



The Model Of Employee Job Involvement And Career Development

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Abstract: Using multiple linear regression analysis, this research delves into exploring the effects that job engagement, career growth, and remuneration have on job contentment. Proportionate Random Sampling was the preferred technique for selecting participants, while a survey was the ideal tool for collecting data. The study gathered data via questionnaires from 63 permanent staff of M2M Solutions Ltd. The outcome of the study indicates that job satisfaction is positively affected by job involvement and compensation, while career development has a positive and significant impact on job satisfaction. When considering job involvement, career development, and compensation collectively, an equally positive and significant effect on job satisfaction was observed. Therefore, the three independent variables, job involvement (X1), career development (X2), and compensation (X3), can account for job satisfaction. Job satisfaction is most influenced by compensation, according to the outcome of a regression test.

Keyword: Job Involvement, Career Development, Compensation, Job Satisfaction.

INTRODUCTION

Productivity is a top priority for organizations, and to achieve this, they must manage their human resources effectively. The role of human resources in policy and operational activities makes them the most crucial asset of any company. Proper management of employees is critical in achieving the organization's strategic goals, as highlighted by Yuniarsih and Suwatno's study on MSDM. Essentially, employees are the key to ensuring a company reaches its goals. To accomplish the goals of an organization, it is crucial for employees to possess a positive work attitude and productivity. Hence, management systems must be created that factor in the elements that shape the mindset of the employees towards achieving the desired results. Achieving the desired results highlights the ability of the employees to be productive. In Munandar's (2010) discussion of job satisfaction, Howell and Dipboye (1986) assert that it is determined by various aspects of work that an employee enjoys or dislikes. Consequently, an employee who exhibits a positive attitude towards their work is regarded as having job satisfaction. It must be noted that an employee's attitude

towards work is reflective of their emotional connection to the job, hence making job satisfaction unique to each individual. Satisfaction levels will differ from individual to individual as per their personal value system. Health, productivity, and joblessness are all influenced by job satisfaction, according to Munandar's (2010) research. People at work require security, happiness, or satisfaction. Employees who are generally satisfied with their work do not have the desire to leave their current organization, states Sapila (2013).

Employee engagement, job involvement, and job satisfaction are all interconnected. As per Robbins (2001), an individual's job involvement is a reflection of their self-esteem and their psychological connection to their work. The level of employee engagement is directly connected to a company's success in achieving its goals. It has been observed that employees with high levels of engagement exhibit superior performance, resulting in fewer petitions for changes. Prasetyo (2022) believes that job involvement is a crucial variable that can help predict the organization's internal conditions, including turnover and absenteeism.

At M2M Solution, job involvement has become an issue. Employees are feeling excluded from decision-making and policy implementation, which is usually only handled by upper management. As a consequence of this, some staff members have begun to suspect that their interests are not being taken into account and their engagement in work has decreased. Eventually, they have made the decision to leave the company altogether.

For optimal results aligned with business values, leaders must provide a policy that empowers workers with job satisfaction. This approach ensures that individual employees are fully invested in the company's success.

The company can select from various options to boost employee contentment based on their situation and capability. These methods include incentives, promotion programs, and other forms of compensation.

It's about compensation, according to T. Hani Handoko (2000: 155), who notes that an employer's Personnel Department plays a role in enhancing job performance, motivation, and employee satisfaction.

Established over 25 years ago, M2M Solution is a business services provider that focuses on equipment and supply needs for exhibitions. They offer services ranging from designing and building exhibit stands to the provision of essential equipment for exhibitions at both national and international levels. As a company, they have a goal to become a global leader in exhibition contracting while providing top-notch one-stop exhibition services to their clients. This is achieved through managing their business with professionals, offering competitive technology, mutually beneficial partnerships, and Total Quality Management. Their client list includes big names such as Samsung, Huawei, and Garuda Indonesia among others. M2M Solution's mission is to provide customers with an unbeatable experience of the best quality and value.

Table 1. Employee Turnover Data M2M Solution 2020 to 2022

Year	Number of employees beginning of the year	Number of outgoing employees	Number of incoming employees	Number of end-of-year employees	Turnover rate
2010	1 33	4	6	135	2,96 %
2021	135	5	7	137	3,65%
2022	137	7	10	140	5%

Source: M2M Solution, 2023

There are a multitude of reasons why employees may choose to leave M2M Solution, as shared by HRD interviews. Such motivations may include the perception of lack of recognition, finding new employment opportunities, as well as stagnation in career development. Despite these factors, the table confirms that M2M Solution's turnover is steadily and consistently increasing from 2020 up to 2022. M2M Solution has an issue with

employee job satisfaction, as evidenced by coworkers not carrying out work supportively and complaints about colleagues. In accordance with Mangkunegara (2004), employees with lower job satisfaction tend to have a higher turnover rate. Thus, career development and engagement are critical factors to address in retaining employees. Some workers may opt to switch to a different job due to unequal or insufficient remuneration.

LITERATURE REVIEW

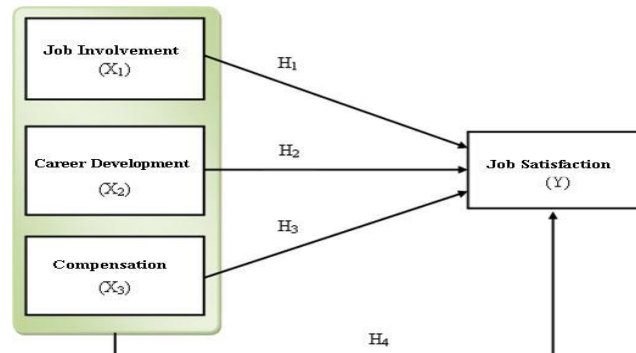


Figure 1. Conceptual Research Framework

Research Hypothesis

1. H₁ : There is an influence over job involvement in employee job satisfaction
2. H₁ : There is an influence over career development on employee job satisfaction
3. H₁ : There is an influence over compensation for employee job satisfaction
4. H₁: There is an influence over job involvement, career development, and compensation collectively towards employee job satisfaction.

METHODS

The Unit of Analysis in this endeavor is M2M Solution's permanent employees. Our research approach combines descriptive, verification, and explanatory methods, utilizing field data gathering techniques. We rely on surveys to evaluate both substantial and limited populations - in this case, we use selective samples to investigate variables' incidence, distribution, and relative interrelations. This approach is referenced in Kerlinger and Lee's work (2000).

RESULT AND DISCUSSION

Hypothesis testing

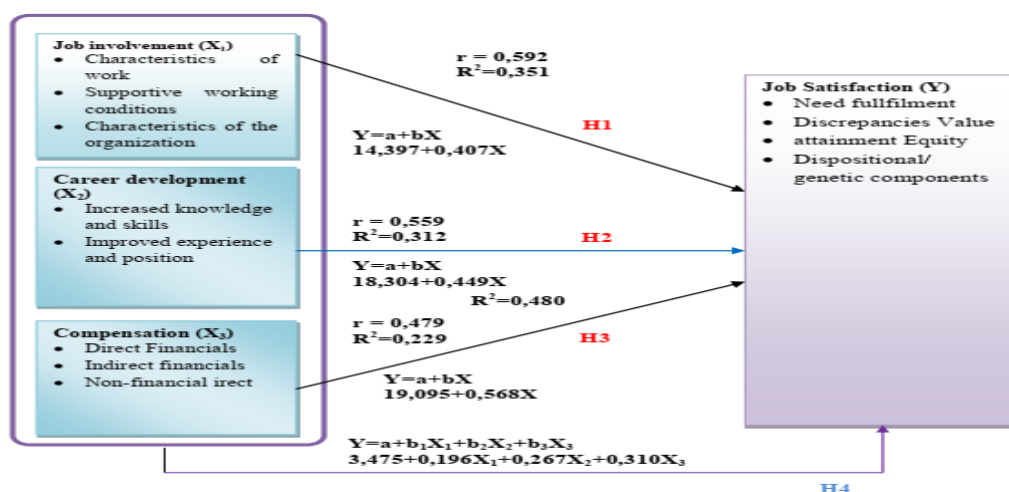


Figure 2. Test Results and Statistics

Discussion

1. M2M Solutions Ltd's permanent employees' job satisfaction may not be independent of their job involvement, indicating that $\beta \neq 0$, according to the first hypothesis. The moderate level of influence between the job involvement variable (X1) and job satisfaction variable (Y) is demonstrated by a positive correlation coefficient (r) of 0.592, indicating a positive or unidirectional relationship.
2. Job satisfaction variable (Y) is significantly influenced by the job involvement variable (X1) as evident by probability values smaller than α or $0.000 < 0.050$.
3. The job satisfaction regression test has shown that X1 (work involvement) holds a significant influence on Y (job satisfaction), with the equation $Y = 14,397 + 0,0407X$. This indicates that an increase of one unit in work involvement can lead to an uptick of 0.407 units in job satisfaction. Essentially, the equation suggests a positive correlation between job involvement and work satisfaction.
4. Using a t-test for the simple regression significance test, it was concluded that H0 was rejected due to the value of t-test (5,742) being greater than t-table (2,001). Therefore, H1 was accepted and it was determined that job involvement had an impact on job satisfaction. Additionally, the effect was deemed significant as the significance coefficient of 0.000 was lower than the α value of 0.05.
5. The job satisfaction (Y) is influenced by various variables such as work culture, leadership, organizational climate, work load, and others, which make up 64.9% of the equation. However, the work involvement variable (X1) is responsible for 35.1% of the contribution to job involvement. This is evident from the coefficient of determination of X1, which is valued at 0.351.
6. The hypothesis test reveals an affirmative connection between job involvement (X1) and job satisfaction (Y), while the magnitude of association is minimal. Merely 35.1% of changes in job satisfaction value (Y) can be attributed to variations in work involvement (X1). Nevertheless, the regression equation formula suggests a boost in job involvement can lead to a rise in job satisfaction. Therefore, it can be concluded that job involvement affects job satisfaction positively, albeit at a low level.
7. The job satisfaction is positively influenced by job involvement, as the findings of this study reveal. And, the increase in job satisfaction is directly proportional to the enhancement of job involvement. In other words, the more involved the employee is in their work, the more content they are.
8. Stipulated by the findings of the research conducted by Rini and L. Suhairi Haizima in 2013, this study affirms that job satisfaction is considerably impacted by job involvement. Similarly, as per the report submitted by Aryaningtyas and Lieli in 2013, job satisfaction is positively and significantly influenced by job involvement. Moreover, Aris Archandar in 2010 and Ridwan in 2020 have both asserted that job involvement has a positive and substantial influence on job satisfaction.

Second hypothesis: $\beta \neq 0$ (There is an influence of career development on employee job satisfaction fixed at PT.Wanindo Prima Jakarta).

1. A moderate level of positive influence was observed between X2 (career development variables) and Y (job satisfaction variable) with a correlation coefficient (r) of 0.559, indicating unidirectional association.
2. A significant influence between job satisfaction variable (Y) and career development variables (X2) has been indicated due to a probability value of significance that is less than α , i.e., $0.000 < 0.050$.
3. Through the use of regression analysis, it was discovered that the relationship between job satisfaction (Y) and career development variable (X2) is expressed by the equation Y

= 18,304 + 0.449X. This indicates that for every one unit of increase in career development (X2), there is a corresponding increase of 0.449 units in job satisfaction (Y). Such a positive impact of career development on job satisfaction is quite evident from the above equation.

4. Using the t-test, we discovered that the null hypothesis was rejected based on the t-test value of 5,264 which was higher than the t-table value of 2,001. This means that the alternative hypothesis was accepted, and as such, career development has an impact on job satisfaction. In addition, the significance coefficient of 0.000 was below the α value of 0.05 which further confirms that the effect is significant.
5. Variable X2, which represents career development, holds a coefficient of determination value of 0.312. This indicates that X2 contributes 31.2% towards job satisfaction (Y), leaving other variables to account for the remaining 68.8%, which include work culture, leadership, organizational climate, and work load.
6. The results of the hypothesis test show that job satisfaction (Y) is positively and unidirectionally influenced by career development variables (X2) at a low level. The r^2 value indicates that only 31.2% of the variability in job satisfaction (Y) can be attributed to career development variables (X2). However, the regression equation formula demonstrates that as career development improves, job satisfaction value (Y) continues to increase.
7. The job satisfaction is said to be impacted by career development according to the findings of this study. The research's noteworthy consequences suggest that job satisfaction increases with improved career development.
8. Positive correlations between career development and job satisfaction have been discovered by various studies, including those conducted by Nugroho and Kunartinah (2012), Kurniawan (2015), Wahda and Handaru (2015), and Ichwan Prastoyo (2015). Increasing an employee's career development was found to promote job satisfaction, as per the studies' collective conclusions.

The third hypothesis: $\beta \neq 0$ (There is a compensation effect on job satisfaction of permanent employees of M2M Solutions Ltd)

1. A low level of influence was noted between Job satisfaction variable (Y) and the compensation variable (X3) by a positive correlation coefficient (r) of 0.479, indicating a positive or unidirectional influence.
2. A significant relationship is evident between the job satisfaction variable (Y) and the compensation variable (X3) as the probability value of significance, which was found to be less than 0.050 or α , is equal to 0.000.
3. The job satisfaction (Y) and the compensation variable (X3) were subjected to a regression test and a regression equation of $Y = 19,095 + 0,568 X$ was obtained. According to the interpretation of this equation, X3 has a positive impact of 0.568 units on job satisfaction. Thus, an upsurge of one unit in compensation will lead to a corresponding increase of 0.568 units in job satisfaction.
4. Using a t-test, it was discovered that the H_0 was rejected due to the t-test value (4.262) being greater than the t-table value (2.001). As such, the influence of compensation on job satisfaction was accepted. Additionally, the effect was deemed significant as the significance coefficient (0.000) was smaller than α (0.05).
5. Contribution to job satisfaction (Y) from the compensation variable (X3) is demonstrated by a coefficient of determination value of 0.229, meaning said variable accounts for 22.9%. Meanwhile, approximately 77.1% is the influence of several other variables, including work culture, leadership, organizational climate, and work load.
6. The test's outcome indicates that the third variable, compensation (X3), exerts a positive and one-way effect on job satisfaction (Y) at a low level. According to the r^2 result, only

a meager 22.9% of the disparity in job satisfaction values (Y) can be attributed to compensation (X3). Still, the equation of the regression suggests that job satisfaction grows proportionally to compensation.

7. As per the findings of various researchers, it appears that compensation plays a considerable role in determining job satisfaction. Yusron, Toni, and Anggun (2015) discovered that higher compensation leads to increased job satisfaction among employees. Similarly, Kenny Yulianto Kurniawan (2015) found that the compensation package has the power to influence job satisfaction levels. Andri Gunawan (2023) also shares the same view, stating that compensation has a significant effect on job satisfaction. It can be inferred from this empirical research that organizations can boost employee job satisfaction by improving their compensation packages.

Fourth hypothesis: $\beta_1 \neq \beta_2 \neq 0$ (There is influence of job involvement, career development and compensation together to job satisfaction of permanent employees of M2M Solutions Ltd).

1. The influence that work involvement (X1), career development (X2), and compensation (X3) have on job satisfaction (Y) shows a positive correlation coefficient (r) of 0.693, indicating a moderate level of effect.
2. With a significance probability of less than α or $0.000 < 0.050$, it is established that a significant association exists between job satisfaction (Y) and the job involvement variables X1, X2 (career development), and X3 (compensation).
3. The equation obtained from regression testing reveals that job involvement (X1), career development (X2), and compensation (X3) have a combined impact on job satisfaction (Y). The equation is $Y = 3,475 + 0,196X1 + 0,267X2 + 0,310X3$. It can be interpreted that job involvement brings about a 0.196 unit of influence while career development brings about 0.267 units of influence and compensation brings about 0.310 units of influence. Although the other two variables are unchanged, altering one variable will contribute to a total job satisfaction increase of 0.7730, giving more weight to the aforementioned variables.
4. Using the F-test for double regression, it was determined that H_0 is invalidated due to the F-test value (18,149) exceeding the F-table value (2.75). Therefore, H_1 is affirmed that job satisfaction is greatly impacted by the joint contributions of job involvement, career advancement, and compensation. Additionally, the significance coefficient being 0.000, which is lower than the α value (0.050), further supports the substantiality of the effect.
5. X2, X3, and X1, being career development, compensation, and job involvement respectively, have a coefficient of determination value of 0.480. This specifies their collective contribution to job satisfaction, accounting for 48%, while the remaining 52% of job satisfaction is influenced by other variables, including workload, organizational climate, leadership, work culture, and more.
6. The impact of career development (X2), compensation (X3), and job involvement (X1) on job satisfaction (Y) is evident from the results of the hypothesis test. The low categorization of the positive direction and level of this influence is apparent. The analysis reveals that these three variables, when considered together with job satisfaction, can account for 48% of its variability, as indicated by r^2 .
7. Influenced by career development, compensation, and job involvement, changes in satisfaction with work can be observed according to the results of this research. It was discovered through this study that compensation has the greatest effect on job satisfaction in comparison to the other two variables. In summary, this research demonstrates that job satisfaction may be impacted by work involvement, career development, and compensation.

CONCLUSION

At M2M Solution, it has been determined that job involvement significantly affects job satisfaction, as proven by a t count of 5.742 above the t table of 2.001. This relationship is reflected in the regression equation $Y = 14.397 + 0.407 X_1$, leading to the conclusion that there is a direct influence between job involvement and job satisfaction at M2M Solution.

Indicated by a t count (5.264) that surpasses the t table (2.001), it can be concluded that the impact of career advancement on job satisfaction is noteworthy for M2M Solution. The regression equation $Y = 18,304 + 0.449 X_2$ solidifies this claim, revealing a connection between career development and job satisfaction.

At M2M Solution, an essential factor in employee job satisfaction is compensation, which has been confirmed to have a significant effect through the calculation of t arithmetic (4.268), surpassing t table (2.001). This outcome is supported by the regression equation $Y = 19.095 + 0.568 X_3$, revealing that a noticeable connection exists between compensation and employee job satisfaction.

M2M Solution's employee job satisfaction is greatly impacted by the combination of career development, job involvement, and compensation. An F arithmetic result of 2.43, with F tables at 2.75, clearly shows this connection. The conclusive joint influence of these factors on employee satisfaction is supported by F counts (18,149) being greater than F tables.

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