

## **WORK MOTIVATION AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION**

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### **Abstract:**

This study aims to test and prove the effect of Work Motivation and Career Development on Employee Islamic Job Satisfaction. The variables tested in this study were Job Satisfaction, Work Motivation, and Career Development. This research was conducted at PGAS Solution Indonesia Company. The data used in this study are primary data, with a sample size of 63 employees. This research is a quantitative study with multiple regression analysis using SPSS 22. This study indicates that Work Motivation and Career Development affect Employee Job Satisfaction either partially or simultaneously. Based on the results of research conducted at PT. PGAS Solution in terms of company work motivation, it is necessary to take steps that can increase employee motivation. The company is expected to pay more attention to providing feedback on employee work results so that employees are always motivated to do their job well; the company needs to provide clear and challenging tasks and targets.

Keywords: Job Satisfaction, Work Motivation, Career Development

### **Introduction**

Every organization wants every employee to have job satisfaction. According to Robbins (2013), Job satisfaction is describing positive feelings about a job resulting from the evaluation of the characteristics of the job. Job satisfaction is an important thing that must be owned by every employee who works, where these employees can work seriously so that the achievement of company goals increases. Good job satisfaction will affect employees in carrying out their jobs. Every leader is obliged to meet the achievement of employee job satisfaction so that employees can make the best contribution to achieving company goals. Employee job satisfaction can be seen in how the employee completes his job and duties properly. However, the jobs and tasks given should be by the employees' capabilities, so that the work and tasks that are carried out will benefit the company. If the jobs and assignments given are not following the employees' abilities, it will have a negative impact on the company.

PT. PGAS Solution is a company engaged in the oil and natural gas sector that focuses on technical and operational aspects in the gas sector, which was established on August 6, 2009. The forerunner of this company is the engineering division at PGN, which was successful in working on gas transmission and distribution networks in installation projects of the South Sumatra-West Java (SSWJ) pipeline. Based on preliminary observations, the job satisfaction of employees at PT.PGAS Solution is not good; this is indicated by the provision of work motivation and career development to employees still not as expected. Based on interviews with HRD Officer PT. PGAS Solution is known that the condition of job satisfaction at PT. PGAS Solution is still not as expected, because there are still many employees who do not

work according to the standards set by the company. This is indicated by providing work motivation and career development for employees, which are still not as expected. Provisional allegations of employees of PT. PGAS Solution, as a whole, is not as expected. The decreasing percentage indicates this during the last two years. This means that the level of satisfaction is quite high. Thus the level of job satisfaction of employees of PT. PGAS Solution has not met the company's target.

Another variable that is thought to affect employee job satisfaction besides work motivation and career development is compensation. "According to Veithzal Rivai (2011, p. 354), it explains that compensation is something that employees receive as a substitute for their service contribution to the company". This is following the results of research by Akhwanul Akmal and Ihda Tamini (2015) in the journal *The Effect of Compensation on Job Satisfaction of Makmur Mobil Medan Employees* has a positive effect. Another variable that is thought to affect job satisfaction is organizational culture. "According to Robbins and Coulter (2010, p. 63), organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of organizational members". This is following the research results conducted by Rifdah Abadiyah and Didik Purwanto (2016) in the journal *The Influence of Organizational Culture and Compensation on Job Satisfaction and Bank Employee Performance in Surabaya* effect. After knowing the problems that occur above, this study aims to determine and analyze: The Effect of Work Motivation on Employee Satisfaction at PT. PGAS Solution, The Influence of Career Development on Employee Satisfaction at PT. PGAS Solution and the Effect of Work Motivation and Career Development together on Employee Satisfaction at PT. PGAS Solution.

### **Literature Review**

Employee job satisfaction can be seen in how the employee completes his job and duties properly. However, the jobs and tasks given must be following the abilities possessed by the employees, so that the work and tasks that are carried out will benefit the company. And if the work and assignments given are not following the employees' abilities, it will have a bad impact on the company. Job satisfaction is a pleasant condition felt by workers/employees in their work environment, for their role in the organization and their needs are properly met. Employee job satisfaction can be seen in how the employee completes his job and duties properly.

However, the jobs and tasks given must be following the abilities possessed by the employees, so that the work and tasks that are carried out will benefit the company. If the jobs and assignments given are not following the employees' abilities, it will negatively impact the company. According to Robbins (2013), Job satisfaction is describing positive feelings about a job resulting from evaluating the characteristics of the job. Job satisfaction is an important thing that must be owned by every employee who works, where these employees can work seriously so that the achievement of company goals increases. According to Veitzal Rivai (2011), job satisfaction defines as an evaluation that describes someone's feelings of attitude, happiness or unhappiness, and satisfaction or dissatisfaction in his job. According to Mangkunegara (2011), job satisfaction is a feeling that supports employees who are related to their work and with their own conditions. Work motivation has several goals in its implementation. The motivation goal describes an effective and efficient individual; there are

several motivational goals according to the book Malayu S.P Hasibuan (2013) to increase employee job satisfaction.

Mangkunegara (2012) argues that motivation is the condition or energy that moves employees who are directed or aimed at achieving the goals of the company organization. Sutrisno (2013) argues that motivation is a factor that encourages a person to carry out a certain activity; motivation is often interpreted as a factor driving one's behavior. According to Ricard L. Daft (2011), motivation can be interpreted as a power that comes from within or from outside a person who generates enthusiasm and perseverance to achieve something desired. Besides Hasibuan (2013), motivation is derived from the Latin word *movere*, which means encouragement or movement. Motivation (motivation) in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct subordinates' power and potential to cooperate productively to achieve and achieve predetermined goals.

Another point was stated by Handoko (2011, p. 252) motivation is a condition in a person that encourages an individual's desire to carry out certain activities in order to achieve goals. From some of the above definitions, it can be concluded that motivation is an impetus that moves a person to achieve the company's goals. That way, highly motivated employees will do their job well to achieve the goals they expect while doing their jobs. Maghfiroh (2014); Juniari, et al. (2015); Parimita (2015); Lovendah (2015); Yakup (2017) shows that Work Motivation affects Job Satisfaction.

H1: Work motivation affects Job Satisfaction

Basically, career development is oriented towards company development in responding to future business challenges. Every company must accept the fact, that in the future, its extension depends on competent human resources; a company will experience setbacks and will eventually be excluded because of its inability to face competitors. This condition requires companies to carry out career development for employees, which must be carried out in a planned and sustainable manner. The company will send the risk of losing or decreasing the performance of its employees because if the company is not sensitive to its human resources, it will be very detrimental to the continuity of the company's activities itself.

Career development is an important part of an organization because a career is a necessity that continues to be developed in employees to improve their skills and work abilities. According to Raymond (2010), career development is the acquisition of knowledge, skills, and behavior that increases the ability of employees to meet changing job requirements and the demands of clients and customers. Knowledge and skills at work are very important for employees themselves to do their job well so that they can achieve the company's goals. This knowledge and skills can be obtained through career development carried out by companies through training and education provided in stages.

Suparno (2015) argues that career development (Career Development) is a condition that shows an increase in a person's level or status in his job so that he can meet needs. This can be seen from the values possessed by employees' personalities, especially work experience and educational backgrounds that provide added value to work better. Provisions that are of more value than other employees who only have general skills capital that many people own. According to Desler (2010), career development is defined as a series of life activities that

contribute to a person's exploration, stabilization, success, and career achievement. In addition, Mondy (2010) states that career development is a formal approach taken to ensure that people with the right qualifications and experience will be available when needed. Maghfiroh (2014), Parimita (2015); Kurniawan (2015); Silen (2016); Akhmal et al. (2018) show that Development affects Job Satisfaction.

H2: Career Development affects Job Satisfaction.

### Methodology

In this study, the authors used a quantitative research type. This research is associative in the sense that it aims to test which variables have an interrelated relationship. The variables examined in this study are work motivation (X1), career development (X2) as the independent variable (free), and employee job satisfaction (Y) as the dependent variable (dependent). The data used in this study are primary data. In this study, the measurement technique uses a 5-scale Likert scale where the scale used to measure the properties, opinions, and perceptions of a person or group of people about a social phenomenon is quoted from Sugiyono (2013). This research was conducted at PT. PGAS Solution, Jakarta. The time used in this study was from September 2019 to January 2020. The sample in this study included employees of PT. PGAS Solution which consists of 63 people. The data analysis technique in this study used the Statistical Package for Social Science (SPSS) computer program for Windows Release 22.0.

### Result and Discussion

The validity test is used to determine the feasibility of a list of questions in defining a variable in a questionnaire. A model is declared valid if the significant value is below 0.05. The test criterion is if  $r_{count} > r_{table}$ , then the question instrument has a significant correlation to the total score (declared valid). Sum of data ( $n$ ) = 63, and obtained  $df = 63 - 2 = 61$ , then we get  $r_{table}$  of 0.2480. The results of the validity test show that all questions from the dependent variable job satisfaction are valid.

**Table 1. Validity Test Result**

Instrument	Sig. (2-tailed)	Rcount- Job Satisfaction	Rcount- Work Motivation	Rcount Career Development	R-tabel	Description
1	0,000	0,713	0,724	0,605	0,2480	Valid
2	0,000	0,612	0,647	0,646	0,2480	Valid
3	0,000	0,569	0,567	0,724	0,2480	Valid
4	0,000	0,707	0,552	0,634	0,2480	Valid
5	0,000	0,596	0,581	0,677	0,2480	Valid

6	0,000	0,583	0,672	0,615	0,248 0	Valid
7	0,000	0,598	0,667	0,704	0,248 0	Valid
8	0,000	0,786	0,652	0,737	0,248 0	Valid
9	0,000	0,719	0,448	0,696	0,248 0	Valid
10	0,000	0,689	0,480	0,595	0,248 0	Valid

Source: Data processed 2020

A reliability test is used to determine whether an instrument in research can be trusted to be used as a data collection tool and is used to determine the extent to which the measurement results remain consistent. A reliable instrument is an instrument that will produce the same data when used several times to measure the same object. The reliability of a research instrument is said to be good if it has a Cronbach Alpha value  $> 0.600$ . Based on the test results, it is proven that each of the independent and dependent variables is declared reliable or has met the requirements of the reliable test because it has a Cronbach Alpha value of more than 0.600, namely the job satisfaction variable of 0.853, work motivation of 0.802 and career development of 0.859.

**Table 2. Reliability Result**

Variables	<i>Cronbach Alpha</i>	Description
Job Satisfaction (Y)	0,853	Reliable
Work Motivation (X <sub>1</sub> )	0,802	Reliable
Career Development (X <sub>2</sub> )	0,859	Reliable

Source: Data Processed (2020)

A good regression model should not correlate with the independent variables. To test for multicollinearity by looking at the VIF value of each independent variable, if the VIF value is  $< 10$ , it can be concluded that the data is free from multicollinearity symptoms, but if the VIF value  $> 10$ , then the data occurs symptoms of multicollinearity. The VIF (Variance Inflation Factor) value of 2.086 is less than 10, and the tolerance value of 0.479 is above 0.1 in all variables used in the study. This shows that the regression model in this study did not find multicollinearity problems and had met the requirements of a good regression model. The heteroscedasticity test aims to test whether there is an inequality of variance from the residuals of one observation to another in the regression model. To determine the presence or absence of heteroscedasticity symptoms, it can be done by looking at the presence or absence of a

certain pattern on the scatterplot chart between SREID and ZPRED. The Scatterplot graph shows that the pattern does not form a specific graphic, so it can be said that this study does not have any symptoms of heterogeneity. The decision making criteria in the normality test by looking at the P plot standardized residuals, that is, provided that if the point spreads outlined around the diagonal and follows the direction of the diagonal line, the distribution pattern is said to be normal so that the regression model meets the assumption of normality. Judging from the normal probability plot shows that the data or points spread around the diagonal line and the histogram graph, a normal curve line is obtained, which means that the data under study is normally distributed. The results of multiple linear regression indicate the results of hypothesis testing. Hypothesis testing results show that:

**Table 3. Result of Multiple Regression**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4,710	2,489		-1,892	,063
Motivasi Kerja	,208	,083	,190	2,507	,000
Pengembangan Karir	,895	,089	,766	10,091	,000

a. Dependent Variable: Job Satisfaction

The regression coefficient of work motivation (X1) is 0.208, meaning that if the other independent variables have a fixed value and work motivation has increased by 1, then job satisfaction (Y) will increase by 0.208. The coefficient of positive value means that work motivation (X1) affects job satisfaction (Y); the more work motivation (X1) increases, the more job satisfaction (Y) increases. The career development regression coefficient (X2) is 0.895, meaning that if other independent variables have a fixed value and career development has increased by 1, job satisfaction (Y) will increase by 0.895. The coefficient of positive value means that career development (X2) affects job satisfaction (Y), the more career development (X2) increases the job satisfaction (Y).

Analysis of the Coefficient of Determination (Adjusted R2) was carried out to determine how much the percentage of variation in the independent variables, namely work motivation (X1) and career development (X2) used in this regression model, can explain the variation in the dependent variable, namely job satisfaction (Y). This is summarized in the table 4:

**Table 4. Analysis Results of the Analysis of the Coefficient of Determination of Work Motivation and Career Development**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,913 <sup>a</sup>	,834	,829		2,62698

a. Predictors: (Constant), Career Development, Work Motivation

b. Dependent Variable: Job Satisfaction

This study aims to determine the influence of work motivation and career development on employee job satisfaction at PT. PGAS Solution. The benefit of this research is to find out whether the theoretical knowledge is following the realities that occur in the field so that the company can create and implement strategies according to the needs and according to Islamic law. To find out the views in Islam about job satisfaction, work motivation, and career development, the method of tauhid reflection is collected in this study using the Al-Qur'an and Hadith methods about job satisfaction, work motivation and career development as variables that researchers use to be tested. Islam teaches that work should not only prioritize material, but must also be accompanied by sincerity, patience, and gratitude. So that we can do work sincerely and happily. When the work is finished, there is satisfaction obtained from what has been done, so that satisfaction can be obtained in doing the job. As Allah SWT says in QS. Ibrahim verse 7

The motivation to work in Islam is to earn a living which is part of worship. Motivation to work in Islam is to fulfill needs and as an obligation to worship Allah SWT. Working for a lawful living is something special from the perspective of Islam, as Allah says in QS. At-Taubah 105. Meaning: And Say: Work you, then Allah and His Messenger and the believers will see your work, and you will be returned to (Allah) Who Knows the unseen and the real, then He proclaimed it. To you what you have done. That way, highly motivated employees will do their job well to achieve the goals they expect while doing their jobs. The results of this study support previous research conducted by Maghfiroh (2014); Juniari, et al. (2015); Parimita (2015); Lovendah (2015); Yakup (2017).

In Islam, every human being must learn continuously without knowing the time, including employees who work in a company. "It must be given a vehicle for the coaching and development process in order to give the best possible contribution to the company. Therefore, Islam encourages fostering and developing human resources by training employees to develop employee competencies and technical abilities in fulfilling their job responsibilities, as Allah says in QS. AL-Mujadilah 11. In the interpretation of almayisir, it is explained that Allah ta'ala will lift up the believers who are sincere and will elevate the rank of those who study either in reward or in the degree of approval Allah has given him. In the sense that Allah Ta'ala will guarantee a noble degree both in the world and in the ahirat for people who always improve their human resources. Based on the research results and viewpoints presented, the results of this study are supported by previous research conducted by Maghfiroh (2014), Parimita (2015), Kurniawan (2015); Silen (2016); Akhmal et al. (2018).

## Conclusion

Work motivation: In terms of work motivation, the company needs to provide feedback on employees' work results. The company needs to assign tasks with clear and challenging targets; superiors need to motivate so that employees are enthusiastic and can complete their work well. This can affect employee job satisfaction. Career development, in terms of career development, superiors' attitudes and work experience must be further improved so that employee job satisfaction is even better, namely by providing opportunities for employees in career development, providing opportunities for employees to improve work experience and qualifications for good promotions for the purpose company achieved and can increase employee job satisfaction. In terms of job satisfaction, promotion opportunities, supervision, supervisors, and salaries must be further improved. For example, by providing opportunities for career advancement, superiors' attention in providing solutions to any problems and providing a salary according to the workload. Because this can affect the level of employee job satisfaction.

This research is inseparable from its shortcomings and limitations. These limitations certainly have an imperfect impact on this study. The factors that influence job satisfaction in this study only consist of two variables: work motivation and career development, while many other factors affect job satisfaction. There are limitations to research using a questionnaire, namely that sometimes the answers given by respondents do not show the real situation, so it does not reflect the real conditions in this study. Based on these limitations, the conclusions of the findings in this study can only be applied in a limited way to employees. PGAS Solution only and cannot be implemented to employees of other companies.

Based on the results of research conducted at PT. PGAS Solution in terms of company work motivation, it is necessary to take steps that can increase employee motivation. The company is expected to pay more attention to providing feedback on employee work results so that employees are always motivated to do their job well; the company needs to provide clear and challenging tasks and targets. This can be done, so that employee job satisfaction is even better. Based on the results of research conducted at PT. PGAS Solution career development has the greatest influence on job satisfaction. So the advice that can be given to the company is that the company needs to provide career development opportunities to employees so that employees can be placed according to their abilities. And companies need to create a good atmosphere for employees to create good relationships between employees and superiors. And companies need to prioritize employees with work experience to get promotions, so that employee job satisfaction is even better.

It is expected to examine with other variables in determining the independent variable and expand the company's target under study and with different research methods or with a longer period so that the results will be more accurate and have a broader scope. So that it can add references or learning materials for other people who will do research or look for information related to research variables.

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