

The Influence of Career Development and Motivation on Employee Job Satisfaction at PT Bank Mandiri (Persero) Tbk Case Study at Mandiri University Group

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ABSTRACT

The purpose of this study is to analyze the influence of career development and motivation on employee job satisfaction at PT. Bank Mandiri (Persero) Tbk. Case Study at Mandiri University Group. This study used 90 employees of Mandiri University Group as the population. And the sample used was 75 respondents, calculated based on the Slovin formula. The primary data collection method was carried out using the questionnaire method. The analysis methods used in this study include Instrument Testing (validity testing and reliability testing), Classical Assumption Testing (normality testing, multicollinearity testing, heteroscedasticity testing), Multiple Linear Regression Analysis, Multiple Linear Correlation Analysis, and Statistical Testing (T test, F test and R² test). Hypothesis testing was carried out using SPSS for Windows version 26 software.

The results of data analysis show that the regression test produces the following equation $Y = 794 + 0.374X_1 + 0.540X_2$. To determine the partial effect of variables on job satisfaction, a t-test was conducted. The t-test produces a t-count value > 1.996 , the t-count value for each independent variable is career development of $4.189 > t\text{-table } 1.996$, motivation of $5.533 > t\text{-table } 1.996$ then H_0 is rejected. Based on these results, it can be concluded that partially career development and motivation have a significant effect on job satisfaction and simultaneously career development and motivation have a significant effect on employee job satisfaction in the company.



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INTRODUCTION

A bank is a financial institution, usually with the authority to accept deposits, issue loans and issue promissory notes or what is called banknotes. According to Law Number 10 of 1998 concerning banking dated November 10, 1998, a bank is a business entity that collects funds from the public in the form of deposits and distributes them to the public in the form of credit or other forms to improve the standard of living of many people. In recent years, the banking industry has undergone major changes and has become increasingly competitive. Currently, banks have the flexibility to provide services, locations of operations, and interest rates paid for depositor deposits (Abdullah, 2016:19).

The rapid development of banking in Indonesia, with an average growth of third party funds from 2005 to 2009 reaching 15%, has created increasingly tight competition between banks. This increasingly increasing condition forces banks to not only seek new customers but also maintain and develop customers they currently have, this is due to the large number of banks operating in Indonesia, both locally and internationally.

PT. Bank Mandiri (Persero) Tbk is a company engaged in banking services that has a vision of To Be The Best Bank in ASEAN 2020. Therefore, PT. Bank Mandiri (Persero) Tbk needs to be supported by employees who have their respective expertise, abilities and capacities so that the company can achieve the desired results or targets in accordance with the company's vision and mission, so a very strong business spirit and performance are needed from employees and management. Human resources (HR) are a direct factor in achieving goals in organizational activities. As a leading company

with a positive image in the eyes of the public, it is necessary to pay attention to various factors in order to increase employee job satisfaction, through career development and work motivation. These factors can be used as an effort to increase employee job satisfaction.

According to Kudsi et al. (2017:62) career development is an effort made by employees to improve their performance and is continuously carried out to gain appreciation for the increase in work period given by the company. Cederyana & Supriyati (2018:203) career development is a step that can be used by companies to maintain and improve employee productivity and prepare employees for their future careers. Pratiwi (2017:16) stated that companies are also expected to be able to provide career development by paying attention to opportunities for promotion and the need for mentors for informal guidance, so that employees can master the work they have according to the responsibilities they get. In order for employees to last a long time, the company also provides career opportunities for each employee. This can be based on formal education, work experience, work performance, work efficiency, work productivity, promotion, career development, employee training, career levels and work plans to describe the company's career development.

Work motivation is the driving force possessed by every person who wants to do, work and be active in order to use all their abilities and potential to achieve the desired goals, as previously determined. To achieve work motivation, it is necessary to pay special attention to employees so that the company can achieve sustainable development. As stated by Hasibuan (2015:219) motivation is the desire to achieve organizational goals that are influenced by the abilities and hard work of many people. If the company's goals are set based on the interests and needs of employees, employees can be motivated. Some motivational factors that are influenced by job satisfaction are good wages, safe jobs, compact coworkers, appreciation for work and meaningful work. Motivation is a driving factor that raises employee enthusiasm. Motivated employees will also get high job satisfaction.

LITERATURE REVIEW

Career Development

Career is a journey that a person goes through during his life. Career is all the jobs or positions that must be handled or held by a person in his life. Therefore, work shows that the development of individual employees is in a position or rank that can be achieved while working in an organization. One of the motivations for employees to work in an organization is the opportunity to advance and one form of progress that they want to achieve is success in their career. Career is a series of experiences and activities related to work that create certain attitudes and behaviors in a person. Career is a possibility that is open to every employee in order to obtain a certain position or position, promotion, opportunity to enter education and training and transfer or reassignment. Career is also an employee's work journey in an organization, or by starting when he is accepted as a new employee and ending when the employee is no longer working in the organization. In other words, a career is a sequence of promotions that require higher responsibility to employees when working in an organization. Sutrisno (2015:11), states that Career development is part of a person's life journey and life goals. Everyone has the right and obligation to succeed in a good career. Career will support the effectiveness of individuals and organizations in achieving their goals. According to Veithzal (2015:27) career development is a process of improving individual work abilities to achieve an ideal career. Formal career development plays an important role in maintaining a motivated and dedicated workforce.

Motivation

Motivation can be interpreted as a person's strength (energy) that can cause a level of persistence and enthusiasm in carrying out an activity, both from within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation). How strong the motivation of an individual will determine the quality of behavior displayed, both in the context of learning, working and in other life. In principle, employee motivation is to carry out their duties according to the strength of the motivation that influences them. Employees are humans and creatures with countless needs. These needs produce motivation, which becomes a personal activity. The question of motivation is how to guide the energy and potential of subordinates to be willing to work together productively to achieve predetermined goals. Motivation is important because it can guide and support human behavior so that they are willing to work hard and enthusiastically to achieve the best results. Robbins (2017:52) argues that motivation

is the desire to make various efforts for organizational goals, which depends on the ability of these efforts to meet individual needs. Handoko (2016:22) believes that motivation is a person's personal condition that inspires the individual's desire to carry out certain activities in order to achieve goals. It can also be interpreted as motivation that brings positive energy to a person, makes them willing to cooperate, work effectively and blend in with all efforts to obtain satisfaction. Work motivation is often referred to as the drive or energy carried out by the body. Therefore, motivation is the power or driver of people's behavior, and there is a specific purpose to do it. Mangkunegara (2016:60) states that motivation is formed by the attitude of employees when dealing with company work. Motivation is a state or energy that can motivate employees to be a guideline for achieving the goals of the company's organization. The mental attitude of employees who are active in the work environment can increase motivation to achieve better performance. According to Nawawi (2016:75) motivation is a condition that drives someone to consciously carry out a behavior or activity. Meanwhile, Hasibuan (2015:4) states that motivation is a driving force to provide motivation, which can change a person's enthusiasm for work, make them willing to cooperate, work effectively, with all efforts to achieve satisfaction. Without needs and satisfaction, there is no motivation, and balance and motivation are drives/powers generated by oneself, and there is no pressure from anyone to do the job. Humans have long known that humans are social creatures, as social creatures need affection, awareness of existence, and desires for various needs. Humans work hard and try as hard as possible to realize these desires. Based on the above perspective, it can be concluded that motivation is a drive that arises within employees to take action to achieve organizational goals and meet needs.

Job Satisfaction

One of the factors that need to be observed by the leadership of an organization or company in managing human resources is the problem of employee job satisfaction. Because without feeling job satisfaction, employees are less likely to contribute optimally to the achievement of the company's goals. High job satisfaction cannot be achieved by itself but needs to be attempted by paying attention to the factors that affect employee job satisfaction. In today's business world, employee satisfaction is known as an important key for organizations. Surveys about employee satisfaction show how important it is for an organization to properly know its work environment, both those that have positive aspects and those that hinder the achievement of the organization's goals and targets. This information is very useful to increase employee satisfaction and quality of life, which will ultimately increase employee work productivity. According to Handoko (2016:11) Job satisfaction is a pleasant emotional state with which employees can see their job, and job satisfaction reflects a person's feelings towards their job. This is reflected in the positive attitude of employees towards work and everything they face in the work environment. Robbins (2017:90) believes that job satisfaction is an individual's general attitude towards his job. The job requires interaction with co-workers, superiors, organizational rules and policies, work standards and so on. People with high job satisfaction show positive attitudes towards work, and those who are dissatisfied show negative attitudes towards work. Job satisfaction will be obtained when there is a match between the employee's expectations and the reality obtained at the workplace. Based on the opinions above, it can be concluded that job satisfaction is a pleasant emotional state that employees feel in their best working conditions.

Framework of thinking

Based on the theoretical study above, the research model used can be described as follows:

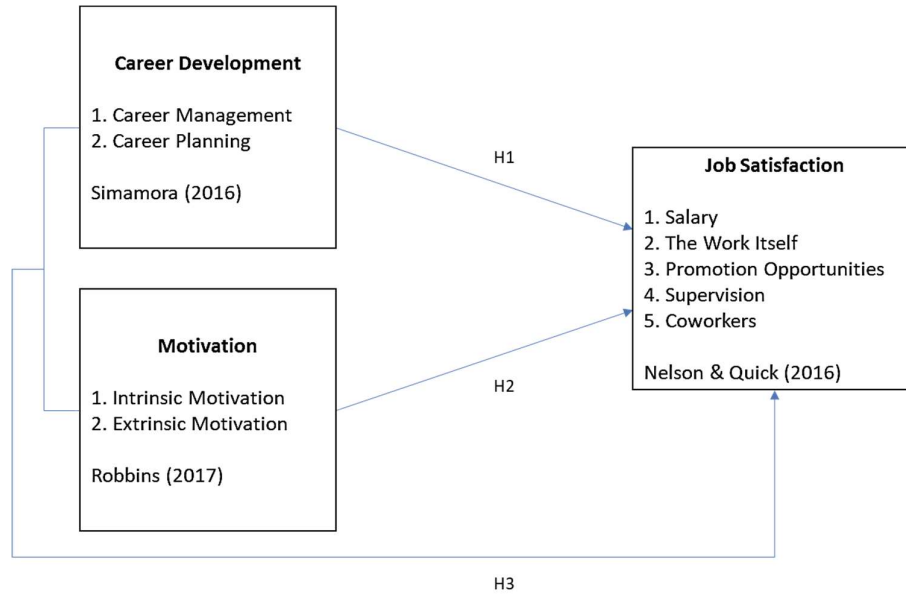


Figure 1. Research Model

RESEARCH METHODS

In this study, the method used is a quantitative method. This method was chosen because it can help provide details about the problems that occur in the company. The purpose of this research design is to provide a plan to answer research questions. This study uses nominal data, for example Strongly Disagree given a value of 1, Disagree given a value, Neutral given a value of 3, Agree given a value of 4, and Strongly Agree given a value of 5. The sampling technique used by researchers in this study is to use the Nonprobability Sampling technique. The technique used is Purposive Sampling, according to Swingly and Sukartha (2015:51) purposive sampling is a method whose sample selection has certain criteria or has been determined, using the Quota Sampling technique. In the sampling technique, researchers use an approach with the Slovin formula stated by (Yunanda Arpan, 2017:47). Based on the Slovin formula, the research sample to be studied by the author is 75 respondents.

RESULTS AND DISCUSSION

Validity Test

Validity test is used to select relevant and appropriate questions for analysis. Validity test by looking at the results between the scores of each question item with the total score. The method used in the validity test of this study is *Pearson product moment* by comparing the correlation coefficient numbers. The questionnaire is considered valid if the $r_{\text{count value}}$ is $> r_{\text{table}}$, while if the $r_{\text{count value}}$ is $< r_{\text{table}}$, it means it is declared invalid (Ghozali, 2016:23)

Table 1.
Results of the Validity Test of Career Development Variables
Item- Total Statistics

Corrected Item- Total Correlation	
PK1	,653
PK2	,821
PK3	,846
PK4	,796
PK5	,795
PK6	,824
PK7	,822
PK8	,714

Corrected Item- Total Correlation	
PK9	,737
PK10	,761

Source: Data Processing Results

Based on the test on the validity test table above, it is known that the value of $r_{\text{count}} > r_{\text{table}}$, r_{table} in this study is 0.227 so it can be concluded that all indicators of career development variables in this study are valid. So the questions on the job training variable are relevant or in accordance with the analysis in this study.

Table 2.
Results of the Validity Test of Motivation Variables
Item- Total Statistics

Corrected Item- Total Correlation	
M1	,684
M2	,736
M3	,854
M4	,850
M5	,626
M6	,833
M7	,774
M8	,801
M9	,828
M10	,798

Source: Data Processing Results

Based on the test on the validity test table above, it is known that the value of $r_{\text{count}} > r_{\text{table}}$, r_{table} in this study is 0.227 so it can be concluded that all indicators of motivation variables in this study are valid. So the questions on the job training variable are relevant or in accordance with the analysis in this study.

Table 3.
Results of the Validity Test of Job Satisfaction Variables
Item- Total Statistics

Corrected Item- Total Correlation	
KK1	0.744
KK2	0.448
KK3	0.787
KK4	0.737
KK5	0.742
KK6	0.826
KK7	0.827
KK8	0.854
KK9	0.667
KK10	0.678

Source: Data Processing Results

Based on the test on the validity test table above, it is known that the value of $r_{\text{count}} > r_{\text{table}}$, r_{table} in this study is 0.227 so it can be concluded that all indicators of job satisfaction variables in this study are valid. So the questions on the job training variable are relevant or in accordance with the analysis in this study.

Reliability Test

Reliability test is used to determine the consistency of the measuring instrument in its use, or in other words, a measuring instrument has consistent results if used repeatedly at different time periods.

In this study, the author will also test the reliability to measure the reliability of each variable of career development, motivation, and job satisfaction. explained that if the *Cronbach's Alpha value* > 0.60, then the data testing carried out has a fairly high level of reliability Sugiyono (2018:62). The reliability test in this study can be seen in the following table:

Table 4.
Reliability Test Results of Career Development Variables
Reliability Statistics

Cronbach's Alpha	N of Items
,779	11

Source: Data Processing Results

Based on testing on the reliability test table, it is known that the career development variable has a *Cronbach Alpha* greater than 0.60, so it can be concluded that all career development variables in this study are reliable.

Table 5.
Results of the Reliability Test of Motivation Variables
Reliability Statistics

Cronbach's Alpha	N of Items
,780	11

Source: Data Processing Results

Based on testing on the reliability test table, it is known that the career development variable has a *Cronbach Alpha* greater than 0.60, so it can be concluded that all career development variables in this study are reliable.

Table 6.
Results of Reliability Test of Job Satisfaction Variables
Reliability Statistics

Cronbach's Alpha	N of Items
,774	11

Source: Data Processing Results

Based on testing in the reliability test table, it is known that the career development variable has *Cronbach Alpha* is greater than 0.60, so it can be concluded that all career development variables in this study are reliable.

Classical Assumption Test Results

The classical assumption test is used to test whether the multiple linear regression model is a good model. The tests carried out in this classical assumption test include: normality test, multicollinearity test, and heteroscedasticity test.

Normality Test

The normality test aims to test whether the model in the regression, dependent and independent variables or both have a normal distribution or not (Ghozali, 2016:161). A good regression is a regression that has a normal or near-normal distribution. To improve the results of the data normality test, the researcher uses a statistical test using the *One- Sample Kolmogorov-Smirnov Test*. If the value of the *Kolmogorov-Smirnov test results* > 0.05 (alpha or research error rate) then the normality assumption is met.

Table 7.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,49548968
Most Extreme Differences	Absolute	0,127
	Positive	0,100
	Negative	-0,127
Test Statistic		0,127
Asymp. Sig. (2-tailed)		0,162
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data Processing Results

From the table, it can be seen that the *Sigma value* in *Kolmogorov-Smirnov* is 0.162 $> \pm 0.05$, so it can be concluded that the results of the normality test tested have normally distributed data.

Multicollinearity Test

According to Ghazali (2016:165) this multicollinearity test aims to test whether a correlation or relationship is found between independent variables in the regression model. The testing method used is by looking at the *Variance Inflation Factor* (VIF) and *Tolerance values* in the regression model. If the VIF value is less than 10 and *Tolerance* is more than 0.10, the regression model is free from multicollinearity. The results of the multicollinearity test are as follows:

Table 8.
Multicollinearity Test Results

Model	Unstandardized Coefficients		Coefficients ^a		Sig.	Collinearity Statistics	
	B	Std. Error	Standardized Coefficients	t		Tolerance	VIF
1 (Constant)	2,794	2,348		1,190	0.238		
Career Development	0.374	0.089	0.402	4,189	0,000	0.305	3,277
Motivation	0.540	0.098	0.530	5,533	0,000	0.305	3,277

a. Dependent Variable: Job Satisfaction

Source: Data Processing Results

From the calculation results, the table shows that the tolerance value for the career development and motivation variables is 0.305 each. This value also shows that no variables have a tolerance value of more than 0.10, which means that there are no symptoms of multicollinearity. The calculation results of the Variance Inflation Factor (VIF) value also show the same thing, that all independent variables have a VIF value of less than (<10), namely 3.277 for the Career Development variable, 3.277 for the Motivation variable. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residuals of one observation to another remains constant, it is called Homoscedasticity and if it is different, it is called Heteroscedasticity. A good regression model is Homoscedasticity (Ghozali, 2017:139).

In this heteroscedasticity test using the Glejser test, this test is used to regress the *absolute value* of the residual against the independent variable. The test procedure is by regressing the *absolute*

value of the residual against the dependent variable or unstandardized residual as the dependent variable, while the independent variables are variables X1 and X2. The decision making is if the t-test >t-table, then Ho is rejected which means that there is heteroscedasticity in the regression equation. However, if the t-test <t-table, then Ho is accepted which means that there is no heteroscedasticity in the regression equation.

Table 9.
Heteroscedasticity Test Results

		Coefficients				
		Unstanardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0,959	1,508		0,636	0,527
	Career Development	0,084	0,057	0,307	1,461	0,148
	Motivation	-0,062	0,063	-0,207	-0,984	0,328

a. Dependent Variable: Abs_Res

Source: Data Processing Results

From the table above, it can be seen that based on the Glejser test, it can be seen that the significant value of the independent variable X1 is 0.148, and X2 is 0.328. The value of each variable is greater than 0.05, so it can be concluded that the regression model does not contain heteroscedasticity so that the assumption of the regression equation is good.

Autocorrelation Test

According to Ghozali (2016:143) The autocorrelation test of this assumption aims to determine whether in a linear regression model there is a correlation between the disturbance error in period t with the disturbance error in period t-1 (previously). If there is a correlation, it is called an autocorrelation problem. To detect autocorrelation, a statistical test can be carried out through the Durbin-Watson test (DW test), this has a fundamental problem, namely the unknown distribution of the statistics itself. The next step is to compare it with the DW table. The DW table consists of two values, namely the lower limit (dl) and the upper limit (du). Here are some decisions after comparing DW:

- If DW lies between the upper limit (du) and (4-du), then the autocorrelation coefficient is equal to zero, meaning there is no autocorrelation.
- If the DW value is lower than the lower limit (dl), then the autocorrelation coefficient is greater than zero, meaning there is positive autocorrelation.
- If the DW value is greater than (4-dl), then the autocorrelation coefficient is less than zero, meaning there is negative autocorrelation.
- If the DW value lies between the upper limit (du) and the lower limit (dl), and if the DW lies between (4-du) and (4-dl), then the results cannot be concluded.
- If the DW value lies between (4-du) and (4-dl), then the results cannot be concluded.

The results of the Durbin-Watson test (DW test) in this study are as follows:

Table 10.
Autocorrelation Test Results – Durbin Watson

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 ^a	0.798	0.792	2.52991	1,934

a. Predictors: (Constant), Motivation, Development Career

b. Dependent Variable: Satisfaction Work

Source: Data Processing Results

From the SPSS output table above, it is known that:

(k ; N) = (2 ; 75)

K = Number of independent variables

N = Number of Samples

DW = 1.934
dl = 1.571
du = 1,680
(4-dl) = 2.429
(4-du) = 2,320

The DW value lies between du and (4-du)
From the calculation above, it can be seen that the DW value of 1.934 lies between the du and (4-du) values of 1.680 and 2.320 ($du < DW < 4-du$), so it can be concluded that there is no autocorrelation in the regression model used in this study.

Multiple Linear Regression Analysis

The multiple linear regression analysis test aims to determine the influence between independent variables and dependent variables. Based on the calculation of multiple linear regression analysis carried out through statistics using the SPSS Version 26 program, the following results are obtained:

Table 11.
Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,794	2,348		1,190	0.238
Career Development	0.374	0.089	0.402	4,189	0,000
Motivation	0.540	0.098	0.530	5,533	0,000

a. Dependent Variable: Job Satisfaction

Source: Data Processing Results

From these results, the regression equation obtained is as follows:

$$Y = 794 + 0.374 X_1 + 0.540 X_2 + e$$

Information:

Y = Job Satisfaction
X₁ = Career Development
X₂ = Motivation

From the multiple regression equation, it can be explained as follows:

1. The constant value of 794 means that career development and motivation are equal to zero, so the job satisfaction variable will be 794.
2. The regression coefficient value of X₁ is 0.374, which means that every one unit increase in the independent variable of career development will increase the dependent variable of job satisfaction by 0.374.
3. The regression coefficient value of X₂ is 0.540, which means that every one unit increase in the independent variable of motivation will increase the dependent variable of job satisfaction by 0.540.

Multiple Linear Correlation Analysis

According to Sugiyono (2018:233) multiple correlation analysis aims to determine the level of closeness of the simultaneous relationship between two or more independent variables (X) to the dependent variable (Y). The data in this study were processed using SPSS Version 26, and the following results were obtained:

Table 12.
Multiple Linear Correlation Analysis Results

Model Summary									
Model	R	RSquare	Adjusted RSquare	Std.Error of the Estimate	R Square Change	F Change	Df 1	Df 2	Sig. F Change
1	.893 ^a	0,798	0,792	2,52991	0,798	142,21	2	72	0,000

a. Predictors: (Constant), Motivation, Career Development

Source: Data Processing Results

From the table above, it can be seen that the R value (Correlation Coefficient of 0.893) means that it can be concluded that the level of relationship between career development (X1) and motivation (X2) on job satisfaction (Y) simultaneously has a very strong relationship.

If the sig. F change value is < 0.05 , then it is correlated. If the sig. F change value > 0.05 , then it is not correlated. The Influence of Career Development and Motivation on Job Satisfaction obtained a sig. F change value of $0.000 < 0.05$, then there is a significant correlation.

Hypothesis Testing

Coefficient of Determination (R Square)

According to Ghozali (2015:201) the coefficient of determination is basically used to measure how far a model's ability to explain changes in existing variables. The following table shows the results of the determination coefficient test.

Table 13.
Results of the Determination Coefficient Test (R Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	0.798	0.792	2.52991

a. Predictors: (Constant), Motivation (X2), Career Development (X1)

Source: Data Processing Results

Based on the results of the analysis, it can be seen that the coefficient of determination (*Adjusted R Square*) obtained is 0.798. This shows that career development and motivation variables are able to explain 79.8% of job satisfaction. While the remaining 20.2% of job satisfaction is explained by other variables that are not included in the analysis model of this study.

T-test

According to Bawono (2016:89), it is used to see the level of significance of independent variables influencing dependent variables individually or on their own.

1. If the sig < value is 0.05, or the calculated $> t$ table is t so there is influence variable X against variable Y
2. If the sig > value is 0.05, or the calculated $< t$ table is t , then there is no influence of variable X on variable Y.

Ttable = $t(\alpha/2 ; nk-1)$

$t(0.05/2 ; 75-2-1)$

$t(0.025 ; 72) = 1.996$

Table 14.
T-Test Results

Coefficients ^a				
Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t
1 (Constant)	2,794	2,348		1,190

Career Development (X1)	0.374	0.089	0.402	4,189	0,000
Motivation (X2)	0.540	0.098	0.530	5,533	0,000

a. Dependent Variable: Job Satisfaction (Y)
Source: Data Processing Results

Based on the results of the respective t-tests, they are as follows:

1. Career development has a t-value of 4.189 while the t table is 1.996 and a significance value of 0.000 at a coefficient of 5%. Because the significance value is < 0.05 , this means that career development has a positive and significant effect on job satisfaction.
2. Motivation has a t-value of 5.533 while the t table is 1.996 and a significance value of 0.000 at a coefficient of 5%. Because the significance value is < 0.05 , this means that motivation has a positive and significant effect on job satisfaction.

F Test

The F test is a test conducted on the regression coefficient which is conducted simultaneously or simultaneously. The test is conducted to find out all independent variables contained in the model simultaneously against the dependent variable (Sugiyono, 2016:257).

1. If the sig $<$ value is 0.05, or the calculated $>$ F table is F, then there is a significant influence between the independent variables simultaneously on the dependent variable. dependent.
2. If the sig $>$ value is 0.05, or the calculated F is $<$ the F table, then there is no significant influence between the independent variables simultaneously on the dependent variable. dependent.

F tabel = F (k ; n-k)

F (2 ; 75-2)

F (2 ; 73) = 3,15

Table 15.
Hasil Uji F

		ANOVA ^a			
Model		Sum of Squares	Df	Mean Square	F
1	Regression	1820,554	2	910,277	142,221
	Residual	460,833	72	6,400	
	Total	2281,387	74		

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Motivation (X2), Career Development (X1)

Source: Data Processing Results

Based on the results of the ANOVA or F Test in the table above, the F count is 142.221 with a significance level of 0.000. Because F count $>$ F table (142.221 is greater than 3.15) and the significance level is $0.000 < 0.05$, it can be stated that the independent variables including career development (X1) and motivation (X2) simultaneously affect the dependent variable of job satisfaction (Y).

Data Analysis / Discussion

Based on the results of the study on "The Influence of Career Development and Motivation on Job Satisfaction (Case study on Mandiri University Group employees)" the following results were obtained:

Hypothesis 1

This hypothesis aims to test whether career development has a positive effect on employee job satisfaction at Mandiri *University Group*. In table 4.24 it can be seen that the significance level of 0.05 obtained t_{count} of 4.189 $>$ t_{table} 1.996 then H_0 is rejected. This means that it can be concluded that there is a significant influence between career development factors on employee job satisfaction at Mandiri *University Group*. The hypothesis states that there is a positive influence of career development on employee job satisfaction. This means that the higher the career development program in the

company, the higher the employee's job satisfaction, and vice versa. This is in line with the research of Siswanto & Yuniawan (2016:5) which states that career development has a positive effect on employee satisfaction. Good career management is one of the things that encourages employee job satisfaction, because there is appreciation for their hard work.

Hypothesis 2

This hypothesis aims to test whether there is a positive influence between motivation on employee job satisfaction at Mandiri *University Group*. In table 4.24 it can be seen at a significant level of 0.05, the calculated t is 5.533, $>$ the t_{table} is 1.996, so H_0 is rejected. This means that it can be concluded that there is a significant influence between motivation factors on employee job satisfaction at Mandiri *University Group*. In addition, the hypothesis states that there is a positive influence of motivation on employee job satisfaction. This proves that the better the motivation, the more employee job satisfaction can increase, conversely, if low motivation can decrease employee job satisfaction. This is in line with research by Rozzaid et al. (2017:216) which states that motivation has a positive effect on job satisfaction. Motivation will have a big or small impact on a person's efforts, trying or working hard to achieve their needs.

Hypothesis 3

This hypothesis aims to test whether there is a positive influence between career development and motivation on employee job satisfaction at Mandiri *University Group*. Table 4.25 simultaneously shows that the calculated F value is 142.221 and the F_{table} is 3.15. Due to the large value of the calculated $> F_{table}$ or $(142.221 > 3.15)$, it can be stated that career development and motivation simultaneously have a significant effect on employee job satisfaction with an effect of 79.2%. This is in line with the research of Bianca et al. (2017:340) which states that career development and motivation have a positive effect on employee job satisfaction. Good career management and motivation will create employee satisfaction in the agency, because employees get appreciation for their performance.

CONCLUSION

Based on the results of the research conducted, it can be concluded that there is a positive and significant influence between career development (X1) on employee job satisfaction at Mandiri University Group. In addition, motivation (X2) also has a positive and significant influence on employee job satisfaction. Furthermore, together, career development (X1) and motivation (X2) contribute significantly to influencing the level of employee job satisfaction at Mandiri University Group. This shows the importance of both factors in creating an adequate work environment and supporting employee welfare.

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