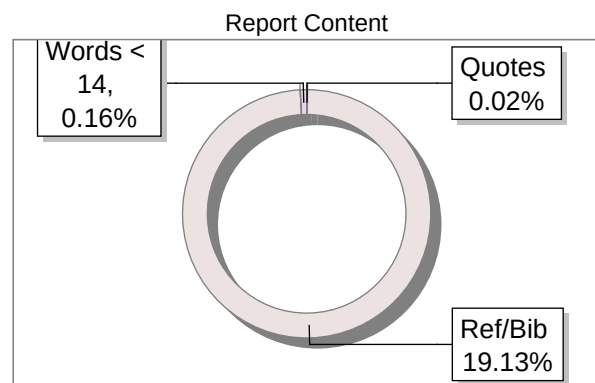
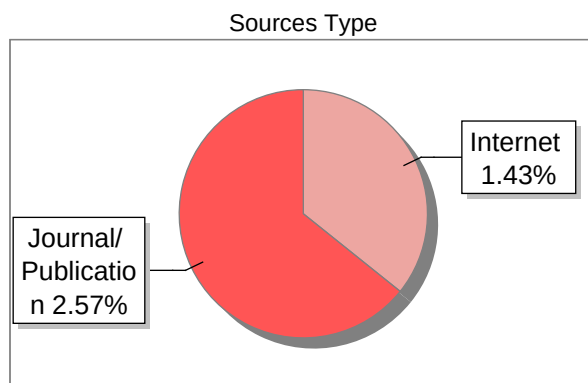


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THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION

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ABSTRACT

The purpose of this study was to determine the effect of leadership, motivation, career development on employee's job satisfaction at PT Maha Sentral Sejati Semarang. The research method using quantitative with distributing questionnaires. The population in this research study were consisted of 102 employees at PT Maha Sentral Sejati Semarang. After using the Slovin's formula for sampling, the number of samples became 81 employees as respondents. The sampling technique used was purposive sampling method. The research instrument was carried out using a validation method with a loading factor value > 0.4, and a reliability test with Cronbach Alpha value > 0.70. The results of the research analysis was done using multiple regression by using the SPSS 23 program. The result showed that leadership had a positive and significant effect on employee's job satisfaction, motivation had a positive and significant effect on employee's job satisfaction, career development had negative and no effect significant on employee's job satisfaction.

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1. INTRODUCTION

The success of a company in achieving its goals in order to realize the vision and mission depends largely on the role and quality of its human resources in the company. Therefore, it is necessary to develop human resources periodically with direct supervision of leaders in order to obtain quality human resources so as to produce optimal productivity. The development of the organization depends on how effective the leadership is carried out in its role so that the company continues to grow and advance. Hidayat et al (2013) define leadership as the process of influencing an organized group that leads to the achievement of organizational goals.

Likewise with the motivation needed in the company which aims to help an inspiring employee person and have a high fighting spirit in working in the company. The importance of motivation because motivation is what causes, insists, and supports human behavior so that they are willing to work hard and enthusiastically achieve optimal results (Jayadi & Liana, 2022). Hasibuan (2016) states that motivation is the provision of driving force that creates a person's work excitement, so that they are willing to work together, work effectively and integrated with all their efforts to achieve satisfaction. A person who is considered motivated if he has the desire to do a work that performs better than the achievements of other people's work. Motivation is influenced by the need for *achievement*, the need *for affiliation*, the need *for power* (McClelland, 1996).

Career development provided to employees can also help achievements within the company. Hasibuan (2016) said career development is a move that increases the responsibility of employees to higher positions in an organization so that obligations, rights and status become greater.

Job satisfaction can occur if the leadership, motivation and career development provided by the company can be well received by employees so that it can be ascertained that the company's goals set can be implemented. With job satisfaction, it will create an increase in employee work productivity for the company. Job satisfaction is one of the important factors because it can affect the running of a company as a whole. Hasibuan (2016) explained that employee or employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase. Likewise at PT Maha Sentral Sejati Semarang which implements job satisfaction for its employees. However, at PT Maha Sentral Sejati Semarang, the reality is that it has not maximized the job satisfaction of its employees.

Table 1. Number of Employees 2017-2021

No	Year	Early Year Employees	Enter	Out	Entry Percentage	Exit Percentage
1	2017	110	5	5	5%	5%
2	2018	110	4	6	4%	5%
3	2019	108	10	9	9%	8%
4	2020	109	8	11	7%	10%
5	2021	106	8	12	8%	11%

Source: Bag. Human Resources of PT Maha Sentral Sejati Semarang

From table 1, it can be seen that the number of employees of PT Maha Sentral Sejati Semarang has decreased and can be seen in the percentage of the number of employees who leave. In 2019-2021, the percentage of employees who leave has increased every year. In 2021, there were 12 employees who left, which in that year made the percentage of employees who left the largest among the previous year. This event can indicate a lack of job satisfaction at PT Maha Sentral Sejati Semarang. Through a pre-survey conducted by the author, job satisfaction is not good in the company, occurs because of the leadership role that lacks high responsibility, the firmness given is not done to discipline employees who do not work well and it is felt that they rarely provide *support* to employees who aim to make employees who are more advanced in their position.

With the researcher's observation, job satisfaction has not been maximized, this is due to the lack of motivation given from leaders and fellow employees making employees less enthusiastic in doing work so that the results achieved are not so optimal. The awarding of the employee's work is also considered less given so that employees are not satisfied with what the company provides.

Likewise, career development for employees is considered less given opportunities by the company so that employees find it difficult to improve to higher positions. The lack of training provided to develop a career has also not been optimally carried out so that many employees are self-taught.

In this study, there was a *research gap* or difference from the results of previous studies. The results of research on the influence of leadership on job satisfaction conducted by Harahap & Khair (2019), Hendry et al (2022), Lasut et al (2018), Khotimah (2014) stated that leadership has a significant effect on Job Satisfaction. While research conducted by Dolphina (2012), Prasetyo et al (2020) stated that leadership does not have a significant effect on job satisfaction.

The results of research on the effect of motivation on job satisfaction conducted by Dolphina (2012), Lasut et al (2018), stated that motivation is significantly related to job satisfaction. Likewise, the research conducted by Vanessa & Nawawi (2022), Ristowati & Turangan (2022) also stated that motivation has a positive and significant effect on job satisfaction. However, the results differ from the research conducted by Harahap & Khair (2019), Bahri & Nisa (2017) that it states that motivation does not have a significant effect on job satisfaction.

The results of research on the effect of career development on job satisfaction conducted by Lasut et al (2018), Bahri & Nisa (2017), Ristowati & Turangan (2022), Khotimah, (2014) stated that career development has a positive and significant effect on job satisfaction. Meanwhile, research conducted by Darmawan (2017), Prayekti & Sekarini (2020) states that career development does not have a significant effect on job satisfaction.

Based on the background description that has been described above, researchers are interested in taking the title of the research entitled " THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION"

2. LITERATURE REVIEW

JOB SATISFACTION

According to Mangkunegara in Khotimah (2014) defining job satisfaction is a feeling that supports or does not support employees related to their work or to their condition. Job satisfaction can also be defined as an emotion that is a response to a work situation, so that job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as being more loyal to the organization, working optimally, and obeying the regulations made in the organization (Luthans, 2006).

Robbins (2006) states that job satisfaction is as a general attitude of an individual towards his work. A person with a high level of satisfaction will show a positive attitude towards the job, but on the contrary a person with a low level of satisfaction will show a negative attitude towards the work (Robbins, 2006).

This is the same as the statement from Watson in Wibowo (2015) which states that job satisfaction as a level of pleasant feelings obtained from the assessment of one's work or work experience.

Strauss and Sayles in Handoko (2012) define that job satisfaction is also important for the self-actualization of employees, who do not obtain job satisfaction will not reach psychological maturity, and in turn will become frustrated. Job satisfaction is obtained by assessing aspects of job satisfaction such as, a person's job, wages, working conditions, work safety, colleagues, type of work and career opportunities (Bagaskoro & Suhana, 2022).

LEADERSHIP

Leaders must also have qualities and characteristics, they are also required to be able to influence and direct their subordinates (Adventia & Kasmari, 2022). Rivai and Sagala (2009) argue that leadership is the process of influencing or setting an example to its followers through the process of communication in an effort to achieve organizational goals. Leadership is the deliberate process of a person to emphasize his or her strong influence on others in order to guide, structure, and facilitate activities and relationships within a group or organization (Yukl, 2007).

MOTIVATION

A motivation to work is needed in order to get a maximum work result with good support, it will have an influence on the implementation of employee duties in a company (Kristyawan & Kasmari, 2022). Motivation can include the needs of achievement, affiliation, power, ability and so on. A person who is considered motivated to excel if he has the desire to do a work that performs better than the achievements of others (McClelland, 1996). McClelland (1996) argue that motivation is an attempt to achieve success or succeed in competition with a measure of excellence that can be in the form of other people's achievements as well as one's own achievements. Motivation is the provision of driving force that creates a person's passion for work so that they are willing to work together, work effectively and integrate with all their efforts to achieve the satisfaction desired by Hasibuan (2016). Motivation can also be influenced by inner mood. The inner atmosphere is seen in the spirit or passion of work that produces work activities as an encouragement for the achievement of the business goals of the organization of the company where he works (Hastuti and Kasmari, 2022).

CAREER DEVELOPMENT

Career Development is an activity to carry out career planning in order to improve personal in the future so that his life will be better. Mondy in Alif (2015) states that career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available if needed. Career development is the process of improving an individual's employability to be achieved in order to achieve the desired career Rivai (2006). In addition, career development can also be defined as staffing activities that help employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally (Muna & Isnawati, 2022). Komang in Kurniawan (2015) provides a definition of career development is a personal improvement made by a person to achieve a career plan and improvement by the personnel department to achieve a work plan according to the path or level of the organization. Bagun (2012) argues that career development techniques in companies are carried out, including: (1) Job Rotation is in leadership is the development of leaders by moving trainees from one field to another in one company to improve skills and abilities in various fields. (2) Guidance, namely the company's leadership giving directions to trainees on various kinds of problems that will occur to the company someday. (3) The Junior Board shall provide leadership experiences to young executives within the company. (4) Direct Practice, namely that each participant will fully handle his duties and submit a report of responsibility to his superiors.

The presented thinking model explains that leadership (X1), motivation (X2), career development (X3) are called independent variables. The three variables will be analyzed which variable has the most influence on employee job satisfaction (Y). With this can be illustrated with the following graphic model:

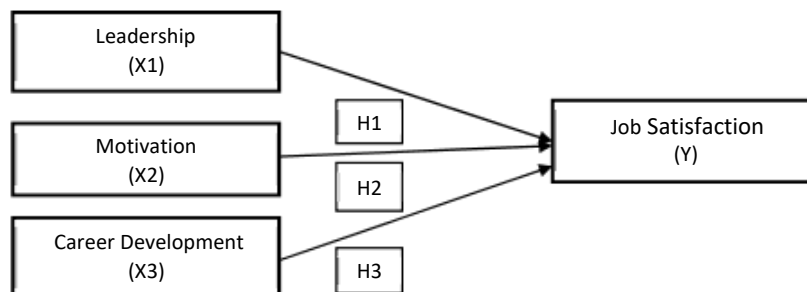


Figure 1 Research Framework

3. METHODS

In this study, the researcher took the object of his research at PT Maha Sentral Sejati Semarang which is located on Jl. Lemponsari Barat IV No. 344, Semarang City, Central Java Province. In this study, the researchers used quantitative methods. Ardianto (2011) argues that quantitative methods are research that requires the nuances of numbers in data collection techniques in the field.

According to Sugiyono (2018) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and drawn conclusions. The population in this study was employees of PT Maha Sentral Sejati which amounted to 102 employees. Samples are part of the number and characteristics that the population of Sugiyono (2010) has. In this study, the researcher reduced the population because they wanted to facilitate sampling with a small number of employees, using the slovin formula, so that the number of samples became as many as 81 respondents to be taken for the study.

4. RESULTS AND DISCUSSION

VALIDITY TEST

The questionnaire will be said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2018). The validity test is a test used to measure whether or not a questionnaire is valid or valid. In the validity test, this test uses factor analysis. The factor analysis in question is to examine the dimensions of the items in the variables. In the study, if the *KMO-MSA* (Kaiser Mayer Olkin Measure of Sampling) value is >0.5 , it is said that the factor analysis can be continued. In each of the question items can be said to be valid if the value loading factor >0.4 .

The results show that the validity test results on each of the leadership variables (X1), motivation (X2), career development (X3) and job satisfaction (Y) each have a loading factor value of >0.4 which means that each indicator can be declared valid to be used as a variable measuring instrument. In *KMO-MSA* in each variable >0.5 means that the criteria for the number of samples used have been sufficient.

RELIABILITY TEST

Reliability is a series of measurements or a series of measuring instruments that have consistency if the measurements made with the measuring instrument are carried out repeatedly (Sugiyono, 2018). Ghozali (2018) explains that reliability is a tool used to measure a questionnaire which is an indicator and variable. Reliability measurements were performed with the SPSS version 23 tool with *Cronbach's Alpha* (α) statistical test > 0.7 (Ghozali, 2018).

Table 2 Reliability Test Results

Variable	Standart Alpha	Cronbach's Alpha	Information
Leadership (X1)	0,7	0,892	Reliable
Motivation (X2)	0,7	0,868	Reliable
Career Development (X3)	0,7	0,851	Reliable
Job Satisfaction (Y)	0,7	0,933	Reliable

Based on 2, it can be seen that each of the variables of leadership (X1), motivation (X2), career development (X3) and job satisfaction (Y) has a *Cronbach's Alpha* (α) value of > 0.7 or more than the

specified *alpha standard*. Thus each of the variables can be said to be reliable and feasible to use for subsequent hypothesis testing.

MULTIPLE LINEAR REGRESSION TEST

The results of multiple linear regression analysis for testing the influence of leadership (X1), motivation (X2), career development (X3) on job satisfaction (Y) using the help of the SPSS version 23 program can be seen in the table below as follows:

Table 3. Multiple Linear Regression Test Results							
Equation	Test Model Adjusted R Square	F Count	Sig	t-test			
				Beta	t Count	Sig	Ket
Y= $\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$	0,791	101,932	0,000				
Leadership (X1) →				0,518	4,697	0,000	H1 Accepted
Job Satisfaction (Y)							
Motivation (X2) →				0,444	3,472	0,001	H2 Accepted
Job Satisfaction (Y)							
Career Development (X3) → Job Satisfaction (Y)				-0,043	-0,378	0,706	H3 Rejected

Based on table 3., the regression equation of hasil calculation can be known as follows:

$$Y = +\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = +0.518 X_1 + 0.444 X_2 - 0.043 X_3 + e$$

So it can be explained as follows:

1. The coefficient of multiple linear regression on the leadership variable has a positive effect on job satisfaction of 0.518 with a significant level of $0.000 < 0.05$ which means that if the better the leadership, the job satisfaction will increase.
2. The coefficient of multiple linear regression on the motivation variable has a positive effect on job satisfaction of 0.444 with a significant level of $0.001 < 0.05$ which means that if employee motivation increases, job satisfaction will increase.
3. The coefficient of multiple linear regression on the career development variable does not have a positive effect on job satisfaction because it is negative at 0.043 and insignificant with a significant level of $0.706 > 0.05$ which means that if the career development increases, job satisfaction will decrease. Conversely, if career development falls, job satisfaction will increase.

TEST MODEL

COEFFICIENT OF DETERMINATION TEST (R^2)

Based on table 3 shows that the coefficient value of determination or *Adjusted R Square* is 0.791 which means that the variables of leadership, motivation, career development are able to explain job satisfaction of $0.791 \times 100\% = 79.1\%$, while the rest ($100\% - 79.1\% = 20.9\%$) is influenced by other variables outside of leadership, motivation, career development.

Test F

The F test is performed by comparing the F-count with the F-table. The test criterion in the F test is that if it is significant < 0.05 then there is a joint influence between independent variables on the dependent variable (Ghozali, 2018). Based on the F test in table 3, it shows that the calculated F value is $101.932 > F$ table (2.72) and the significance value (*sig*) in the F test is $0.000 < 0.05$, this means that leadership (X1), motivation (X2), career development (X3) have a simultaneous effect on job satisfaction (Y), so the regression model in the study is declared worthy of further analysis.

HYPOTHESIS TEST

Based on table 3 the results of the hypothesis test can be explained as follows :

1. Hypothesis 1: Leadership Has a Positive and Significant Effect on Job Satisfaction

Based on table 3, it is known that the significance value is $0.000 < 0.05$, the calculated t value is $4.697 > t$ table (1.991) and the beta coefficient is 0.518, meaning that leadership (X1) has a positive and significant effect on job satisfaction (Y). Thus the first hypothesis is accepted.

2. Hypothesis 2: Motivation Has a Positive and Significant Effect on Job Satisfaction

Based on table 3, it is known that the significance value is $0.001 < 0.05$, the calculated t value is 3.472 $t > t$ table (1.991) and the beta coefficient is 0.444, meaning that motivation (X2) has a positive and significant effect on job satisfaction (Y). Thus the second hypothesis is accepted.

3. Hypothesis 3: Career Development Has a Positive and Significant Effect on Job Satisfaction

Based on table 3, it is known that the significance value is $0.706 > 0.05$, the calculated t value is 0.378 $< t$ table (1.991) and the beta coefficient is 0.043, meaning that career development (X3) has no positive and insignificant effect on job satisfaction (Y). Thus the third hypothesis is rejected.

DISCUSSION

Based on the results of research conducted on the influence of leadership, motivation and career development on job satisfaction, it can be concluded as follows:

The test results obtained that leadership has a positive and significant effect on job satisfaction of employees of PT Maha Sentral Sejati Semarang. This is supported by research that has been conducted by Khotimah (2014), Suprpta, Sintaasih (2015) and Rumawas (2015) which states that leadership has a positive and significant effect on job satisfaction. This means that the better the leadership applied, the more job satisfaction of employees will increase. From the explanation above, it can be concluded that the leadership that occurred at PT Maha Sentral Sejati has been running well and has an effect so that this affects the increase in job satisfaction.

Based on the test results obtained, motivation has a positive and significant effect on job satisfaction of PT Maha Sentral Sejati Semarang employees. The better the motivation given to employees, the more job satisfaction they have. Supported by research on the influence of motivation on job satisfaction that has been carried out by Ristowati & Turangan (2022) Parimita et al (2018), Vanessa & Nawawi (2022) concluded that motivation also has a positive and significant effect on job satisfaction. From the explanation above, it can be concluded that the motivation that occurred at PT Maha Sentral Sejati Semarang has been running well and has an effect so that this affects the increase in job satisfaction. It is hoped that from time to time, the motivation given is maintained and even increased so that job satisfaction can also increase so that the goals expected by the organization can be achieved.

From the results of tests that have been carried out, career development has no positive and insignificant effect on job satisfaction of PT Maha Sentral Sejati Semarang employees. This research is inversely proportional to the research that has been carried out by Bahri & Nisa (2017), stating that career development has a positive and significant effect. Likewise, research conducted by Krisdayani and Kusumayadi (2021) states that career development has a positive influence on job satisfaction. At PT Maha Sentral Sejati, the career development carried out has not been fully maximized because the job training provided has not been able to make employees feel fulfilled, causing job satisfaction to be less than optimal. What happens in the field that the career development carried out does not have a significant influence on job satisfaction. Career development is very important to do so that employee job satisfaction can be achieved. Career development is also one of the factors that can affect employee morale, in other words, the high low level of career development carried out can make the presence and absence of employee morale so that this can affect job satisfaction. This research is supported by research that has been conducted by Prayekti & Sekarini (2020), Darizawan (2017) which says that career development does not have a significant effect on job satisfaction. It can be concluded that the career development that occurred at PT Maha Sentral Sejati Semarang has not gone well and has no effect on employee job satisfaction. It is hoped that in the future the organization can provide facilities or activities that can improve the career development of its employees so that job satisfaction can be achieved.

5. CONCLUSION

Leadership has a positive and significant effect on employee job satisfaction. It can be concluded that if the leadership is implemented properly, it will be able to increase employee job satisfaction. Motivation has a positive and significant effect on employee job satisfaction. It can be concluded that the higher a person's work motivation, it will increase employee job satisfaction. Career development has no effect and is not significant to employee job satisfaction. It can be concluded that the high and low career development applied has no effect on employee job satisfaction.

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