

The Effect of Career Development, Compensation, Work Environment and Job Satisfaction on Work Engagement

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Abstract

The purpose of the study was to determine the effect of career development, compensation, work environment and satisfaction on work engagement in the Employees of the City Government of Bukittinggi. This type of research is explanatory. The population of this study is the employees of the City Government of Bukittinggi. The sample in this study were 200 respondents. The research instrument was a questionnaire distributed to respondents. Data analysis using SEM AMOS. The results of this study career development, compensation, work environment and satisfaction has a positive and significant effect on work engagement in the Employees of the City Government of Bukittinggi.

Keywords: *career development, compensation, work environment, job satisfaction, work engagement*

Introduction

The high work capacity of employees, it will bring changes in employee attitudes in increasing attachment, both to the work and HR organizations that exist in the Bukittinggi City Government assume the dual role that must be played, namely as a state servant and public servant. Engagement is a positive feeling associated with a situation that is characterized by sincerity, dedication, and appreciation Schaufeli & Bakker (2004). Based on interviews with the Head of the Competency Development and Guidance Apparatus Development Agency BKPSDM Bukittinggi City Government, employees lack more enthusiasm in completing work. Employees lack the initiative to provide the best in their work. The problem of lack of employee work attachment to work in the Bukittinggi City Government there are several aspects that can affect including career development opportunities (Bai & Liu, 2018), compensation (Venz, Pundt, & Sonnentag, 2018), work environment (Yener, Yaldıran, & Ergun, 2012) and job satisfaction (De Simone, Planta, & Cicotto, 2018). According to Hedger (2011) one effective way to maintain employee engagement is to show them that they are appreciated. A good organization must have a good compensation management system and be able to increase employee engagement in the organization (Sundaray, 2011). Compensation can also be given in the form of recognition or appreciation for the work of employees and can increase work attachment to the company (Ologbo & Sofian, 2013). Furthermore, a work environment full of fair competition and mutual respect will increase work engagement at the company (Naidoo & Martins, 2014). Research conducted by Chao, Schwartz, Milton, & Burge (2013) explains that an unhealthy and comfortable environment will reduce the level of productivity and morale of employees so that it will affect organizational goals. According to Abu-Shamaa, Al-Rabayah, & Khasawneh (2015) employee work engagement reflects individual involvement and satisfaction, as well as enthusiasm in working. Employees who have a high level of engagement will have a high emotional attachment to the organization, so that it will have an effect in completing work and tend to have satisfying work quality (Bakker, Schaufeli, Leiter, & Taris, 2008). So it can be said that work engagement can provide change for individuals, teams and organizations (Margaretha & Saragih, 2013). This study aims to determine the effect of career development, compensation, work environment, and satisfaction with work engagement

Work Engagement

Work engagement enables individuals to fully invest themselves in work by increasing self-efficacy and positively impacting employee health which will increase employee support for the organization (Robertson-smith & Markwick, 2009). Bakker, Albrecht, & Leiter (2011) state that the characteristics of employees have a work attachment that is those who feel compelled to strive forward towards challenging goals, and always want success. Empirical research by Weng (2013) & Zhou (2015), it can be concluded that in different work environments, the positive impact between career growth and organizational commitment is supported by empirical data. Research Li (2012); Son & Kim (2019); Bai & Liu (2018) and Liu, He, & Yu (2017) revealed that career development has a significant effect on employee work engagement. Furthermore according to Hoole & Hotz, (2016); Zacher, Chan, Bakker, & Demerouti (2015) revealed that compensation had a significant positive effect on employees' attractiveness to their work. Further research conducted by Venz, Pundt, & Sonnentag (2018) shows that by using compensation given to employees in the workplace, employees can actively improve their own job attitudes. According to Tsaur, Hsu, & Lin (2019); Li, Li, & Wan (2019); Timms et al. (2015) revealed that a good work environment will significantly positive effect on employee work engagement, in this case employees will work to be enthusiastic, enterprising and feel proud of their work. The results of research conducted by De Simone, Planta, & Cicotto, (2018); Penger & Èerne (2014); Memon, Salleh, & Baharom (2016) and Yalabik, Rayton, & Rapti (2017) revealed that job satisfaction has a significant positive relationship with work engagement. In this study, researchers used the dimensions of vigor, dedication, and absorption used by Schaufeli & Bakker (2010).

Job Satisfaction

Job satisfaction is an important thing that can build organizational psychology so that it will affect organizational behavior (Miao, Humphrey, & Qian, 2017). Schermerhorn, et al., (2011) states that job satisfaction is the extent to which an individual feels positive or negative about work. Research conducted by Shujaat, Sana, Aftab, & Ahmed (2013); and Ashraf (2019) which states that career development influences job satisfaction. Furthermore, research conducted by Kong, Cheung, & Song (2012); Kong, Wang, & Fu (2015) show that the dimensions of hotel career management (career assessment, career development, and career training) influence career satisfaction. Research conducted by Judge, Piccolo, Podsakoff, Shaw, & Rich, (2010) revealed that compensation has a positive influence on job satisfaction. Likewise, salary does not have a significant effect on job satisfaction. While Che Ahmat, Arendt, & Russell (2019) conducted a study which revealed that compensation had a positive and significant effect on job satisfaction. The results of this study are in line with studies conducted by (Ashraf, 2019) and (Elechi, Lambert, & Otu, 2018) which state that the work environment provides a positive influence on job satisfaction. Further research conducted by Pawirosumarto, Bachelor, & Gunawan (2017) shows that the work environment, leadership style and organizational culture have a positive and significant influence on job satisfaction.

Career Development

Noe (2009) revealed that career development is a process in which employees progress through a series of stages, each marked by a different set of developmental tasks, activities and relationships. According to Mondy & Martocchio (2016) career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available when needed.

Compensation

Rivai (2011) revealed that compensation is something that employees receive as a substitute for their contribution to the company. Furthermore according to Dessler (2013) employee compensation includes all forms of payment to employees and arising from their work. Compensation has two main components, direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits such as insurance paid by employers and holidays). Further Lebu according to Mondy & Martocchio (2016) Compensation is the total of all rewards given to employees in return for their work. The overall purpose of compensation is to attract, retain and motivate employees.

Work Environment

According to Edi Sutrisno (2009: 118) the work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work including the workplace, facilities, cleanliness, lighting, tranquility including work relationships between people who are in place. These people will be able to carry out their activities well, so that optimal results are achieved, if one of them is supported by appropriate work environment conditions (Sedarmayanti 2011: 27). According to Razak, Ma'amor, & Hassan (2016) work environment refers to: (1) Helping employees become the best, (2) Encouraging to express their creativity, (3) Work culture expresses creativity, (4) Helping employees realize their potential, (5) Helping employees add skills, (6) Experts recognized in their fields, (7) No salary complaints, (8) Caring for employees and their families, (9) Appreciated based on performance, (10) Talking about fitness, health, and proper eating patterns, (11) A pleasant workplace, and (12) Safe and clean workplace.

Framework and Hypotheses

Shujaat, Sana, Aftab, & Ahmed (2013); and Ashraf (2019) which states that career development influences job satisfaction. Furthermore, research conducted by Kong, Cheung, & Song (2012) shows that the dimensions of hotel career management (career assessment, career development, and career training) affect career satisfaction. Furthermore the results of research conducted by Kong, Wang, & Fu (2015) states that it must provide challenging career and job growth opportunities for their employees, because this is an important motivating factor. Research conducted by Judge, Piccolo, Podsakoff, Shaw, & Rich, (2010) revealed that compensation has a positive influence on job satisfaction. However, this study contradicts this research conducted by Ezekiel Chinyio, Suresh, & Salis (2018) stating that benefits do not have a significant impact on job satisfaction because they are not paid on a regular basis but relative to certain circumstances. Likewise, salary does not have a significant effect on job satisfaction. While Che Ahmat, Arendt, & Russell (2019) conducted a study which revealed that compensation had a positive and significant effect on job satisfaction. The results of a study conducted by (Ashraf, 2019) which states that the work environment provides a significant influence on job satisfaction. Furthermore, research conducted by (Elechi et al., 2018) is identifying variables that predict job satisfaction for Nigerian correctional staff.

H1: Career development has a positive and significant effect on job satisfaction

H2: Compensation has a positive and significant effect on job satisfaction

H3: The work environment has a positive and significant effect on job satisfaction.

Weng's empirical research (2013); Zhou (2015); Li (2012) and Son & Kim (2019) who revealed that the intrinsic function of the organization towards career growth is positively related to work engagement. Further research conducted by Bai & Liu (2018) and Liu, He, & Yu (2017) revealed that career development had a significant effect on employee engagement. Research conducted by Hoole & Hotz, (2016) concluded that employee compensation benefits are positively related to employee work engagement (Hoole & Hotz, 2016). Furthermore, research conducted by Zacher, Chan, Bakker, & Demerouti (2015) revealed that compensation had a significant positive effect on employees' attractiveness to their work. Further research conducted by Venz, Pundt, & Sonnentag (2018) shows that by using compensation given to employees in the workplace, employees can actively improve their own job attitudes. Tsaur, Hsu, & Lin (2019); Li, Li, & Wan (2019) and Timms et al. (2015) revealed that a good work environment will significantly positive effect on employee work engagement, in this case employees will work to be enthusiastic, enterprising and feel proud of their work. Research conducted by De Simone, Planta, & Cicotto, (2018) shows that self efficacy, job satisfaction, and job involvement have direct or indirect effects on nurses turnover intentions, and that job satisfaction gives a stronger effect on intention to move. Furthermore Penger & Èerne (2014); Memon, Salleh, & Baharom (2016) and Yalabik, Rayton, & Rapti (2017) revealed that job satisfaction has a significant positive relationship with work engagement.

- H4: Career development significantly influences employee engagement.**
- H5: Compensation has a significant effect on employee work engagement.**
- H6: The work environment significantly influences employee work engagement.**
- H7: Job satisfaction significantly influences employee work engagement.**

With career development carried out regularly in the Bukittinggi City Government, employees are proud of the work that I do. Especially employees who get promotions in other fields, they make the job challenging. Research by Weng (2013) & Zhou (2015) can be concluded that in different work environments, a positive impact between career growth. Research conducted by Zacher, Chan, Bakker, & Demerouti (2015) revealed that compensation had a significant positive effect on employees' attachment to their work. Furthermore, research conducted by Li, Li, & Wan (2019) revealed that the work practice environment is positively associated with higher work engagement and lower turnover intentions. Further research conducted by Memon, Salleh, & Baharom (2016) and Yalabik, Rayton, & Rapti (2017) revealed that job satisfaction has a significant positive relationship with work engagement.

- H8: Career development significantly influences employee engagement through job satisfaction**
- H9: Compensation has a significant effect on employee work engagement through job satisfaction**
- H10: The work environment significantly influences employee work engagement through job satisfaction**

Based on the description above, schematically, the conceptual framework can be described as follows:

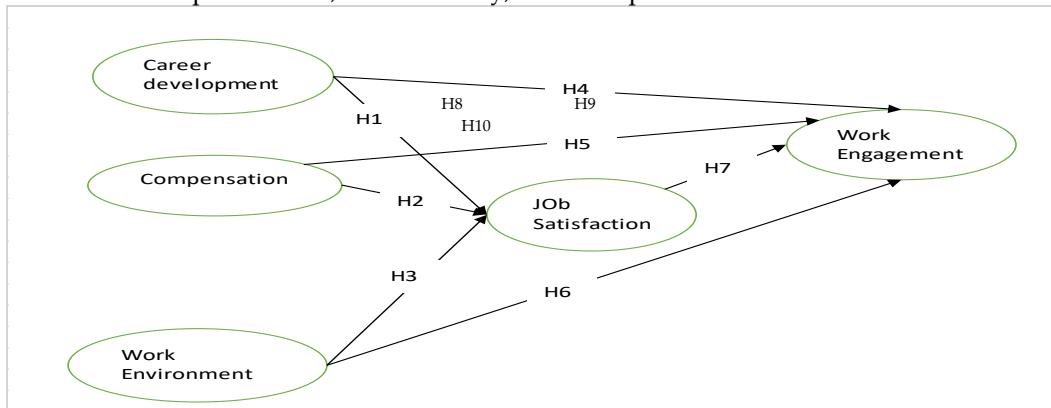


Figure 1. Conceptual framework

Methods

This type of research is quantitative research with an empirical paradigm (Burrell & Morgan, 1992). Thus, this study uses a deductive method based on previous studies. This study seeks to confirm previous findings related to the relationship between variables.

Data collection and sample profiles

Field surveys use non-probability convenience sampling. This method is used in this study. Data was collected in the City Government of Bukittinggi. A survey questionnaire was given to each employee. A total of 200 questionnaires were distributed to employees. Measurements were taken to engrave the responses of respondents using a Likert scale. Likert scale is a scale based on the sum of response attitudes in responding to questions in response to questions relating to indicators of a concept or variable being measured, in this case respondents are asked to agree or disagree with all statements (Sugiyono, 2010). Furthermore, the answer to each item of the instrument is given a range of scores of 1 (one) which shows strongly disagree (STS) to 5 (five) which shows strongly agree (SS). Among these, five extreme outliers were removed (Mahalanobis' D (28)>63,892, p <.001), leaving 195 respondents for data analysis. Table 1 reports the

demographic profile details. The sample consisted of 62.5% men and 37.5% women. The majority of ages between the ages of 48-57 years were 38.5% of all 68%.

Table 1. demographic profile

Variabel	Frequency	Percent
Gender		
Male	75	62,5
woman	125	37,5
Age (years)		
18-27	0	0
28-37	60	30
38-47	63	31,5
48-57	77	38,5
>57	0	0
Education		
Junior High Scholl	1	0,5
Senior High Scholl	29	14,5
Diploma	29	14,5
Scholar	109	54,5
Magister	32	16

Data analysis

Before testing the proposed relationship, a CFA analysis is carried out to assess the measurement model and to evaluate the reliability and build validity using AMOS 24. The next step, structural equation modeling (SEM) is carried out to test the proposed model. Conceptual models are changed through a series of structural model comparisons.

Results and Discussion

Measurement model results

Table 2 shows the details of the measurement model. The composite reliability values for all constructions ranging from 0.814 to 0.982 exceed the minimum requirements of 0.600, suggested by Bagozzi and Yi (1988). These results provide evidence of internal consistency between multi-measurement items for each construct. Values for extracted average variants (AVE) are all greater than the recommended minimum standard, 50, ensuring convergent validity. The AVE value is greater than the square of the correlation between the two constructs, thus supporting discriminant validity (Fornell and Larcker, 1981).

Table 2. Summary of the measurement model.

Scale Items	Me an	Load ing	α	AV E
Work Engagement	5,66	0,77	0,868	0,877
Job Satisfaction	3,99	0.81	0,896	0,788
Creer Development	3,77	0.78	0,888	0,636
Compensation	3,56	0,79	0,758	0,628
Work Environment	3,56	0,60	0,787	0,558

Structural model results

The proposed model is tested through SEM. The initial SEM results show that the overall suitability of the model is not entirely satisfactory ($p < .001$, RMSEA = 0.095, CFI = 0.797, NFI = 0.933). To improve

compatibility, the model was revised following the suggestions of the modification index. Re-estimating the model with this added path has a good match with the data ($p < 0.05$, RMSEA = 0.044, CFI = 0.946, GFI = 0.906, TLI=0.944, CMIN/df=1,364).

Table 3. Goodness of Fit Indices

Criteria	Result*	Reference	
Chi Square	215,265		<i>Marginal fit</i>
Probability	0,50	$\geq 0,05$	<i>Good fit</i>
CMIN/df	1,364	≤ 2 atau ≤ 3	<i>Good Fit</i>
GFI	0,906	$\geq 0,90$	<i>Good fit</i>
TLI	0,944	$\geq 0,90$	<i>Good Fit</i>
CFI	0,946	$\geq 0,90$	<i>Good Fit</i>
RMSEA	0,044	0,05 – 0,08	<i>Reasonable Fit</i>

Based on the Tabel 4. shows that the hypothesis test results can be concluded that: The results of the first hypothesis test show that career development has a positive and significant effect on job satisfaction. This means that the better the career development of employees the more job satisfaction increases. So the Hypothesis is accepted. The results of the second hypothesis test show that compensation has a positive and significant effect on job satisfaction. This means that the better the compensation of employees the more job satisfaction increases. So the Hypothesis is accepted. The results of the third hypothesis test show that the work environment has a positive and significant effect on job satisfaction. This means that the better the work environment the more job satisfaction increases. So the Hypothesis is accepted. The fourth hypothesis test results show that compensation has a positive and significant effect on work engagement. This means that the better the compensation of employees the more work engagement is increased. So the Hypothesis is accepted. The results of the fifth hypothesis test show that career development has a positive and significant effect on work engagement. This means that the better the career development of employees the more work engagement is increased. So the Hypothesis is accepted. The sixth hypothesis test results show that the work environment has a positive and significant effect on work engagement. This means that the better the work environment, the more work engagement of employees increases. So the Hypothesis is accepted. The results of the seventh hypothesis test indicate that employee job satisfaction has a positive and significant effect on work engagement. This means that the better the job satisfaction of employees the more work engagement is increased. So the Hypothesis is accepted.

Table 4. Structural parameter estimates of the final model (Direct Effect)

Hypothesized Relationship			Estimate	S.E.	C.R.	P	Result
Job Satisfaction	-- <-	Career development	3,986	1,016	3,921	***	Supported
Job Satisfaction	-- <-	Compensation	3,733	,961	3,881	***	Supported
Job Satisfaction	-- <-	Work environment	1,603	,485	3,303	***	Supported
Work Engagement	-- <-	Compensation	1,477	,472	3,127	,002	Supported
Work Engagement	-- <-	Career development	,958	,080	11,873	***	Supported
Work Engagement	-- <-	Job satisfaction	,823	,103	7,925	***	Supported
Work Engagement	-- <-	Work enviroment	,870	,085	10,208	***	Supported

Indirect Effect			
	Work Environment	Compensation	Career Development
Job Satisfaction	,000	,000	,000
Work Engagement	,047	,025	,040

Results and Discussion

The first hypothesis test results show that career development has a positive and significant effect on job satisfaction. This means that the better the career development of employees the more job satisfaction increases. So the Hypothesis is accepted. This can be seen from the career development that occurred in the Bukittinggi Regional Government, as there is no ongoing career development. Career development for civil servants is clearly regulated in staffing regulations. The pattern of civil servant career development is in the form of education and training; promotion; and promotion of position. This research is in line with research conducted by Shujaat, Sana, Aftab, & Ahmed (2013); and Ashraf (2019) which states that career development influences job satisfaction. Furthermore, research conducted by Kong, Cheung, & Song (2012) shows that the dimensions of hotel career management (career assessment, career development, and career training) affect career satisfaction. Furthermore the results of research conducted by Kong, Wang, & Fu (2015) states that it must provide challenging career and job growth opportunities for their employees, because this is an important motivating factor. By providing career activities that are tailor made, so that they can meet career expectations and increase employee job satisfaction.

The second hypothesis test results show that compensation has a positive and significant effect on job satisfaction. This means that the better the compensation of employees the more job satisfaction increases. When salaries and compensation are considered fair, based on work demands, individual skill levels, they will work their best and ultimately satisfaction tends to occur. He further observed that employee compensation could be a sensitive subject, and people became very passionate about compensation problems in an organization. According to a survey report conducted by the Society for Human Resource Management (2012), it was found that compensation and benefits are regularly among the three major factors that affect employee job satisfaction. Although money is not a motivator, employees crave it because financial independence is equated with personal freedom. Because that's what someone does with money that motivates someone to work better. From this, it will be seen compensation and job satisfaction have a positive relationship. This research is in line with research conducted by Judge, Piccolo, Podsakoff, Shaw, & Rich, (2010) which revealed that compensation has a positive influence on job satisfaction. However, this study contradicts this research conducted by Ezekiel Chinyio, Suresh, & Salis (2018) stating that benefits do not have a significant impact on job satisfaction because they are not paid on a regular basis but relative to certain circumstances. Likewise, salary does not have a significant effect on job satisfaction. While Che Ahmat, Arendt, & Russell (2019) conducted a study which revealed that compensation had a positive and significant effect on job satisfaction.

The results of the third hypothesis test show that the work environment has a positive and significant effect on job satisfaction. This means that the better the work environment the more job satisfaction increases. With these conditions encourage employees to work better and satisfied with what they receive, when employees work in a good environment, they will be enthusiastic and in the end the tasks given will also give satisfying results. More than that the work environment within the employee greatly influences his work motivation, such as a comfortable work environment, the availability of work facilities, good relations between employees in the form of being able to work well together and also a good relationship with the leadership. If there is no harmony in the work environment and the lack of facilities will make employees lazy and not motivated to do their jobs so the results will be disappointing. The results of this study are in line with a study conducted by Ashraf (2019) which states that the work environment has a significant influence on job satisfaction.

The fourth hypothesis test results show that compensation has a positive and significant effect on work engagement. This means that the better the compensation of employees the more work engagement is increased. Li's (2012) study found that good psychosocial safety perceptions had a positive impact on work engagement. So employee career growth can increase employee awareness and self-development, thereby increasing their work input. This research is also in line with research conducted by (Son & Kim, 2019) which reveals that the intrinsic function of organizations towards career growth is positively related to work engagement. In addition, employee perceptions of leaders as role models moderate the relationship between work engagement and career commitment. Specifically, the mediating role of work involvement in the relationship between the intrinsic function of organizational career growth and career commitment is stronger when employees perceive their leaders as role models. Further research conducted by (Bai & Liu, 2018) and Liu, He, & Yu (2017) revealed that career development significantly affected employee engagement.

The fifth hypothesis test results show that career development has a positive and significant effect on work engagement. This means that the better the career development of employees the more work engagement is increased. Employees of the City Government of Bukittinggi consider that adequate compensation is given when using good skills at work. According to Marjan J. Gorgievski (2013), it is also important that when benefits can have positive and negative effects on employees. Like that, when the benefits are right for them, it will be a good indicator of work engagement. When employees receive rewards from their organization, they will feel obliged to respond with a higher level of involvement. This study is in line with research conducted by Hoole & Hotz, (2016) concluded that employee compensation benefits are positively related to employee work involvement (Hoole & Hotz, 2016). Furthermore, research conducted by Zacher, Chan, Bakker, & Demerouti (2015); Venz, Pundt, & Sonnentag (2018) show that by using compensation given to employees at work, employees can actively increase their own work engagement.

The sixth hypothesis test results show that the work environment has a positive and significant effect on work engagement. This means that the better the work environment, the more work engagement of employees increases. Through good working conditions, employees will work optimally, work diligently and enthusiastically and become attached to the job. This research is in line with research conducted by Tsauro, Hsu, & Lin (2019); Li, Li, & Wan (2019) and Timms et al. (2015) revealed that a good work environment will significantly positive effect on employee work engagement, in this case employees will work to be enthusiastic, enterprising and feel proud of their work.

The seventh hypothesis test results indicate that employee job satisfaction has a positive and significant effect on work engagement. This means that the better the job satisfaction of employees the more work engagement is increased. When employees get what they expect such as salaries, promotion opportunities, benefits, working conditions, how organizational policies are implemented and good partners, employees will work with enthusiasm, energy and enthusiasm. Work engagement such as excitement is considered mental endurance and high energy levels at work, mental flexibility, making extra effort, and continuing even when the task becomes difficult. This is also referred to as the physical component. Dedication, the emotional component, is characterized by a sense of significance, enthusiasm, challenge and pride. Absorption, the cognitive component, is characterized by being fully concentrated, happy, and accepted by work without regard to time passing by (Schaufeli, 2014). The results of this study are in line with research conducted by De Simone, Planta, & Cicotto, (2018); Penger & Èerne (2014); Memon, Salleh, & Baharom (2016) and Yalabik, Rayton, & Rapti (2017) revealed that job satisfaction has a significant positive relationship with work engagement.

The eighth hypothesis test results show that the work environment of employees has a positive and significant effect on work engagement through job satisfaction. With career development carried out regularly in the Bukittinggi City Government environment, employees are proud of the work they do. Further research conducted by Bai & Liu (2018) and Liu, He, & Yu (2017) revealed that career development had a significant effect on employee engagement.

The ninth hypothesis test results indicate that employee compensation has a positive and significant effect on work engagement through employee job satisfaction. Employees realize that compensation has been arranged in such a way by the government both direct compensation such as salary and performance allowances as well as indirect compensation such as BPJS, pensioners, and official travel. Likewise the government has provided non-financial compensation to employees such as promotion opportunities, and other awards. But to get the compensation the employee must try to work better, and reach the target. To achieve these targets employees always work full of energy and enthusiasm. Sometimes employees are willing to work overtime without feeling the time has passed. research conducted by Venz, Pundt, & Sonnentag (2018) shows that by using compensation given to employees in the workplace, employees can actively improve their own job attitudes.

The tenth hypothesis test results indicate that employee career development has a positive and significant effect on work engagement through job satisfaction. The comfort of working environment conditions can be a factor in the creation of work engagement. This study is in line with research conducted by Tsaur, Hsu, & Lin (2019) revealed that pleasure at work has a significant positive effect on psychological capital. Further research conducted by Timms et al. (2015) revealed that a good work environment will significantly positive effect on employee work engagement, in this case employees will work to be enthusiastic, enterprising and feel proud of their work.

Conclusion

Based on the results of the hypothesis test it can be concluded that: Career development, compensation and work environment have a positive and significant effect on job satisfaction. This means that the better career development, compensation, work environment, the more job satisfaction increases. Career development, compensation, satisfaction, and work environment have a positive and significant effect on work engagement. This means that the better career development, compensation, work environment and employee satisfaction increases work engagement.

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