

**The Influence of Career Development and Work Environment Toward Job Satisfaction of Office Staff (A Case Study at PT Harrison And Gil Java Semarang)**

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**ABSTRACT**

The purposes of this research were to analyze the influence of career development (X<sub>1</sub>) and work environment(X<sub>2</sub>) as independent variables on job satisfaction (Y) as dependent variable at PT. Harrison and Gil Java Semarang. The methods of data collection used questionnaires, literature study and interview. The technique of analysis used in this research was multiple linear regression analysis. The sample of this research are 51 respondents and analytical method used are the validity test, reliability test, classical assumption test, multiple linear regression, coefficient determination, t test and F test. The result of multiple linear regression analysis could be shown by the regression equation  $Y = 17.124 + 0.318 X_1 + 0.201 X_2$ . The coefficient determination of this research was 15.9%, which meant that the contribution of career development and work environment to job satisfaction is 15.9% and the remaining 84.1% is influenced by other variables which are not examined in this research. The result of this research shows that career development and work environment had positive and significant influence on job satisfaction.

**Key words:** Career Development, Work Environment and Job Satisfaction

**Pengaruh Pengembangan Karir dan Lingkungan Kerja Terhadap Kepuasan Kerja Staff Kantor (Studi Kasus pada PT Harrison and Gil Java Semarang)**

**Abstrak**

*Tujuan penelitian ini adalah untuk menganalisis pengaruh pengembangan karir (X<sub>1</sub>) dan lingkungan kerja (X<sub>2</sub>) sebagai variabel independen terhadap kepuasan kerja (Y) sebagai variabel dependen pada PT. Harrison dan Gil Java Semarang. Metode pengumpulan data menggunakan kuesioner, studi pustaka dan wawancara. Teknik analisis yang digunakan dalam penelitian ini adalah analisis regresi linier berganda. Sampel penelitian ini sebanyak 51 responden dan metode analisis yang digunakan adalah uji validitas, uji reliabilitas, uji asumsi klasik, regresi linier berganda, koefisien determinasi, uji t dan uji F. Hasil analisis regresi linier berganda ditunjukkan dengan persamaan regresi  $Y = 17,124 + 0,318 X_1 + 0,201 X_2$ . Koefisien determinasi pada penelitian ini sebesar 15,9% yang berarti kontribusi pengembangan karir dan lingkungan kerja terhadap kepuasan kerja sebesar 15,9% dan sisanya 84,1% dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini. Hasil penelitian menunjukkan bahwa pengembangan karir dan lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja.*

**Kata kunci:** Pengembangan Karir, Lingkungan Kerja dan Kepuasan Kerja

**INTRODUCTION**

In the globalized world of business, competition is getting tighter and changes are constantly being happened on a daily basis makes the company should take measures to cope with the pressures of globalization. This can be done in various ways, and one of them increases the quality of their human resource so the company's goals can be achieved and able to keep up with all changes that occur. Human resource management assumes that human resources/ employees are the main assets of the organization that must be managed properly, so human resource management is more strategic for the organization in achieving its stated goals (Yuniarsih and Suwatno, 2011).

To increase the quality of the human resource, the organization should make their employee has a positive work attitude. Job satisfaction is one of the most important factors which can cause a positive work attitude of employees in carrying out work.

Davis and Newstrom (1985; 105) explained that job satisfaction is a set of employee feeling whether it is pleasant or unpleasant. Meanwhile, Ayamolowo (2013) described job satisfaction is his or her feeling about the job or the activities that happen in the company.

PT Harrison & Gil Java is wooden furniture manufacture located in Jl. Raya Kauman Kudu No.Km, RW.3, Karangroto, Genuk, Semarang. They focus on producing and exporting wooden furniture. The export

scopes are Europe, Middle East, Afrika, USA, Australia, and many more.

In carrying out its business activities, PT Harrison & Gil Java realizing the importance of job satisfaction. Lumley, et al. (2011, p. 102) underline that there are nine facets of job satisfaction: pay, promotion, benefits, contingent rewards, operating procedures, supervision, co-workers, nature of the work and communication. Most of those facets were already given to the employee by the company to increase the employee's job satisfaction. But without realizing it, maybe several facets felt to be lacking by the employee. So, in reality, there are still many employees who feel dissatisfied.

Based on pre-research interviews with several employees and HRD of PT Harrison and Gil Java Semarang, data is obtained that employees feel unsatisfied. This fact can be seen from: Career path is unclear where employee's promotion depends on department head and the company's needs for the position.

But besides the lack of career development at PT Harrison and Gil Java, based on pre-research interviews another fact was found that the work environment at the company was felt to be quite good according to HRD and several employees.

Even though the work environment is considered to be good enough, if we look at the phenomenon of unclear career path/ career development in the company, it still causes low job satisfaction or even job dissatisfaction.

**Table 1. Employee Turnover's Data at PT. Harrison and Gil Java**

Years	Employee in	Employee Out	Average Number of Employee	Turnover (%)
2015	8	3	86	3,48
2016	2	1	89	1,12
2017	6	2	95	2,10
2018	2	3	104	2,88
2019	3	8	111	7,20

Source: PT. Harison and Gil Java 2020

Job dissatisfaction can be proven by the turn over that occurred at PT Harrison and Gil Java Semarang. In table 1 will be presented data on employee turnover at PT. Harrison and Gil Java from 2015 - 2019.

Based on the data on table 1, there is a fluctuating employee turnover at PT. Harrison and Gil Java Semarang from 2015 to 2019 which describes the low job satisfaction of office staff in the company. This is evidenced by the number of employees who quit and resigned.

Assuming that human resources are valuable assets for the company, the company must develop employee potential and be responsible for improving employee welfare through career development because career development is one of the most important factors that influence job satisfaction. According to Soeprihantono (2000) stated that Career development is a possibility that an employee as an individual can be promoted or a position associated with the abilities and requirements of the employee.

Besides career development, work environment can also influence employee job satisfaction. According to Sedarmayanti (2013: 7) stated that work environment is about the tools and the material that faced, the surrounding environments where someone is working, the method they are using, and the setup as an individual or when in a workgroup.

Employees wish to develop their careers and be controlled. Therefore, they choose the organizations which support their careers and have career development programs. Existence of planning and career development, the clear advantage for employees is satisfaction, personal development, and quality work-life. Chandrasekar (2011) argues that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive to increase profits for the organization.

The research of Raden Bagus Faizal (2016) used career development and work environment on job satisfaction. The result

showed that these variables have a significant influence on job satisfaction means when career development and work environment increase, it will increase job satisfaction. Then, Linda Indryani (2015) research used career development and communication as a factor on job satisfaction and the result was career development and communication has a positive and significant influence on job satisfaction both partially and simultaneously. Also, Abdul Raziq and Raheela Maulabakh (2015) research used work environment as a factor on job satisfaction. The result was working environment has a positive impact on the job satisfaction of the employee.

Based on the problem that happened on the company, the description above, and supported by previous research and literature, researcher aims to research more and evaluate about the influence of career development and work environment toward job satisfaction. Therefore in this study the researcher took the title "The Influence of Career Development and Work Environment Toward Job Satisfaction of Office Staff at PT. Harrison And Gil Java Semarang."

## **Literature Review**

### **Career Development**

Careers are all occupational positions handled or held during one's working life (Handoko 2001) Career development is a series (sequence) of positions or positions occupied by someone during a certain lifetime. (Nawawi 2005). Meanwhile, Soeprihantono (2000) stated that Career development is a possibility that an employee as an individual can be promoted or a position associated with the abilities and requirements of the employee.

According to Rivai in Nurcahyo, (2012) that a well-designed career development will help in determining their own career needs and adjusting between the needs of employees with company goals. Meanwhile Andrew J. Dubrin (1982, in Mangkunegara, 2004) stated that the aim of career development are a assist in the achievement of individual and company

goals, shows employee welfare relationships, helping employees realize their potential abilities, strengthening the relationship between employees and the company, prove social responsibility, help strengthen the implementation of company programs, reducing turnover and staffing costs, reducing professional and managerial obsolescence, enhances the analysis of all employees, and enhances a thought (view) of a long period of time.

Edwin B. Flippo cited by Bambang Wahyudi (2002) mention there are 3 elements that must be discussed in the development programs, such as career needs assessment, career opportunities, alignment of career needs and opportunities.

### **Work Environment**

According to Nitiserno in Lewa and Subowo (2005: 130), work environment is everything that exists around workers that can affect them in carrying out the tasks given to them. Meanwhile according to Sedarmayanti (2013: 7), work environment is about the tools and the material that faced, the surrounding environments where someone is working, the method they are using, and the setup as an individual or when in a workgroup.

According to Sedarmayanti (2011: 28), there are six indicators for work environment, such as lighting, air temperature, noise level, color usage, workability, and work relationship.

According to Sedarmayanti (2007), the type of work environment is divided into two types which are physical and non-physical work environments. The physical work environment is everything around the workplace that may affect employees both

directly and indirectly, meanwhile non-physical work environment is a work environment that can't be detected by the five human senses, but it can be felt.

### **Job satisfaction**

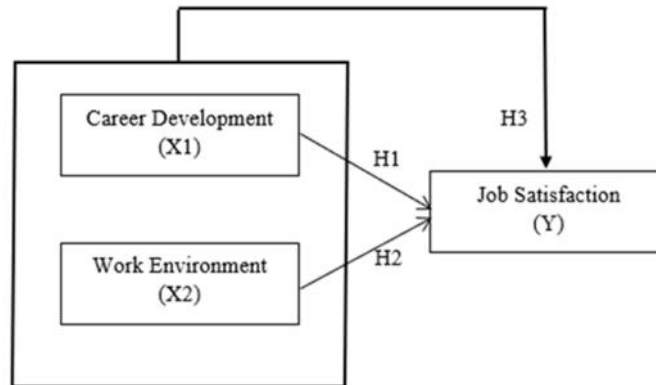
Job satisfaction is a pleasant or unpleasant emotional condition for employees to view their work (Handoko 2017)

According to Rivai (2011: 28), there are five indicators for job satisfaction such as: satisfaction with the job itself, satisfaction with payment, satisfaction with promotion, satisfaction with supervision and satisfaction with co-workers.

According to Gilmer in As'ad (2017: 77), factors that influence job satisfaction are opportunity to progress, job security, salary, company and management, supervision, intrinsic factors of work, working condition, social aspects of work, communication, and facilities.

According to Wexley & Yulk 1977 in As'ad (2008: 104) stated that there are three kinds of theories about job satisfaction that are commonly known: discrepancy theory, equity theory, and two factors theory. According to discrepancy theory, someone's one's job satisfaction depends on the discrepancy between should be (expectation, needs, or values) with what according to his or her perception has been obtained or achieved through work. Meanwhile according equity theory, people will feel satisfied or dissatisfied, depending on whether they feel the existence of justice (equity) or not or a situation. And according to two factor theory, 2 factors can cause satisfaction and dissatisfaction of an employee, which are satisfiers or motivators and groups of dissatisfiers or hygiene factors.

## Theoretical Framework



Source : Processed data, 2020

### Research Hypothesis

- Ha<sub>1</sub> : There is a significant influence between career development on job satisfaction of office staff.
- Ha<sub>2</sub> : There is a significant influence between work environment on job satisfaction of office staff.
- Ha<sub>2</sub> : There is a significant influence between career development and work environment on job satisfaction of office staff.

### METHOD

Object of this research is PT Harrison and Gil Java Semarang, located on Jalan Raya Kudu - Karangroto Km 1.3 Genuk Semarang, Central Java. Sampling technique used in this research is purposive sample. The sample used in this study will be the office staff of PT Harrison and Gil Java which is 51 people. This study uses two independent variables, namely Career Development and Work Environment. While Job Satisfaction is the dependent variable.

IBM SPSS 25 is used to process data in this study. The data sources used in this research were primary data and secondary data. Collecting data methods used was questionnaire, literature review, and unstructured interview.

Analytical method used are the validity test, reliability test, classical assumption test, multiple linear regression, coefficient determination, t-Test and F test.

The classical assumption test was to find out whether there are deviations in the data or cannot be tested with the classical assumption test. There are five classical assumption test instruments. There are multicollinearity, autocorrelation, heteroscedasticity, normality, and linearity.

Multiple linear regression analysis, which results in a regression model, can be used to predict the value of the dependent variable according to changes in the value of the independent variable (Sugiyono, 2017: 188). Knowing the effect of several variables on one variable can use this statistical tool.

Coefficient determination aims to measure the extent to which a model's ability to explain variations in the dependent variable with zero and one values (Ghozali, 2018: 97).

t-Test and F-Test aims to test whether all the independent variables that are included in the model simultaneously affect the dependent variable. F-Test (Ghozali, 2018: 98). Measuring the effect of one independent variable in explaining the variation of the dependent variable individually is used the t-test (Ghozali, 2018: 99).

## RESULT AND DISCUSSION

### Descriptives Analysis

In this research there are 51 office staff of PT Harrison and Gil Java Semarang as respondents. The characteristics of respondents include division, gender, age, educational level, and work duration.

Respondents based on division to identify the respondent's department. From 51 respondents, the majority of office staff came from division purchasing and PPIC, with amount 8 respondents with a percentage of 15.69%. And rest was came from many others division like HRD, logistic, finance, IT, TA& Designer, R&D, Warehouse, and order processing.

Respondents based on gender are used to identify how many respondents were male and how many respondents who were female. The majority of office staff were female. This is indicated by the number of female respondents amounted to 27 with percentage of 52.94% and the number of male respondents were 24 employees with a total percentage of 47.06%.

Respondents based on age were used to identify how many respondents were aged <30 years, 30-40 years, 40-50 years, and >60 years. The majority of this research were <30 years old with total percentage of 52.94% and the lowest frequency was 1 person >50 years old with total percentage of 1.96%.

Respondents based on their educational level are used to identify how many respondents are educated up to senior high school, diploma, and bachelor. From 51 respondents, there are 13 respondents with a percentage of 25.49% having the latest high school education and 25 respondents with a percentage of 49.02% having diploma degree as their educational level. And the rest, 13 respondents with a percentage of 25.47% having bachelor degree.

From the questionnaire that researcher spread, it found that 23.53% respondents answer "strongly disagree" to item that stated "the company provides equal career opportunities for all employees" and "There are many career opportunities within the company. So that employees' career needs and

available career opportunities are comparable". It can be conclude that company didn't give equal career opportunities for all employees and availability of career opportunities is not proportional to the career needs of employees or we can say that there are just few career opportunities in the company.

And for work environment questionnaire, 37.25% respondents answer "disagree" to item that stated "I have good relation with each coworker" and 31.37% to item that stated "my manager always gives us briefing". It can be conclude that there are some employee feel that their relationship between employee is not good enough and their manager from each department rarely gives them a briefing about their job/task.

And the last, from job satisfaction questionnaire, 39.22% respondents answer "disagree" to item that stated "the company gives promotion opportunity for every employee" and 37.25% to item that stated "the company provides fair promotion opportunity". It can be conclude that the company didn't give promotion opportunity for every employee and the promotion that given by the company was not fair.

### **Validity Test**

Validity tests are used to measure the validity of a questionnaire. A questionnaire is said to be valid if the question in the questionnaire is able to express something that will be measured by the questionnaire. If  $r$  count is greater than  $r$  table and positive value then the item or question or indicator is declared valid. (Ghozali, 2018: 51). Based on the validity result that  $r$  count >  $r$  table (0,2759) then tall the instrument was declared as valid.

### **Reliability Test**

According to Ghozali (2018: 45), Reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said

to be reliable or reliable if a person's answer to a statement is consistent or stable over time. Based on the reliability, the researcher get the result that all of variable have value of Cronbach's alpha > 0.60 then all the instrument was declared as reliable.

**Classic Assumption Test**

The multicollinearity test aims to test whether the regression model is found to have

a correlation between independent variables. (Ghozali, 2018: 107). A good regression model should not occur the correlation between independent variables. In this case test it can be seen by looking at the value of inflation factor (VIF). If the tolerance value is above 0.100 and Variance Inflation Factor (VIF) is less than 10.00, then the data does not have multicollinearity deviations.

**Table 2. Multicollinearity Test**

Variables	Collinearity Statistics	
	Tolerance	VIF
Career Development	0.993	1.007
Work Environment	0.993	1.007

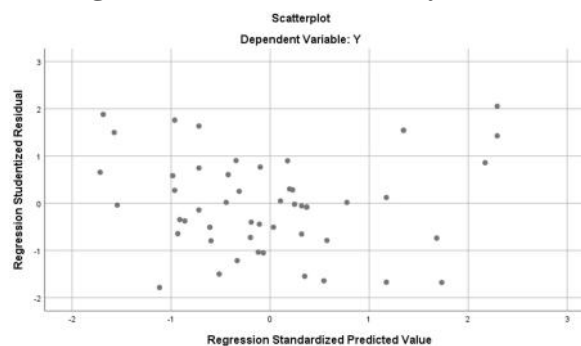
Source : Primary data processed, 2020

Based on the Table 2, there are no independent variables (career development and work environment) which have tolerance value > 0.10 and VIF < 10. Then it can be concluded that there is no multicollinearity between independent variables in the model.

According to Ghozali (2018: 137), the purpose of heteroscedasticity test is to test

whether there is a variance inequality of residual between one observation to another. If the residual variance from one observation to another observation remains, it is called Homoscedasticity and if it is different, it is called Heteroscedasticity.

**Figure 1. Heteroscedasticity Result**



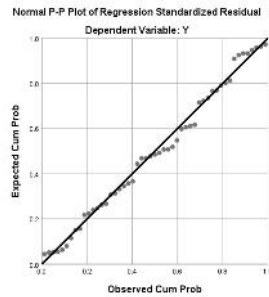
Source : Primary data processed, 2020

Based on the heteroscedasticity result, the graph shows that there is no clear pattern, and the dots spread above and below number 0 on the Y axis. Then, it can be concluded that there is no heteroscedasticity indication in the model.

The normality test aims to test whether in the regression model, the disturbing or

residual variables have a normal distribution (Ghozali, 2018: 161). The normality test is used to determine whether the data population is normally distributed or not. Furthermore, the normality test is can be done by looking at the Histogram and Probability Plot diagram pattern also using One-Sample Kolmogorov-Smirnov.

**Figure 2. Normal Probability Plot**



Source : Primary data processed, 2020

Based on the normality result , the P-Plot Regression shows that the dots spread around the diagonal line and follows the direction of the diagonal line. Then, it shows a normal distribution.

Kolmogorov Smirnov test is more accurate method to test the normality than those two models. The test is based on the significant probability number of Kolmogorov Smirnov. The data interpreted as a normal distribution while the number of significant more than 0,05. Based on One-Sample Kolmogorov-Smirnov, it shows that the significant value (Asymp. Sig 2-tailed) is 0.200. Therefore, it indicates that the data in this research has a normal distribution because  $Asymp.Sig > 0.05$ .

The Linearity test is used to see whether the specifications of the model used are correct or not. This test is used to determine whether two or more variables have a

significant linear relationship or not. (Ghozali, 2018: 167).

Based on linearity test, this study found that that between the variables of career development and job satisfaction there is a linear relationship because the value of deviation from linearity is more than 0.05 ( $0.127 > 0.05$ ). Similarly between work environment and job satisfaction variables, there is a linear relationship because the value of deviation from linearity is more than 0.05 ( $0.244 > 0.05$ ).

### Multiple Linear Regression

The analytical method used in this study is multiple linear regression analysis using statistical test tools IBM SPSS 25.0. The variables studied are Career Development and Work Environment as independent variables and Job Satisfaction as the dependent variable.



**Table 3. Multiple Linear Regression Result**

Model		Unstandardized		Standardized
		B	Std. Error	Beta
1	(Constant)	17.124	3.961	
	Career Development (X1)	0.318	0.130	0.317
	Work Environment (X2)	0.201	0.094	0.278

Source : Primary data processed, 2020

Table 3 shows the result of multiple linear regression, then the equation can be written as follows:

$$Y = 17.124 + 0.318 X_1 + 0.201 X_2$$

The regression equation above can be explained as follows:

1. Constant = 17.124  
If there is no change in career development and work environment variables (the values of X1 and X2 are 0), then job satisfaction will be 17.124
2. Career Development Coefficient = 0.318  
If the career development variable has increased, while work environment are considered constant, then it will increased job satisfaction by 0.318. The coefficient is positive, it means positive relationship between X1 with Y, the higher the career

development, the higher the employee job satisfaction.

3. Work Environment Coefficient = 0.201  
If the variable work environment increased, while career development are considered constant, then it will increased job satisfaction by 0.201.  
The coefficient is positive, it means positive relationship between X2 with Y, the higher work environment , the higher the employee job satisfaction.

**Coefficient Determination**

The coefficient of determination aims to measure how far the model's ability to explain variations in the dependent variable. Table 4 is a summary of the regression estimation results for the coefficient of determination.

**Table 4. Coefficient Of Determination Result**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of The
1	0.439 <sup>a</sup>	0.193	0.159	3.429

Source : Primary data processed, 2020

Based on Coefficient of determination test, the result shows the value of Adjusted R<sup>2</sup> was 0.159 or 15.9%. It shows that the variables of career development and work environment are capable of contributing

influence on the employee job satisfaction 15.9%., while 84.1% is influenced by other variables outside the model or variables which are not examined in this research.

**Partial/t Test**

t-Test is used to determine determine how far the independent variables influence

(partially) dependent variable with a significance level of 0.05 and t table is 2.01063

**Table 5. Partial/ t Test Result**

Independent Variable	T count	T table	Sig.	Note
Career Development (X1)	2.438	2.01063	0.019	Sig
Work Environment (X2)	2.140	2.01063	0.037	Sig

Source : Primary data processed, 2020

Based on the table 5, it can be shown that t count of career development was more than t table ( $2.438 > 2.01063$ ) also the significance was less than 0.05 ( $0.019 < 0.05$ ). Therefore,  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that career development has significant influence on job satisfaction of office staff. As well as the work environment variable. This variable has t count more than t table ( $2.140 > 2.01063$ ) also the significance was less than 0.05 ( $0.037 < 0.05$ ). Therefore,  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that work environment has significant influence on job satisfaction

**Simultan/F Test**

The F statistic value shows whether all the independent variables included in the equation/regression model simultaneously affect the dependent variable. (Purwanto and Sulistyastuti, 2007: 193). The independent variables are career development and work environment while the dependent variable is job satisfaction. Testing through this F test by comparing significance value = 5% or 0.05 and F table is 3.19

Based on simultan test, the result shows the significance value  $0.006 < 0.05$  and the value of F count  $> F$  table ( $5.744 > 3.19$ ), then  $H_0$  is rejected and  $H_a$  is accepted. It means that career development and work environment simultaneously have significant influence on job satisfaction.

Based on the results of the analysis that has been done, there are some points that can be concluded as follows:

Career Development variable has a positive and significant influence on job satisfaction at PT. Harrison and Gil Java with the results of t count  $> t$  table ( $2.438 > 2.01063$ ) and the significance value of  $0.019 < 0.05$ . Then it can be concluded that the higher the employee's career development, the higher job satisfaction of office staff PT. Harrison and Gil Java.

Work environment variable has a positive and significant influence on job satisfaction at PT. Harrison and Gil Java with the result of t-test  $> t$  table ( $2.140 > 2.01063$ ) and the significance value of  $0.037 < 0.05$ . Then it can be concluded that the better work environment provided by the company, the higher job satisfaction at PT. Harrison and Gil Java.

Based on the F test, we got the result of the significance is 0.006, and the value of F count  $> F$  table ( $5.744 > 3.19$ ). While from the coefficient of determination was obtained from the adjusted R square =  $0.159 = 15.9\%$ . Then it can be concluded that career development and work environment simultaneously have a significant influence on job satisfaction and the contribution of career development and work environment on job satisfaction is 15.9% and the remaining 84.1% is influenced by other variables which are not examined in this research.

**CONLUSSION**

**Recommendation**

Based on the questionnaire answer, we found that the highest score of “strongly disagree” answers is from statement “the company provides equal career opportunities for all employees” and “There are many career opportunities within the company. So that employees' career needs and available career opportunities are comparable”. To increase employee career development, the company can consider having clear career development with some specific standard for employee to get promoted. So, career opportunities can be said to be fair because it's not determined only by the manager, but determined by the standards set by the company. Moreover, career opportunity can be owned by each employee who meet the standards. Other than that, the company also should provide more career opportunities for employees. If the company had clear career development and many career opportunities, then job satisfaction can be increase.

Based on the questionnaire answer, we found that the highest “disagree” answers is from statement “my manager always gives us briefing” and “I have good relation with each coworker”. In order to increase job satisfaction, the manager should provide more work-related briefings so that workers can be more understand about their job, what should they do, and build communication between manager and employees. And to grow a good relationship among the employees, the company should hold activities like training or gathering so they have more time to socialize with other employees and grow good relationships.

Based on the coefficient of determination is obtained from the adjusted R square =  $0.159 = 15.9\%$ . It means that the contribution of career development and work environment on job satisfaction is 15.9% and the remaining 84.1% is influenced by other variables which are not examined in this research. So, the company should pay attention and improve the other factors that may influence job satisfaction like compensation, supervision, communication,

reward, facilities, the job itself, co-workers etc. This is because career development and work environment only contribute by 15.9% and the rest 84.1% influenced by other variables not examined in this research.

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