

# The Relationship between Career Perception and Career Development and Job Satisfaction of the Indonesian National Police (Polri) at the Yogyakarta Regional Police (Polda Jogjakarta)

Original Article

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## Abstract

This research is motivated by the need to improve job satisfaction among Indonesian National Police (Polri) members to support organizational performance, professionalism, and public trust. A deeper comprehension of the elements affecting members' job satisfaction, especially career risk perception and career development, is necessary due to organizational transformation, professionalism demands, and career development relationships. Hence, this study analyzes the relationship between career perception and career development toward job satisfaction among police members at the Yogyakarta Regional Police. A quantitative approach was employed via a questionnaire survey distributed to 298 respondents using random sampling. Data were collected online using a 5-point Likert scale and analyzed through multiple linear regression to examine both partial and simultaneous effects of independent variables on the dependent variable. Results indicate that career risk perception has a positive and significant relationship with job satisfaction. Career development similarly shows a positive and significant relationship with job satisfaction. These findings suggest that members' sense of security, stability, and career opportunity positively affect satisfaction, while a planned, transparent, and competency-based career development system fosters work motivation, organizational loyalty, and individual performance. This study implies that optimizing career management and career risk perception should be prioritized in Polri human resource policies, as improved career management is expected to raise job satisfaction, thereby enhancing organizational performance, service quality, and sustained public trust in the institution.

**Keywords:** Career Development, Career Risk Perception, Job Satisfaction, Indonesian National Police, Yogyakarta Regional Police.

## 1. Introduction

The problem of job satisfaction in the Indonesian National Police (Polri) is influenced by various factors, such as the influence of leadership style, work-life balance, work environment, and career development. In addition, there are also issues related to the practice of extortion (pungli) and abuse of authority that have been highlighted both internally and externally. High job satisfaction is considered important for improving individual performance and achieving institutional goals. According to Cahyono et al. (2020), the type of leadership style applied, such as the "telling" style (giving orders), has an inverse relationship with the job satisfaction of Polri members. Fulfillment of needs and compensation are important variables that can influence the job satisfaction of Polri members.

The balance between professional and personal life significantly influences job satisfaction. As much as 69.1% of job satisfaction is influenced by work-life balance, work environment, and career development. Polri members who feel satisfied tend to provide



higher performance, while dissatisfaction can have a negative impact on performance. According to Cornelissen et al. (2011), Job satisfaction of Polri members is important for the institution because it is related to the achievement of institutional goals. The phenomenon of Polri job satisfaction can be interpreted from two perspectives: public satisfaction with Polri performance and internal job satisfaction of Polri members. Recently, surveys have shown a high level of public satisfaction with Polri performance, which is influenced by internal reforms, transparency, service digitalization, and collaboration with the community. Meanwhile, from the internal side, the level of satisfaction of Polri members can vary depending on factors such as HR management, compensation, leadership style, and work stress. Most of the public expressed satisfaction with Polri performance. Several surveys recorded satisfaction figures above 70%, even up to around 79.8%.

The phenomenon of Polri career development includes institutional transformation towards a precision Polri, which demands increased human resource (HR) competency through education, training, and certification to face the challenges of the industrial revolution 4.0 era (Nurwicaksono et al., 2023). In addition, the phenomenon also includes improving member performance through career development, which has a positive impact on individual and institutional performance. Career development, including formal education, training, and certification, significantly improves the performance of police members. According to Choo and Bowley (2007) Good performance is the main requirement for members who want their careers to develop, because they will get better rights. Directed career development can also increase member work motivation. Some obstacles faced include a lack of understanding and competence of mentors, as well as minimal ongoing monitoring and evaluation. Lack of integration between talent management programs and formal career mechanisms, such as development education and job promotions.

Dardar et al. (2012) highlight that limited resource support, both financial and facilities, is needed to support career development programs. Problems in Polri career development include the absence of meritocracy, lack of integration between talent management programs and promotion mechanisms, regulatory constraints, and lack of competence and support from mentors and leaders. Further, the organizational culture that has shifted from devotion towards commercialism and the potential intervention of non-achievement factors in determining positions are also serious obstacles. Hariyasasti and Purwanto (2025), found that performance-based promotions and rewards remain suboptimal, while other factors such as connections or money can influence promotions.

There is a lack of integration between talent management programs with career systems and formal education, such as development education. Especially for non-commissioned pilots, the absence of the latest regulations that allow non-commissioned officers to qualify to become officers is an obstacle in their career development. There are limitations in financial resources, facilities, and adequate organizational support. In addition, the competence and commitment of mentors are also determining factors that still need to be improved through special training. There are concerns that the culture of devotion is starting to be eroded by a commercial mindset or the intervention of non-achievement factors in determining positions.

The perception of careers within the Indonesian National Police (Polri) can be divided into several main categories: negative public perceptions fueled by violations and a lack of real community engagement; internal issues such as staff shortages that impact performance and safety; and challenges in career development related to professionalism and transparency. These issues highlight the urgent need for cleaner, more effective, and more transparent bureaucratic reforms to rebuild public trust. Numerous violations broadcast on social and mass media have eroded public trust in the Polri institution. Most people feel the police are

not visible or involved in their daily lives, further exacerbating negative perceptions. These systemic issues impact officer safety and performance effectiveness; with many officers feeling their safety is threatened by understaffing. Perceptions about career development are influenced by personnel regulations and career advancement efforts, which need to be improved to be more professional and transparent. The Polri needs to regularly report performance results to the public to build trust. Bureaucratic reform must focus on creating a clean, effective, efficient, productive, transparent, and accountable bureaucracy. In addition to transparency, improving police performance and professionalism is a key public expectation, such as fairness in enforcing the law and being trustworthy, honest, and firm.

The phenomenon of Polri career perception refers to how the public perceives the career development and performance of Polri in general. This phenomenon is complex, influenced by performance and professionalism, but also by violations exposed by social and mass media. Although public trust tends to increase, there is a strong expectation from the public that Polri will improve its performance, professionalism, fairness, and integrity, as well as increase transparency in carrying out its duties. Several surveys indicate an increase in public trust in Polri. The latest Kompas Research and Development survey (October 2025) showed that 76.2% of the public trust in Polri, indicating a recovery in trust after the August 2025 riots. The many violations broadcast through social and mass media have influenced negative perceptions of some people towards Polri. There is a perception that the police are less visible or involved in the community. Public trust in the police is said to be at its lowest point in the last 15 years according to estimates from several studies. Positive perceptions of the recruitment process for new members through a systematic and independent committee are also reported in several surveys.

The main objective of this study is to comprehensively analyze the factors influencing the job satisfaction and career development of members of the Indonesian National Police, particularly leadership style, work-life balance, work environment, compensation, and the career development system, as well as to assess their impact on individual performance, organizational effectiveness, and public trust. In addition, this study also aims to examine the relationship between the internal conditions of the organization and the external perceptions of the public toward police performance. Previous research indicates that leadership and integrity have an influence on the performance of police members with job satisfaction as an intervening variable, making job satisfaction a strategic factor in improving organizational performance. On the other hand, from an external perspective, the results of a national survey show that the level of public trust in the Indonesian National Police in 2025 reached approximately 76.2%, reflecting a recovery of public trust in line with improvements in public services and institutional reform. Thus, this study is expected to produce empirical and strategic recommendations to strengthen human resource management, the career development system, and the improvement of police institutional performance in a sustainable and transparent manner.

## 2. Literature Review

### 2.1. Career Perception

According to Hariyati and Safril (2018), career perception is how a person interprets and gives meaning to their experiences and series of work activities throughout their life, which shapes their subjective views and beliefs about their career. This includes perceptions of career development, career aspirations, and self-perception, which influence career decisions. The components of career perception are how a person interprets a series of events, attitudes,

values, and behaviors related to their work over time. The way a person views their own strengths, interests, and beliefs, which serve as a guide in choosing a career path. The individual's desire for a specific job or career goal, such as securing a stable job, promotion, or becoming a specialist in their field.

The individual's view of the behaviors and attitudes interconnected within a career path, as well as their understanding of how to improve their technical, moral, and conceptual abilities. According to experts, career perception is an individual's view of a series of work experiences that develop over time, encompassing jobs, positions, behaviors, values, aspirations, and goals throughout their life. According to Juwaini et al. (2021), a career is a series of evolving work experiences, while Flippo emphasizes the continuity, stability, and meaning of a series of interrelated jobs. Career perception is a person's subjective view, assessment, and understanding of their career path, which includes their interpretation of work, development, and opportunities in the world of work.

This perception is formed from various factors, including experience, self-perception (strengths, interests, beliefs), and responses to the work environment. Career perception is personal and can vary from person to person, even when facing the same work situation. It is how a person interprets experiences and information related to their career, such as employment regulations or self-development efforts. A person's understanding of their own strengths, interests, and achievements greatly influences how they choose and direct their career. This perception serves as a "compass" that helps individuals make decisions about their future career paths.

According to Huang (2019), perceptions of Polri careers are influenced by two aspects: public perception of Polri performance, which is generally positive but still involves negative issues such as police officers, and internal perceptions of Polri members regarding career development, which relates to the personnel system and opportunities for career advancement. Improved public perception along with improvements in the recruitment and performance system is considered positive, but negative issues such as cases of police officers can erode trust. The public expects improved performance, professionalism, a sense of security, and fair, honest, and firm law enforcement. The public assesses that the Polri recruitment system is systematic and independent.

## 2.2. Career Development

According to Purwanto (2020), career development is a continuous process of enhancing abilities, knowledge, and skills to achieve desired career goals. This process includes acquiring new skills, setting career goals, exploring job opportunities, and making strategic decisions through education, training, mentoring, and work experience. It is a lifelong journey to manage one's career path and achieve one's full potential. Unlike employee development, which focuses more on company needs, career development is guided by an individual's long-term vision and goals. It involves formal education, on-the-job training, mentoring, work experience, and taking on new challenges to advance in one's career. It enhances an individual's work capabilities to achieve better work performance, attain higher positions, and benefit the overall growth of the organization. According to Shan et al. (2022), career development, according to experts, is a continuous process of enhancing abilities, knowledge, and skills to achieve future career goals, including responsibility, status, and personal advancement. Career development is a series of lifelong activities that contribute to career exploration, stability, success, and achievement.

Career development is the personal improvement that a person strives for to achieve their career plan. This means that employees actively improve themselves to obtain a higher

position or income. According to Pramezwarly et al. (2022), career development is the process of preparing employees for future positions within the organization. It involves planning made by the company or HR manager to guide the career development of employees. Defining career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees through education and training according to job requirements. According to Shan et al. (2022), career development is a personal change that someone makes to achieve a career plan. Career development is an ongoing process that helps individuals improve their abilities, knowledge, and skills to achieve their long-term career goals. This can include education, training, mentoring, work experience, and strategic decision-making to advance in their careers. Career development benefits not only individuals, but also the organizations they work for. Helping individuals achieve their desired careers through the acquisition of new skills and experiences. Involves setting career goals, exploring opportunities, and making decisions to advance in their careers. It is a continuous, lifelong process that helps individuals manage their career paths and reach their full potential.

Career development in the Indonesian National Police focuses on professionalism through various strategies, such as continuing education and training, competency improvement, job promotions, and professional human resource management. Wijayanti et al. (2020) reported that factors such as work performance, experience, and compliance with regulations also greatly influence the career advancement of a member of the Indonesian National Police. Participating in training and further education is crucial to improve skills, knowledge, and abilities in facing challenging tasks. Good work performance will open up opportunities for promotion to higher levels of office, which also has implications for increased salaries and benefits. Experience gained, both domestically and abroad, as well as special tasks, can be important provisions for career development. Good performance and fulfillment of competency qualifications are the basis for obtaining promotions and further career development, for example, for non-commissioned pilots of the Indonesian National Police who can become officers.

Members who commit disciplinary, ethical, or criminal violations can hinder or even stop their career progress, such as postponement of rank, demotion, or Dishonorable Discharge (PTDH). Cahyono et al. (2020) notes that non-compliance with applicable regulations can be an obstacle in the application and career development process. Polri career development is a continuous process to improve the knowledge, skills, and competencies of police officers, which includes education, training, specialization opportunities, leadership development, and cross-unit placements, to improve performance and professionalism in carrying out duties.

This process is designed to advance members' careers, from promotions and positions, to improving welfare. This program aims to improve knowledge, technical skills, and competencies relevant to police duties. Examples include specialized education) to master certain expertise. Helping members develop leadership and management skills that are important for strategic positions in the future. Allowing members to focus and develop expertise in specific areas, such as forensics, intelligence, or bomb disposal. Providing opportunities for members to gain experience in various units or fields, including international or cross-country assignments. Includes improving communication skills and other personality aspects that are crucial for interaction and service to the community.

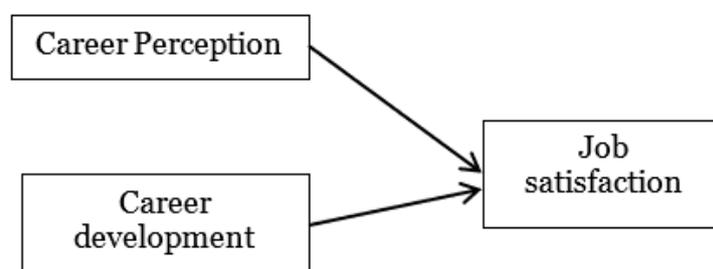
### 2.3. Job Satisfaction

According to Cahyono et al. (2020), job satisfaction is a positive or pleasurable feeling experienced by employees toward their work, resulting from a comparison between actual results and expectations. Experts define job satisfaction in various ways, such as a pleasant emotional state (Luthans) or a pleasant emotional attitude and a love for one's job. This

positive emotional state arises from the assessment of one’s work experience, where job satisfaction is the result of an employee’s perspective on their job. An employee’s favorable or unfavorable opinion of their job is reflected in their behavior toward the job and the work environment. According to Choo (2007), a defined level is a person’s positive feelings about their job derived from evaluating the characteristics of the job itself. This feeling is synonymous with happiness and comfort due to expectations being met. Citing from Dardar et al. (2012), a pleasant emotional attitude and love for one’s job are measured by how employees perceive their work compared to their expectations. A person’s feelings after comparing perceived performance or results with their expectations.

According to Hariyasasti and Purwanto (2025), Polri job satisfaction is the positive attitude of police officers towards their work, which is based on an assessment of various factors such as the work environment, leadership, and relationships with colleagues, and is influenced by their motivation and discipline. In addition, this job satisfaction is also often measured through the level of public satisfaction with Polri’s performance, which includes aspects such as law enforcement, community service, and maintaining public security and order (kamtibmas). Polri job satisfaction is positive with several supporting factors such as good leadership, a conducive work environment, and adequate support. Further, several surveys show an increase in public satisfaction with Polri’s performance in various matters, such as law enforcement and public services. Surveys show that public satisfaction with Polri’s performance is generally high, especially in terms of security and order. There is an increase in public satisfaction with public services such as the issuance of SKCK in 2025, based on a survey conducted by Baintelkam Polri. Although there are surveys that show the lowest positive image, public satisfaction with the political stability and security maintained by Polri is actually among the highest.

Based on theoretical studies and the results of previous research, the relationship between career development, job satisfaction, and organizational performance can be explained through the conceptual research model presented in Figure 1 (Research Model). This model illustrates that career development is an important factor in improving job satisfaction through the enhancement of competence, work motivation, and the organization’s perceived appreciation of members’ contributions. Furthermore, the improvement of job satisfaction is expected to drive improvements in individual performance and overall organizational performance. This research model also considers the role of supporting factors such as training, competency development, and readiness to face digital transformation in strengthening the relationships between variables.



**Figure 1. Research Model**

The research framework as shown in the figure 1 positions career perception and career development as strategic factors that influence job satisfaction in the context of organizational digital transformation and technology-based work model changes. Digital transformation not

only changes business processes, but also changes the way organizations manage human resources through data-based career management systems, digital learning, and technology competency development, which ultimately affects employees' perceptions of career opportunities and their professional future, as explained by Vial (2021) who emphasizes that digital transformation has an impact on changes in organizational structure and human resource management practices. In addition, the development of a digital workforce and the enhancement of technology competencies are important factors in improving work experience and employee readiness to face changes in the work environment, where Secundo et al. (2021) found that digital workforce readiness contributes to improvements in performance and job satisfaction. The integration of digital transformation strategies with human resource strategies has been proven to improve work motivation, employee retention, and organizational performance, as affirmed by Montford et al. (2019) that digital transformation integrated with organizational strategy sustainably increases business value and performance. Thus, positive career perception and structured career development become important determinants in improving employee job satisfaction in modern organizations facing the demands of digitalization and technology-based work pattern changes.

The hypotheses of this research are:

**H1:** Career Perception has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the Yogyakarta Regional Police.

**H2:** Career development has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the Yogyakarta Regional Police.

### 3. Methods

This study uses a quantitative method with a multiple linear regression analysis approach processed using the Statistical Package for Social Science (SPSS) application. This method was chosen to examine the relationship and influence between independent variables and the dependent variable both partially and simultaneously. The research stages begin with primary data collection through the distribution of questionnaires to research respondents, followed by testing the quality of the research instruments through validity and reliability tests, classical assumption tests, and multiple linear regression analysis. Subsequently, hypothesis testing is conducted through a partial test (t-test) and a simultaneous test (F-test), as well as the coefficient of determination ( $R^2$ ) analysis to determine the magnitude of the contribution of the independent variables to the dependent variable.

The data analysis method used in this study is Multiple Linear Regression Analysis, which aims to analyze the relationship between two independent variables, namely Organizational Commitment and Compensation, and one dependent variable, namely Job Satisfaction. This analysis is used to determine the extent to which each independent variable influences the dependent variable both partially and simultaneously.

The population in this study consists of police members serving at the Special Region of Yogyakarta Regional Police, with a total of 298 respondents selected using a random sampling technique. This technique was used to provide equal opportunity to all members of the population to become research respondents, so as to improve the representativeness of the research data. The questionnaires were distributed online through social media to facilitate distribution and improve the response rate of respondents.

The research instrument was a questionnaire using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to measure respondents' perceptions of each variable's indicators. Prior to main analysis, validity and reliability tests were conducted to ensure each item

accurately measured its intended variable and that responses were consistent. Classical assumption tests were then performed, including normality, multicollinearity, and heteroscedasticity tests to verify data distribution, independence of predictors, and homogeneity of residual variance.

Once all assumptions were satisfied, multiple linear regression was conducted to assess the influence of independent variables on the dependent variable. Hypothesis testing used the t-test for partial effects and the F-test for simultaneous effects. The coefficient of determination ( $R^2$ ) was also calculated to measure the explanatory power of the independent variables in the model.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. This process typically involves formulating a hypothesis, analyzing the data, and making decisions based on the analysis results, such as comparing the test statistic to a critical value or calculating a p-value. If the t-test value (t-statistic) is greater than 1.96, then the null hypothesis can be rejected. This indicates a statistically significant difference, and the independent variable influences the dependent variable at the 5% significance level. The results of this research's hypothesis testing are as shown in Table 1 below:

**Table 1. T-Test Results (Partial)**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
	1 (Constant)	.334	2.123		.132
Career Perception dan (X1)	.343	.032	.312	4.123	.001
Career Development (X2)	.313	.132	.323	3.321	.001

a. Dependent Variable: Job Satisfaction (Y)

Based on Table 1, the t-test value (t-statistic) is greater than 1.96, thus concluding that the independent variables influence the dependent variable at the 5% significance level.

#### 4.1.2. Simultaneous Test

The simultaneous F-test in SPSS is used to test whether all independent variables simultaneously have a significant influence on the dependent variable. The decision criterion is that if the significance value (Sig.) is less than 0.05, the influence is simultaneously significant; conversely, if the Sig. is greater than 0.05, the influence is not significant. The purpose of the SPSS simultaneous F-test is to test whether all independent variables simultaneously have a significant influence on the dependent variable. This test determines whether the constructed regression model is suitable for use in prediction or forecasting. The results of this research hypothesis test are as shown in Table 2 below.

**Table 2. Simultaneous Test Results**

		ANOVA <sup>a</sup>				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	336.132	3	112.143	42.343	.001b
	Residual	251.087	96	2.231		
	Total	587.213	99			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant) : Career Perception dan (X1), Career Development

Based on Table 2, the Sig. <0.05 value indicates that all independent variables collectively have a significant effect on the dependent variable.

## 4.2. Discussion

### 4.2.1. The Relationship Between Career Perception and Job Satisfaction

A positive career perception will increase job satisfaction, and conversely, high job satisfaction will encourage employees to work harder, which can ultimately advance their careers. When companies support career development, employees feel valued, which leads to increased job satisfaction, motivation, and commitment. Having a planned career path provides a sense of security and motivation, thereby increasing job satisfaction. When companies invest in employee professional development, it demonstrates that they care about their long-term success, leading to higher satisfaction. Positive career perception is associated with a sense of being valued, which increases job satisfaction and employee morale. According to Hariyasasti and Purwanto (2025), satisfied employees tend to work harder and more productively, which can positively impact their performance and career advancement. Satisfied employees are more likely to stay with the company, reducing turnover. Satisfied employees can become “brand ambassadors” for the company, enhancing the organization’s overall reputation.

According to Purwanto (2020), positive career perceptions, such as clear and planned career development, can increase job satisfaction among Polri members. Conversely, factors such as work motivation (which is influenced by perception) and career satisfaction can have a significant impact on performance and job satisfaction itself. Job satisfaction can be influenced by various other factors such as compensation, working conditions, work-life balance, recognition, security, and satisfaction with salary, self-development, and career achievements. There is a significant positive influence between career development (perceptions of career advancement programs and efforts) and job satisfaction among Polri members. A clear and planned career path can make members feel satisfied and motivated, so that their performance increases. High job satisfaction can be directly proportional to better performance, which will ultimately have an impact on a better career path.

According to Pramezwarly, et al. (2022), the relationship between career perception and job satisfaction is positive and strong; positive perceptions of a clear and planned career path will increase job satisfaction, while high job satisfaction will also boost motivation and performance. Factors such as self-development, recognition, and career promotion significantly influence job satisfaction. Employees who have positive perceptions of career development opportunities, a clear career path, and the existence of progression will feel more satisfied with their jobs. High levels of job satisfaction will make employees more motivated, diligent in their work, and have better performance, which in turn can affect their career advancement. According to Putra et al. (2020), Opportunities to gain new skills and knowledge make employees feel more valued and engaged, which increases their satisfaction

and morale. A sense of recognition for achievements and the existence of opportunities for promotion are factors that are strongly related to job satisfaction.

This is a subjective measure that includes employee satisfaction with pay, self-development, and overall career achievement. The relationship between career perception and job satisfaction is symbiotic, where positive career perception leads to higher job satisfaction, and vice versa, high job satisfaction can boost performance and motivation that ultimately support career advancement. According to Putra et al. (2020), positive career perception will have an impact on higher job satisfaction, which then increases employee performance, productivity, and loyalty to the company. Conversely, negative career perception or job insecurity can reduce job satisfaction and lead to decreased performance and high turnover rates. The perception of a clear and planned career path contributes to higher job satisfaction for employees. Satisfied employees tend to work harder, display positive performance, and increase productivity to achieve company goals. High job satisfaction can reduce employee desire to leave the organization and increase their loyalty to the company.

In the context of digital transformation and a technology-based economy, the relationship between career perception and job satisfaction is increasingly influenced by the organization's readiness to develop employees' digital competencies and technology-based career development strategies. Research shows that career development has a positive and significant influence on job satisfaction because it provides clarity of career paths, competency enhancement, and long-term professional development opportunities (Aisy et al., 2022). In addition, career development also increases employee commitment and engagement toward the organization due to the opportunity to grow professionally (Pakualam & Panggabean, 2023).

In the era of digital transformation, job satisfaction also serves as a mediating variable between digital transformation, technology mastery, and career growth. Digital transformation has been proven to enhance career growth through the improvement of digital skills, technology adoption, and organizational support, where job satisfaction becomes an important mediator in that relationship (Bawazir et al., 2025). Further, the implementation of digital HR and organizational technology also contributes to increased job satisfaction through ease of system use, work comfort, and organizational support in a technology-based work environment (Herlissha et al., 2025). Hence, organizations that integrate digital transformation strategies with career development planning will be able to improve engagement, productivity, and the sustainability of digital business models in the future.

#### **4.2.2. The Relationship Between Career Development and Job Satisfaction**

Career development plays a crucial role in Polri job satisfaction by increasing motivation, performance, and a sense of appreciation. With a clear career path, Polri members feel their potential is recognized, which encourages them to work harder and improve overall performance, positively impacting the well-being and stability of the institution. According to Nielsen et al. (2011), planned career development provides goals and incentives for Polri members, thus motivating them to work hard and be disciplined. Promotions and a clear career path are often associated with increased welfare (salary and benefits), which, according to theory and research, can motivate members to improve their performance. Investment in career development demonstrates that the institution values the contributions and is committed to the long-term success of members, which improves morale and overall job satisfaction. According to Purwanto et al (2022), career development helps Polri members recognize their abilities and skills and provides opportunities to occupy positions that align

with their potential. With a clear career path, the relationship between members and the institution becomes stronger, creating a greater sense of loyalty and engagement.

Improving job satisfaction and motivation through career development will positively impact the overall performance of the Indonesian National Police (Polri), ultimately improving the quality of public service to the community. Career development often goes hand in hand with increased welfare (salary, allowances, official housing), which is an important factor in maintaining the motivation and performance of members. According to Mulyana et al. (2021), career development has a positive influence on job satisfaction because it creates a clear career path, increases employee motivation and engagement, and makes employees feel valued by the company. Employees who feel their careers are planned and have potential for growth tend to be more satisfied with their jobs. Having a career development plan gives employees a clear picture of what they can achieve, which can increase job satisfaction.

Effective career development initiatives can encourage employees to be more motivated and engaged in their work, which ultimately increases job satisfaction. When companies invest in employee professional development, employees feel valued and the company's commitment to their long-term success is visible, which increases job satisfaction and morale. Career development allows employees to realize their potential and skills, helping them to advance and achieve suitable positions, which contributes to satisfaction. Career development strengthens employees' relationships and positive attitudes towards the company, because they see the company as a partner in their success.

According to Ko (2012), career development has a positive and significant relationship with job satisfaction. When companies provide career development opportunities, employees feel valued, have higher motivation, and ultimately increase their job satisfaction. This also has an impact on improving employee performance and productivity. Opportunities to develop skills and knowledge make employees feel more engaged and valued, which encourages them to work harder. Having a clear career path and opportunities for promotion can increase job satisfaction because employees see development and recognition for their contributions. With career planning, employees feel more secure about their future in the company and have a clearer direction, thus minimizing the desire to change jobs. According to Juwaini et al. (2021), employees who are satisfied with their career development tend to show better performance. This creates a positive cycle where better performance can trigger further career opportunities.

In summary, a company's investment in employee career development not only benefits the company's growth but also directly increases employee job satisfaction, which in turn will have a positive impact on overall performance and productivity. Career development has a positive and significant relationship with job satisfaction, because opportunities for promotion and development make employees more motivated and feel valued by the company. When companies invest in employee development, employees feel their contributions are valued, which in turn increases their job satisfaction and commitment. With a clear career path, employees have goals to achieve, so they work harder and more diligently. According to Purwanto et al. (2022), companies that provide career development programs demonstrate that they care about their employees' long-term success, thereby increasing their sense of appreciation and job satisfaction. Career development opens up opportunities for promotions, salary increases, and facility improvements, which directly increase job satisfaction. Employees can realize and develop their potential, skills, interests, and knowledge, which makes them feel more prepared and confident in their work.

Career development plays a crucial role in increasing job satisfaction by creating a sense of appreciation and motivation in employees, thanks to the opportunities for advancement

and the acquisition of new skills. This encourages employees to work harder, improve their performance, and feel more engaged with the company. Employees who see a clear career path and opportunities for advancement are more motivated and engaged. Higher job satisfaction automatically leads to better performance because employees feel valued and want to contribute more. When companies invest in employee development, employees feel the company cares about their long-term success. Career development programs equip employees with new skills and knowledge, making them feel more competent and engaged in their work. The opportunity for career advancement is a key factor associated with job satisfaction. Employees who feel involved in the career development process tend to have higher levels of satisfaction and engagement.

In the context of digital transformation and the development of a technology-based business ecosystem, career development not only plays a role in improving job satisfaction, but also becomes a strategic factor in supporting human resource readiness to face changes in digital business models. Digital transformation contributes to career growth through the enhancement of digital competencies, technology adoption, and the improvement of employee performance and job satisfaction (Setyadi & Mutamimah, 2025). Job satisfaction also functions as a mediating variable that strengthens the relationship between digital transformation and career advancement, especially when supported by the organization through training and digital skills development. This affirms that organizational investment in technology-based career development can improve motivation, engagement, and human resource readiness in facing the challenges of the digital era, which ultimately has an impact on improving organizational performance and the quality of public services. In addition, Bawazir et al. (2025) shows that career development has a positive and significant influence on job satisfaction, both directly and through intermediary variables such as work motivation, engagement, and work-life balance. Thus, within the framework of the digital economy and organizational transformation, career development becomes an important part of a talent management strategy oriented toward the sustainability of organizational performance and institutional competitiveness in the modern digital ecosystem.

## 5. Conclusion

A positive perception of career significantly influences job satisfaction, where the perception of a clear and planned career path can increase employee job satisfaction. High job satisfaction, influenced by a positive career perception, can then improve employee performance and motivation, and reduce turnover rates. In other words, a positive career perception stimulates job satisfaction, which then leads to better performance. Employees who perceive a clear career path and opportunities for development tend to be more satisfied with their jobs. High job satisfaction will make employees more enthusiastic and diligent in their work, ultimately improving their performance. High job satisfaction also has the potential to reduce turnover rates and increase overall organizational productivity. There is a reciprocal relationship; a positive career perception creates job satisfaction, and high job satisfaction can strengthen positive perceptions of their future careers. Career development has a positive and significant relationship with job satisfaction for Polri members.

This means that the better the career development, the higher the job satisfaction. This is because a clear and planned career path will provide a sense of satisfaction and encourage better performance, which in turn can support the achievement of organizational goals and create a more positive and professional work environment. Good career development is directly related to increased job satisfaction of Polri members. This means that opportunities

for promotion and receiving relevant training make members feel more valued and motivated. High job satisfaction will have a positive impact on the overall performance of Polri members. Those who are satisfied will be more active, productive, and professional, which will support the stability of public order and security and organizational goals. Polri agencies need to pay attention to and improve career development programs to achieve these goals. Hence, agencies can increase individual and organizational effectiveness while creating high job satisfaction.

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