

The Influence Of Individual Capability, Work Discipline And Work Environment Toward The Employee Satisfaction With Career Development As The Mediation

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Abstract: Career development is an employee development which benefits individuals and organizations, and is a complex process. The purpose of this study was to examine the influence of individual ability, work discipline and work environment on job satisfaction with career development as the mediation. The research has been conducted on civil servants who work in the environment of Sorong District Government, particularly civil servants who work with Structural echelon III and IV positions in the Regional Secretariat, Agencies, Services and Inspectorate and offices which are not included in districts and sub-districts of 645 structural officials. The reason for choosing echelon III and IV because the two echelons is relatively similar in the implementation of the main tasks and functions that both organizational echelon has superior or subordinate as well as planners and technical implementers. The results of this research can generally be concluded that the ability of individuals and the work environment also give significant influence toward job satisfaction. Individual ability, work discipline, and work environment give significant influence toward employee career development, as well as career development also gives significant influence toward job satisfaction.

Keyword: individual capability, discipline, work environment, employee satisfaction, career

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I. Background Of The Problem

Each organization or institution is inseparable with the existence of human resources in it as the primary actors in carrying out their daily activities. The role of human resources in the execution of daily activities and in the development of industrial technology looks enormous, this can be seen in the condition even though technology used any sophisticated cannot run properly if the human resources are not supportive. The term human resources (HR) contains connotations that are concerned with the human condition in general, both inside and outside the organization.

The management of human resources can also determine the sustainability of an organization. The quality of human resources and strategies in managing human resources can affect the results of organizational performance so that organizational goals can be achieved. One of the objectives of human resource management is formed to help managers achieve organizational goals. In order for the organization's objectives to be achieved, the company must be able to exploit the potential of its human resources in order to contribute maximally to the organization. "The purpose of the organization is to improve the organization's contribution." It means that the goal of human resource management is to improve the contribution of the existing productive human resource to the organization in an ethical and responsible way.

Changes and improvements in the role of human resources functions are essential to support the organizational success. Career development is an employee development that benefits individuals and organizations, and is a complex process (Puah, 2006). But in reality there are crucial issues, especially in government organizations. Job satisfaction is a feeling and an individual reaction to the work environment in which the employee is engaged. Palade Research (2010) stated that career development is always based on the needs of the organization and the needs of the organization can be met if the individual needs are satisfied. Shujaat et.al (2013) concluded that there is a positive relationship between career development and job satisfaction in the banking sector. Employees are satisfied with the career development activities offered by their organizations. Another variable affecting career development is the work environment in which the employee is located. Robbins (2008: 172) stated that the work environment is part of the organizational or institutional environment that is designed related to some work within the organization that can create a conducive atmosphere for employees who are in the environment itself.

II. Theoretical Review

Management experts agree that a person moves in motion for two reasons, i.e. ability and motivation. The research findings show that people with high emotional intelligence ability are more successful in some jobs. For example, one study have found that employees with low emotional intelligence reacted more negatively to the fear of job loss and were more likely to adopt a negative strategy (Ivancevich, 2005: 241). Ability means the capacity of an individual to perform various tasks in a job. Ability is a recent assessment of what a person can do. The overall individual ability basically consists of two groups of intellectual and physical factors (Robbins, 2008: 157). Ability to demonstrate the broad characteristics and characteristics of a stable responsibility at the level of achievement that is at best contrary to mental and physical work ability (Kreitner, 2004).

III. Work Discipline

There are so many people, both individually and in groups, who have not, even ignore this discipline. Personally, a person who suddenly becomes sick, personally unaware is caused by consuming less food or drinking or not consuming improper eating and drinking, either in time or in exact size can cause pain in the body. The lack of discipline in the management of an enterprise can also lead to losses and even the fall of the company itself. In terms of many employees who violate the discipline. In supplying raw materials, for example, mainly non-timely delivery resulting in ineffective workforce also resulted in the loss of the company (Rivai, 2004: 45).

Work discipline may be defined as an attitude of respect, respect, obedience and obedience to the applicable regulations, written or unwritten and capable of carrying it out and not avoiding receiving sanctions, in the event of violating the duties and authorities granted to him. Labor discipline is very closely correlated with work motivation and morale. Work discipline can be formally developed through training in the development of discipline, for example in working by valuing time, effort, cost, and so forth.

There are four perspectives concerning forms of work discipline which can be applied, i.e. (Rivai, 2004: 45); Retributive Discipline, Corrective Discipline, Individual Rights Perspective, Utilitarian Perspective.

IV. Work Environment

Work environment is one of the factors which influence the performance of employees whose form can be a material environment such as places and production facilities, and psychological environment such as the atmosphere of social relations between corporate personal. Employees are care about the work environment both for personal comfort and to make it easy to do the job well. Most employees prefer to work close to home, with clean and relatively modern facilities and adequate tools (Robbins, 2008: 231).

V. Career Development

Some people think of career as a promotion within the organization. The word career can be viewed from several different perspectives. From one perspective, a career is a sequence of positions which is occupied by a person during his tenure. This is an objective career. However, from another perspective, careers consist of changes in values, attitudes, and motivations which occur as a person becomes old. This is a subjective career. These two perspectives, objective and subjective, are focused on the individual. These two perspectives assume that people have some degree of control over their destiny, so they can change the opportunity to maximize the success and satisfaction that comes from their careers. This perspective further assumes that human resource activity should recognize a career stage, and assist employees with the development tasks they face at every stage of the career. Career planning is important because the consequences of career success or failure are closely related to the self-concept, identity, and satisfaction of each individual to his career and life.

VI. Job Satisfaction

Dole and Schroeder (2001), stated that job satisfaction can be defined as the feelings and reactions of individuals to their work environment. Locke (1983) argued that job satisfaction is a joy or positive emotional statement resulting from the assessment of one's work or work experiences. Robbins (2008: 135) explained that job satisfaction is as a general attitude of an individual to his work. The work demands interaction with co-workers and superiors, follows organizational rules and policies, meets performance standards, lives on less-than-ideal working conditions, and more. This means an employee's assessment of his satisfaction or dissatisfaction with the work is a complex summation of a number of discrete work elements (differentiated and indivisible).

Conceptual Framework Of Research

The conceptual framework of research is the most important part aside from data processing, because it functions as the description of research as well as the general description of the research mechanism.

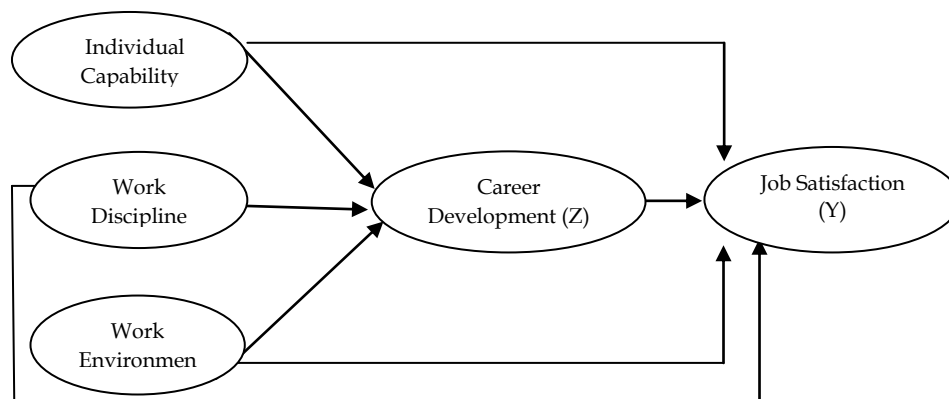


Figure 1
Conceptual Framework of Research

VII. Research Method

The population in this research is all civil servants (PNS) who work in the environment of Sorong District Government, particularly the civil servants who have structural position of echelon III and IV environment Secretariat, Agency, And urban villages of 645 structural officials. The samples of this research are 246 employees.

The data collection has been carried out by using questionnaires which contain questions about the variables which are used in this study and issued to the respondents. The correlation among research variables in this dissertation is analyzed by the SEM. The Structural Equation Model (SEM) model, which is a statistical technique, makes it possible to test a relatively complex and simultaneous set of relationships

VIII. The Result Of The Research

The respondents in this research are mostly male, with the number of 167 people or equal to 68%, and women that is as much as 79 people or 32%. Age of majority respondents aged 41 - 50 years by 32%. Most of respondent's education level are 23% from SMA, 32% Diploma, Bachelor degree 33%, Magister 11%, and Doctor 1%. The working period of respondents in this study is 6-10 years by 43% and more than 10 years by 55%.

These are the results of SEM testing with SEM or standardized coefficients in each variable:

Table 1.
THE SEM COEFFICIENT VALUE, THE INFLUENCE AMONG VARIABLES

Hypothesis	Causality Correlation	Direct effect	Indirect Effect
H ₁	X ₁ → Y	0.179	-
H ₂	X ₂ → Y	0.058	-
H ₃	X ₃ → Y	0.293	-
	X ₁ → Z	0.226	-
	X ₂ → Z	0.312	-
	X ₃ → Z	0.269	-
	Z → Y	0.390	-
H ₄	X ₁ → Z → Y		(0.226 x 0.390) 0.088
H ₅	X ₂ → Z → Y		(0.312 x 0.390) 0.122
H ₆	X ₃ → Z → Y		(0.269 x 0.390) 0.105
	information: X ₁ : individual ability Z : Career Development X ₂ : Work Discipline Y : Job Satisfaction X ₃ : Work Environment		

The most influential variable on career development is work discipline, because it has the biggest coefficient value (0,312), next work environment (0,269) and individual ability (0,226). The most influential variable on job satisfaction is career development, because it has the biggest coefficient value (0,390), next work environment (0,293) and ability of individual (0,179). While the discipline of work (0,058) have no significant effect.

The individual ability gives influence to the career development and career development also affects job satisfaction, and individual ability directly can also affect job satisfaction. Thus the individual ability can influence job satisfaction, either directly or through career development mediation, so it can be said that the development of mediate mediating career (partial mediation) the influence of individual ability on job satisfaction.

Work discipline gives influence to the career development and career development also gives influence to the job satisfaction, but direct work discipline does nothave any influence to the job satisfaction. Thus the discipline of work can only influence job satisfaction through career development mediation, so it can be said that career development mediate in full (full mediation) the influence of work discipline on job satisfaction.

Work environment affecting career development and career development also influence the job satisfaction, and the work environment directly can also influence to the job satisfaction. Thus the work environment can influence job satisfaction, either directly or through career development mediation, so it can be said that the development of mediate mediating career (partial mediation) the influence of work environment on job satisfaction.

Hypothesis Test

After the value of coefficient of each variable has been known, the next stage is to test the hypothesis by using CR value and its probability. Parameter of existence of partial influence can be known based on CR value (Critical Ratio). Here are Regression Weight and Standardized Regression Weight modified structural equation models:

Table2.
Causality Test of Regression Weight

H	Causality Correlation	Std. Estimate	SE	CR	P value
H ₁	Individualability (X ₁) → Job Satisfaction (Y)	0.179	0.058	2.638	0.008
H₂	Work Discipline (X₂) → Job Satisfaction (Y)	0.058	0.067	0.822	0.411
H ₃	Work Environment (X ₃) → Job satisfaction (Y)	0.293	0.060	3.979	0.000
	Individual ability (X ₁) → Career Development (Z)	0.226	0.064	3.189	0.001
	Work Discipline (X ₂) → Career Development (Z)	0.312	0.076	4.141	0.000
	Work Environment (X ₃) → Career Development (Z)	0.269	0.062	3.740	0.000
	Career Development (Z) → Job satisfaction (Y)	0.390	0.079	4.706	0.000
H ₄	Individual Ability (X ₁) → Career Development (Z) → Job satisfaction (Y)	0.088	0.052	2.073	0.004
H ₅	Work Discipline (X ₂) → Career Development (Z) → Job satisfaction (Y)	0.122	0.034	3.121	0.001
H ₆	Work Environment (X ₃) → Career Development (Z) → Job satisfaction (Y)	0.390	0.051	2.740	0.002

The Influence of Individual Ability towards Job Satisfaction

The result of causality test proves that individual ability gives significant influence to the job satisfaction of employee in Sorong District Government area. Descriptive results show that the ability of individuals belonging to a less level, whereas Descriptive statistical results indicate that the improvement of individual ability is preferred on aspects of inductive reasoning and analytical skills. The result of causality test showed that individual ability have significant effect to job satisfaction with p-value = 0,008 ≤ 0,05. The amount of influence of individual ability to job satisfaction is 0.179, it shows that the ability of good individual employees, tend to have high job satisfaction. The results of this hypothesis testing consistent with that delivered Wahjono (2008: 41) that a person moves or perform an activity due to two causes, namely the ability (ability) and motivation that exist in each person. Ability is influenced by habits gained from experience, education, and training, as well as from the biological and psychological reflexes that become human nature.

The Influence of Work Discipline towards Job Satisfaction

The result of causality test proves that work discipline has an effect on insignificant or does not have an effect on to job satisfaction of employee in Sorong Regency Government. Descriptive results show that the discipline of work belonging to a good level. Descriptive statistical results also indicate that the improvement of work discipline is more prioritized on the aspect of fairness in giving sanctions. While the results of causality testing showed that the work discipline has no significant effect or no effect on job satisfaction with p-value = 0.411 > 0.05. The amount of influence of work discipline on job satisfaction is only 0.058, it shows that high work discipline has not been able to improve job satisfaction of the employee. With this result, the research hypothesis which states that the discipline of work has a significant effect on job satisfaction of employees in Sorong regency government, is unacceptable. The results of hypothesis testing is inconsistent or not in accordance with the submitted Heidjrachman (2002: 76) that high or good discipline will make employees get job satisfaction perceived. Demak and Pangemanan research (2014) also proves that discipline and good attitude of employees will be able to increase job satisfaction. Amiroso and Mulyanto's research (2015) also resulted that discipline has no significant effect on job satisfaction. The results of this study are consistent with Sofyan's research, et al. (2016) that the discipline of work has no direct impact on job satisfaction.

The Influence of Environment towards Job Satisfaction

The results of causality testing using SEM method with the help of AMOS 20.0 Software proves that the work environment has a significant effect on employee career development in Sorong District Government. Descriptive results show that the work environment is classified at a good level, while job satisfaction belongs to a fairly satisfied level. Descriptive statistical results also indicate that the improvement of work environment conditions is preferred on the aspect of working condition.

The result of causality test showed that work environment had significant effect on job satisfaction with p-value = 0,000 ≤ 0,05. The amount of influence of work environment to job satisfaction is 0.293, it shows that good working environment can improve job satisfaction. With this result, the research hypothesis which states that the work environment has a significant effect on job satisfaction within the Government of Sorong regency, is acceptable.

The result of hypothesis testing is consistent with that delivered by Mardiana (2005: 41); Sedarmajanti (2001: 59); And Kartono (2003: 72) that a good working environment will provide good job satisfaction as well. Research Amiroso and Mulyanto (2015) states that the work environment has a significant effect on job satisfaction. Raziq and Maulabakhsh (2015) also stated that there is a positive relationship between work environment and job satisfaction. Businesses need to be aware of the importance of a good work environment to maximize the level of job satisfaction. Jain and Kaur (2014) state that the work environment can involve social relationships in the workplace and also maintain relationships between colleagues, superiors and organizations. Work environment is one of the most important factors that affect the level of job satisfaction. Agbozo et al.

(2017) found that the environment had a significant effect on employee satisfaction. The findings of this study emphasize the need for management to improve the work environment of employees to improve productivity.

The Influence of Individual Ability toward Job Satisfaction through Career Development

The results of causality testing using SEM method with the help of AMOS 20.0 Software proves that the ability of individuals significantly influence the career development of employees in the District Government of Sorong. Descriptive results indicate that individual capabilities and career development are equally pertained to a fairly good level. Descriptive statistical results also indicate that the improvement of individual capability is more predominant in the aspect of inductive reasoning and analytical ability.

The result of causality test showed that individual ability have significant effect to career development with $p\text{-value} = 0,001 \leq 0,05$. The magnitude of the effect of individual ability on career development is 0.226, it shows that the ability of individual employees is good, tend to have a good career development as well.

The result of causality test showed that career development has a significant effect on job satisfaction with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of career development on job satisfaction is 0.390, it shows that good career development can improve job satisfaction. With these results, indicates that career development has a significant effect on job satisfaction within the Sorong District Government.

The results of this test consistent with that delivered Simamora (200: 479) that the higher the position of someone in an organization, generally the level of satisfaction also tend to be higher too. Various reasons include: income that can ensure a decent standard of living, a job that enables them to demonstrate their working ability and relatively high social status within and outside the organization. In addition, a good career coaching system will generate job satisfaction, and a great sense of commitment from all employees, on the contrary if there is no career coaching system it will be able to cause frustration and increased work dissatisfaction.

With these results, the hypothesis of research that states that the ability of individuals to affect job satisfaction through career development in the District Government of Sorong, can be accepted with the magnitude coefficient worth 0.088 on the $p\text{-value}$ of 0.04 under 0.05.

The results of this hypothesis testing consistent with that delivered Wahjono (2008: 41) that a person moves or perform an activity due to two causes, namely the ability (ability) and motivation that exist in each person. Ability is influenced by habits gained from experience, education, and training, as well as from the biological and psychological reflexes that become human nature. The development of an individual's ability is a strong incentive for employees to work harder or more passionately which will ultimately provide an opportunity for career improvement or cutting so that it will provide a higher level of job satisfaction. It is important to compete globally and due to the changes of economic conditions, causing every organization to restructure through better empowerment of employees at all levels, as well as providing capable human resources and having good individual skills as well, so that the goals of the organization can be achieved and walked more in line with the expected.

The Influence of Work Discipline toward Job Satisfaction through Career Development

The results of causality testing using SEM method with the help of AMOS 20.0 Software proves that the discipline of work also has a significant effect on employee career development in the District Government of Sorong. Descriptive results indicate that the discipline of work belongs to a good level, but career development is classified at an unfavorable level. Descriptive statistical results also indicate that the improvement of work discipline is more prioritized on the aspect of fairness in giving sanctions.

The result of causality test showed that work discipline has significant effect to career development with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of work discipline on career development is 0.312, it shows that high employee work discipline tends to increase career development of employees.

The result of causality test showed that career development has a significant effect on job satisfaction with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of career development on job satisfaction is 0.390, it shows that good career development can improve job satisfaction.

With this result, the research hypothesis which states that the discipline of work affects job satisfaction through career development within the Government of Sorong regency, is acceptable. With a $p\text{-value}$ of 0.01 which is below 0.05 on the coefficient of 0.122.

The result of causality test showed that career development has a significant effect on job satisfaction with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of career development on job satisfaction is 0.390, it shows that good career development can improve job satisfaction. With this result, the hypothesis of research that states that career development has a significant effect on job satisfaction within the Government of Sorong regency, is acceptable.

The result of this hypothesis testing is consistent with that delivered by Heidjrachman (2002: 76) that high or good discipline will provide an opportunity for employees to be given opportunities in their career development, and high or good career development will make employees gain job satisfaction that is felt.

The Influence of Work Environment toward Job Satisfaction through Career Development

The results of causality testing using SEM method with the help of AMOS 20.0 Software proves that the work environment has a significant effect on employee career development in Sorong District Government. Descriptive results show that the work environment is classified at a good level, while career development is classified at an unfavorable level. Descriptive statistical results also indicate that the improvement of work environment conditions is more preferable to the aspect of working conditions.

The result of causality test showed that the work environment had significant effect on career development with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of the work environment on career

development is 0.269, it shows that a good working environment can improve employee career development. With this result, it can be stated that the work environment has a significant effect on employee career development in Sorong regency government.

The result of causality test showed that career development has a significant effect on job satisfaction with $p\text{-value} = 0,000 \leq 0,05$. The magnitude of the influence of career development on job satisfaction is 0.390, it shows that good career development can improve job satisfaction.

With this result, the research hypothesis which states that the work environment has an effect on the job satisfaction of employees through career development in Sorong regency government, is acceptable. With a coefficient of 0.105 at a significance level of 0.002 which is below the tolerance value of 0.05.

The result of hypothesis testing is consistent with that delivered by Mardiana (2005: 41); Sedarmajanti (2001: 59); And Kartono (2003: 72) that a good working environment will provide career development and good job satisfaction as well.

The results of this hypothesis test is consistent with that delivered Simamora (200: 479) that the higher the position of someone in an organization, generally the level of satisfaction also tend to be higher too. Various reasons include: income that can ensure a decent standard of living, a job that enables them to demonstrate their working ability and relatively high social status within and outside the organization. In addition, a good career coaching system can lead to job satisfaction, and a great sense of commitment from all employees, on the contrary if there is no career coaching system it will be able to cause frustration and higher job discontent.

IX. Conclusion

Based on the results of analysis and testing of hypotheses that have been done, as well as the objectives to be achieved from the research, it can be concluded that the job satisfaction of employees is better formed by the ability of individuals and comfortable working environment, while the discipline cannot affect job satisfaction in the environment Local Government of Sorong Regency.

The results also show that good career development is shaped by an improved individual ability, good work discipline, and a comfortable working environment. Need to do further research about other variables that affect job satisfaction outside the variables studied in order to improve the model developed in this study. In addition, the conceptual model can be revised by not linking the work discipline variable directly to job satisfaction.

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