increase employee job satisfaction. Therefore, OHS culture is an important factor influencing the level of employee job satisfaction in a company (Putri et al., 2025).

The results of the study have shown that the K3 culture (safety culture) has a positive and significant effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be said because the calculated t value ($5.383 > t \text{ table } (1.98498)$) with a significance of ($0.000 < 0.05$). This can be interpreted that the K3 culture (safety culture) has an effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. Safety culture described through indicators of management commitment, K3 regulations and procedures, employee communication, employee competence, employee involvement in

K3, and the employee's social environment is able to influence the level of job satisfaction described through indicators of work, wages, promotions, supervisors, and coworkers..So that has proven that safety culture can significantly influence employee job satisfaction. The better the safety culture at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it increases employee job satisfaction, and vice versa, the worse the safety culture at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it decreases employee job satisfaction. This also shows alignment with the results of previous studies conducted by Rahmawati and Asfaw (2023); Azzahra and Dwiarti (2024); Ramadhani et al. (2024) which explain that occupational safety and health (K3) culture (safety culture) has a positive and significant effect on employee job satisfaction.

3.2. The Influence of Career Development on Job Satisfaction of Employees at PT. PLN (Persero) UP3 Tolitoli

Career development provides employees with the opportunity to achieve their desired career goals. With a clear and structured career path, employees can plan and direct their career development in line with their personal aspirations. The ability to plan and manage their own careers provides a high sense of control and satisfaction. Furthermore, career development provides employees with opportunities to receive recognition and rewards for their work achievements. When employees successfully develop themselves and achieve their desired career development, they often receive recognition from their superiors and colleagues (Aryanto et al., 2024).

Organizations that invest in career management are more likely to improve employee satisfaction. This reflects their attitudes toward various aspects of their work. Employee career development, on the other hand, aims to meet their professional needs and lead them towards achieving job satisfaction (Ompusunggu et al., 2024). Companies must develop careers effectively to maintain employee productivity and encourage employees to always perform at their best, which can reduce employee performance. Employees will feel that their company cares about and invests in their development, which not only increases their motivation and engagement but also directly affects their level of job satisfaction (Safitri and Susilowati, 2024).

The results of the study have shown that career development has a positive and significant effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be said because the calculated t value ($2.444 > t_{table} (1.98498)$) with a significance of ($0.016 < 0.05$). This can be interpreted that career development has an effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. Career development described through indicators of education and training, mutations, work period, and promotion is able to influence the high and low job satisfaction of employees described through indicators of work, wages, promotions, supervisors, and coworkers..So that has proven that career development can significantly influence employee job satisfaction. The better the career development at PT. PLN (Persero) Customer Service

Implementation Unit Tolitoli Central Sulawesi, the more it increases employee job satisfaction, and vice versa, the worse the career development at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi, the more it decreases employee job satisfaction. This also shows alignment with the results of previous studies conducted by Mulyadi (2020); Aryanto et al. (2024); Damanik et al. (2024) which explain that career development has a positive and significant effect on job satisfaction.

3.2.1. The Influence of Employee Affective Commitment on Job Satisfaction of Employees at PT. PLN (Persero) UP3 Tolitoli

High employee affective commitment has a positive influence on employee job satisfaction. Employees with high affective commitment will feel comfortable and at home in the company, so they do not want to leave the company. Job satisfaction is felt after employees compare what is expected from their work results with what they actually get from their work. An organization with employees with a high level of job satisfaction tends to be more effective than an organization with a low level of job satisfaction. The higher the employee's job satisfaction, the more their affective commitment to work increases and they are more likely to stay with the company (Robbins and Judge, 2020). The better the affective commitment given, the more it will affect job satisfaction. Employees who are committed to achieving company goals will perform optimally. In addition, the company also provides appreciation commensurate with employee commitment, thus further increasing employee satisfaction at work (Ernanto and Indriyaningrum, 2023).

The results of the study have shown that affective commitment has a positive and significant effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This can be said because the calculated t value ($7.450 > t$ table (1.98498)) with a significance of ($0.000 < 0.05$). This can be interpreted that affective commitment has an effect on the job satisfaction of employees of PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. This means that affective commitment described through indicators of loyalty, pride, participation, considering the organization the best, and being emotionally attached to the company where employees work can influence the level of employee job satisfaction described through indicators of work, wages, promotions, supervisors, and coworkers. So that has proven that affective commitment can significantly influence employee job satisfaction. The better the affective commitment of employees at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli, Central Sulawesi, the more their job satisfaction increases. Conversely, the worse the affective commitment of employees at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli, Central Sulawesi, the more their job satisfaction decreases. This also aligns with the results of previous research conducted by Ningsih (2021); Fajar and Ratnawati (2024), which explains that employee affective commitment will have a positive impact and significantly increase job satisfaction.

4. Conclusion

Based on the research analysis that has been described previously, the following conclusions have been obtained: 1. Safety culture which is described through indicators of management commitment, OHS regulations and procedures, worker communication, worker competence, worker involvement in OHS, and worker social environment has a positive and significant effect on employee affective commitment which is described through indicators of loyalty, pride, participation, considering their organization the best, and being emotionally attached to the company where employees work at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. 2. Career development which is described through the indicators of education and training, mutations, work period, and promotion has a positive and significant effect on employee affective commitment which is described through indicators of loyalty, pride, participation, considering the organization the best, and being emotionally attached to the company where employees work at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. 3. Safety culture which is described through indicators of management commitment, K3 regulations and procedures, worker communication, worker competence, worker involvement in K3, and worker social environment has a positive and significant effect on employee job satisfaction which is described through indicators of good work, wages, promotions, supervisors, and coworkers at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. 4. Career development which is described through the indicators of education and training, mutations, work period, and promotion has a positive and significant effect on employee job satisfaction which is described through indicators of work, wages, promotions, supervisors, and good coworkers at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi. 5. Affective commitment Employees described through indicators of loyalty, pride, participation, considering their organization the best, and being emotionally attached to the company where employees work have a positive and significant influence on employee job satisfaction described through indicators of work, wages, promotions, supervisors, and good coworkers at PT. PLN (Persero) Customer Service Implementation Unit Tolitoli Central Sulawesi.

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