



RESEARCH ARTICLE

Early Exploration of Employee Job Satisfaction Determinants

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Abstract

This study aims to examine the impact of work stress and career development on job satisfaction at CV SAI Semarang. A quantitative research approach was employed for this study. The population consists of 39 employees at CV SAI Semarang. A non-probability sampling method was applied, utilizing a saturated sampling technique. The data analysis was conducted using descriptive analysis, classical assumption tests, coefficient of determination tests, and hypothesis testing, all processed with IBM SPSS software version 26. Research instruments included a questionnaire and an interview guide. The results revealed that work stress had a negative and significant effect on job satisfaction at CV SAI Semarang, while career development positively and significantly influenced job satisfaction. Furthermore, both work stress and career development, when considered together, had a positive and significant impact on job satisfaction at CV SAI Semarang.

Keywords

Satisfaction; Stress; Career Development; Employees.

1 | INTRODUCTION

Human Resource Management (HRM) plays a significant role in the success of an organization. A key aspect of improving organizational performance is ensuring that HR activities support the organization's efforts, which focus on productivity, service, and quality. Over time, human resources have remained a key area of interest for researchers due to the numerous benefits they provide to companies, employees, and society (Anwar et al., 2024). HR is a central factor in organizations, both in planning and executing activities aimed at achieving the organization's vision and mission (Ekhsan, 2019 in Deluma et al., 2024). Job satisfaction reflects the degree to which individuals are content with their jobs. A common issue faced in the workplace is the high turnover rate, where employees frequently move between companies. One of the factors contributing to this is job satisfaction, which is influenced by work stress.

A preliminary survey conducted with employees at CV SAI Semarang found that workload leads to physical and emotional exhaustion. Stress results from emotional and physical reactions caused by an individual's inability to adapt to their environment. Workplace stress is a daily challenge for workers who face various demands, as job role requirements become increasingly diverse and sometimes conflicting, along with personal issues, heavy workloads, and other ongoing challenges such as workload (Pattiwael et al., 2023). Previous research by Hapsari (2020) indicated that work stress significantly affects employee job satisfaction.

The unequal opportunities for career development have caused employees to feel less motivated to improve themselves. Well-managed human resources can perform tasks effectively and efficiently, contributing to the achievement of the company's goals. By managing HR with a focus on career development, job satisfaction among employees can be increased. According to data from Jobstreet (2022), 73% of employees report being dissatisfied with their jobs due to factors such as a lack of clear career development opportunities, performing work unrelated to their educational background, work-life balance, and the characteristics of their superiors. Interviews with several employees revealed frequent desires to leave the company in search of better-paying job opportunities. Previous research by Susilo & Wulansari (2023) emphasized the significant impact of career development on employee job satisfaction.

2 | BACKGROUND THEORY

Work Stress and Job Satisfaction

Work stress has emerged as one of the primary causes of illness and injury. Globally, stress-related conditions are expected to rise significantly over the coming years. By 2020, disorders such as depression and anxiety, along with other stress-induced health issues, are predicted to become the second most prevalent health concern, after heart disease (Hasan & Elmaksoud, 2015). High stress levels result in substantial costs for organizations, requiring considerable resources to manage. Despite this, stress can also serve as a motivating factor in the workplace, leading to increased employee efficiency. According to Ranjabar (2021), job satisfaction refers to employees' perceptions of whether their work is fulfilling or frustrating. Hapsari (2020) found that work stress has a notable effect on job satisfaction. H1: Work Stress Influences Job Satisfaction.

Career Development and Job Satisfaction

Yusuf (2016) defines career development as the process through which an individual's position within a company advances along a predetermined career path. Organizations that prioritize employee well-being offer opportunities for developing knowledge, skills, and other competencies. Career development plays a key role in improving both working conditions and employee satisfaction. Wau (2021) further supports this by stating that effective career development can boost job satisfaction, as lack of satisfaction typically leads to a decline in productivity. Priansa (2017) explains that job satisfaction reflects employees' overall feelings about their work, whether positive or negative, influencing their behavior and performance. Research by Susilo & Wulansari (2023) highlights the significant impact of career development on employee satisfaction. H2: Career Development Influences Job Satisfaction.

3 | METHOD

This study uses a quantitative approach to examine the relationship between work stress, career development, and job satisfaction. The research was conducted at CV SAI Semarang with a sample of 39 employees. A census sampling technique was applied, where every employee in the organization participated in the study. Data was collected using a questionnaire and an interview guide to gather both numerical and qualitative insights. For analysis, classical assumption tests were conducted first to ensure the data met the necessary requirements for further statistical testing. These tests included normality, multicollinearity, heteroscedasticity, and autocorrelation checks.

The primary analytical method used was multiple linear regression, which helps to identify how work stress and career development influence job satisfaction. Hypothesis testing was done both partially and simultaneously, using the t-test and F-test, respectively, to examine the individual and combined effects of the independent variables. The coefficient of determination (R^2) was also calculated to assess how much of the variation in job satisfaction could be explained by the predictors. All statistical analysis was carried out using IBM SPSS version 26 software, which is commonly used for conducting quantitative research. The t-test was applied to evaluate the significance of each independent variable, while the F-test determined the overall significance of the model. The coefficient of determination provided insights into how well the independent variables explained the changes in job satisfaction. The study systematically evaluates how work stress and career development individually and together influence job satisfaction among employees at CV SAI Semarang.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Results of Validity Test

In this study, the author conducted a validity test using the product moment correlation method to evaluate the relationship between items in each variable. This test aims to ensure that the instruments used accurately measure the intended variables. Additionally, to assess the internal consistency of the instruments, the author also applied reliability testing using Cronbach's Alpha. The analysis results show that Cronbach's Alpha values for the work stress variable are 0.719, for career development are 0.684, and for job satisfaction are 0.738. All of these values exceed 0.7, indicating that the research instruments used are reliable, as values above 0.7 demonstrate adequate consistency in measuring each variable. With Cronbach's Alpha values above 0.7, each item in the research instrument is stable in measuring the related dimensions. Specifically, the work stress variable has a value of 0.719, indicating that the instrument for measuring work stress is highly reliable. Although the value for career development is slightly lower (0.684), it remains within an acceptable range, showing that the instrument is sufficiently reliable. Meanwhile, the job satisfaction variable has a higher value of 0.738, reflecting excellent reliability for measuring job satisfaction. The results of the validity and reliability tests confirm that the instruments used in this study are reliable and valid for measuring the effects of work stress, career development, and job satisfaction among employees effectively.

4.1.2 Results of Normality Test

The normality test was conducted to ensure that the residual data in this study follows a normal distribution, which is one of the critical assumptions in regression analysis. To perform the normality test, the Kolmogorov-Smirnov method was used, which is a commonly applied technique in statistics to assess whether a sample comes from a normal distribution. The Kolmogorov-Smirnov test measures the difference between the cumulative distribution of the sample data and the expected normal distribution. The results from the Kolmogorov-Smirnov test revealed an Asymp. Sig. (2-tailed) value of 0.319. Since this value is greater than 0.05, it indicates that the residual data is normally distributed, and thus passes the normality test. In this case, if the Asymp. Sig. value is greater than 0.05, the null hypothesis, which states that the data is normally distributed, cannot be rejected. Therefore, it can be concluded that the data used in this study meets the normality assumption and is suitable for further analysis. It is important to note that the normality test is a crucial step in verifying the suitability of applying certain statistical analysis techniques, particularly in linear regression, where the assumption of normality is vital to ensure unbiased and valid estimates. The results of this test show that the residuals obtained from the regression model follow a normal distribution, meaning that the regression model used is acceptable for analyzing the relationship between independent and dependent variables. It can be stated that the data in this study meets the normality assumption, providing a solid foundation for continuing with further statistical analysis, such as hypothesis testing and multiple linear regression. The positive result of the normality test supports the validity and reliability of the subsequent research findings.

4.1.3 Results of Heteroscedasticity Test

This study conducted a heteroscedasticity test using the Glejser method to examine whether there are any issues with the variance of residuals in the regression model applied. Heteroscedasticity can affect the accuracy of regression results by causing biased standard errors, which in turn impacts the conclusions drawn from the analysis. Therefore, this test is crucial to ensure the validity of the model used. The results of the Glejser test showed that the significance (Sig.) values for the two variables tested, namely work stress and career development, were 0.465 and 0.861, respectively. Both of these values are greater than the threshold of 0.05, meaning there is no indication of heteroscedasticity in the regression model. In other words, the results suggest that the residual variance in this regression model is constant, supporting the validity of the model for further analysis. The Sig. values greater than 0.05 indicate that there is no significant change in variance between data points. This assumption of homoscedasticity is crucial in regression analysis because if heteroscedasticity is

present, the estimates could be inefficient and biased. However, since no heteroscedasticity was detected, the regression model used can be considered valid and reliable for drawing conclusions. The results of the heteroscedasticity test show that the regression model used in this study is appropriate and meets important assumptions, ensuring the reliability of the analysis regarding the effects of work stress and career development on employee job satisfaction.

4.1.4 Results of Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a strong linear relationship between the independent variables in the regression model, which could affect the stability and reliability of the parameter estimates. If multicollinearity is present, the regression coefficients can become unstable, and the interpretation of the results may be less valid. Therefore, performing this test is essential to ensure that the independent variables are not highly correlated with each other. In this study, the results of the multicollinearity test revealed the Variance Inflation Factor (VIF) and tolerance values for the two independent variables tested. For the work stress variable, the VIF value was 3.151, and the tolerance value was 0.357. For the career development variable, the VIF value was 3.353, with a tolerance score of 0.534. These VIF and tolerance values are used to assess whether multicollinearity exists in the model. Generally, a VIF value less than 10 and a tolerance value greater than 0.1 indicate that multicollinearity is not a problem in the regression model. This means that each independent variable contributes uniquely to the regression model without significantly influencing each other. Therefore, both variables—work stress and career development—do not exhibit multicollinearity issues and can be considered appropriate for further analysis. It is important to note that strong multicollinearity can cause problems in regression analysis, as it can make the regression coefficients unstable, thus reducing the accuracy of the model's predictions. The absence of multicollinearity in this study provides a solid foundation for proceeding with the analysis using linear regression, ensuring that the obtained results are reliable and valid.

4.1.5 Results of Multiple Linear Regression Analysis

This study employed multiple linear regression analysis to examine the impact of work stress and career development on employee job satisfaction. Based on the data processing, the obtained regression model is as follows. $Y = -0.490X_1 + 0.725X_2 + e$ The results of the multiple linear regression analysis can be interpreted as follows.

1) Regression Coefficient (b1) of -0.490

The regression coefficient for the work stress variable (X_1) is -0.490. This negative value indicates that for every one-unit increase in work stress (X_1), job satisfaction (Y) at CV SAI Semarang decreases by 0.490, assuming that the career development variable (X_2) remains constant. This suggests that higher levels of work stress result in lower job satisfaction among employees at CV SAI Semarang.

2) Regression Coefficient (b2) of 0.725

The regression coefficient for the career development variable (X_2) is 0.725. This positive value means that for every one-unit increase in career development (X_2), job satisfaction (Y) increases by 0.725, assuming that the work stress variable (X_1) remains unchanged. This indicates that providing better career development opportunities can lead to an increase in employee job satisfaction.

The results of this multiple linear regression analysis show that work stress has a negative impact on job satisfaction, while career development has a positive impact. These findings offer valuable insight into the factors influencing job satisfaction at CV SAI Semarang. Based on this, the company can develop better policies to improve employee well-being and enhance job satisfaction.

4.1.6 Partial Hypothesis Test (t-Test)

The results of the t-test show that the work stress variable (X_1) obtained a t-value of -3.945, which is greater than the t-table value of 1.68488. The significance level is 0.000, which is less than 0.05. Therefore, H_1 is accepted. This indicates that work stress (X_1) has a significant negative effect on employee job satisfaction (Y) at CV SAI Semarang on a partial basis. The negative sign of the t-value for work stress suggests that as work stress increases, job satisfaction tends to decrease. This finding demonstrates that work stress negatively impacts the overall job satisfaction of employees at CV SAI Semarang, emphasizing the importance of managing stress in the workplace to maintain a motivated and satisfied workforce. On the other hand, the career development variable (X_2) has a t-value of 5.419, which is higher than the t-table value of 1.68488. The significance level for this variable is 0.001, which is also less than 0.05. This means that H_1 is accepted for career development as well. Career development (X_2) has a significant positive effect on employee job satisfaction (Y) at CV SAI Semarang on a partial basis. The positive sign of the t-value for career development indicates that as opportunities for career development increase, job satisfaction improves. This finding highlights the importance of providing career advancement opportunities for employees to enhance their job satisfaction and overall work experience. The t-test results reveal that work stress has a significant negative impact on job satisfaction, while career development has a significant positive impact. Both variables are critical in understanding employee satisfaction and can guide organizations like CV SAI Semarang in shaping their strategies to improve the work environment and employee well-being.

4.1.7 Simultaneous Hypothesis Test (F-Test)

The results of the F-test reveal that the F-value obtained is 42.376, which is greater than the F-table value of 3.24. With a significance level of 0.000, which is less than 0.05, it can be concluded that both work stress (X1) and career development (X2) have a simultaneous and significant positive effect on employee job satisfaction (Y) at CV SAI Semarang. The F-test helps assess the overall significance of the regression model, considering all independent variables together. Since the calculated F-value is higher than the critical F-value from the table, it confirms that the model is relevant and that both work stress and career development jointly influence job satisfaction. A significance level of 0.000, which is smaller than the 0.05 threshold, further supports the conclusion that both variables significantly impact job satisfaction. This indicates that, when analyzed together, work stress and career development help explain variations in employee job satisfaction at CV SAI Semarang. The positive effect indicates that while work stress may decrease job satisfaction, career development opportunities help mitigate the negative impacts of stress. Therefore, the overall satisfaction of employees improves when they have the chance for career growth. These findings suggest that managing stress and enhancing career development are crucial strategies for improving employee well-being. The F-test results confirm that both work stress and career development, when considered together, play an important role in determining job satisfaction. Organizations can use this information to implement effective policies aimed at both reducing stress and offering better career advancement opportunities to their employees.

4.1.8 Results of the Coefficient of Determination Test

Based on the results of the coefficient of determination test, the adjusted R-square value obtained is 0.642. This means that the independent variables, work stress (X1) and career development (X2), explain 64.2% of the variation in employee job satisfaction (Y) at CV SAI Semarang. The remaining 35.8% of the variation in job satisfaction is influenced by other variables that were not tested in this study. The coefficient of determination, or R-squared, is a statistical measure that indicates the proportion of the variance in the dependent variable (job satisfaction) that can be explained by the independent variables (work stress and career development). In this case, the adjusted R-square value of 0.642 suggests that the two independent variables together have a substantial impact on job satisfaction, explaining a significant portion of the variation in how employees feel about their work at CV SAI Semarang. However, it is important to note that the remaining 35.8% of the variance is attributed to other factors not included in the model. These factors may include personal characteristics of the employees, work environment, organizational culture, or other external variables that were not part of the analysis. While the model explains a large portion of the variation, there are still other influential factors that contribute to employee job satisfaction. The coefficient of determination test indicates that work stress and career development are key factors in determining job satisfaction at CV SAI Semarang. Although these variables explain a significant portion of the variation, future research could consider exploring additional factors to further enhance the understanding of what drives employee satisfaction in this organization.

4.2 Discussion

The Impact of Work Stress on Job Satisfaction

Based on the data analysis, it was found that work stress has a negative and significant impact on job satisfaction. This means that as work stress increases, job satisfaction does not follow the same trend at CV SAI Semarang. Individuals with higher levels of work stress are likely to be dissatisfied with their jobs, which in turn affects their productivity. Such individuals may not feel motivated or happy to work within the organization (Ahsan, et al., 2009). The results of this study align with previous research conducted by Hapsari (2020), which also found that work stress affects employee job satisfaction.

The Impact of Career Development on Job Satisfaction

Based on the data analysis, it was found that career development has a positive and significant impact on job satisfaction at CV SAI Semarang. This suggests that as career development opportunities increase, job satisfaction will improve at CV SAI Semarang. Providing career development opportunities for employees positively affects their job satisfaction. The results indicate that, on average, respondents agree that the company offers opportunities for growth through training or courses. Respondents also agree that their work achievements contribute to career advancement. Furthermore, employees believe that career development opportunities are aligned with their years of service. These findings align with research by Susilo & Wulansari (2023), which highlighted a significant relationship between career development and employee job satisfaction. Career development is centered around the needs associated with employees' activities and interests. It shows an improvement in an individual's status along an established career path. Consequently, career development can encourage employees to enhance their careers by increasing their knowledge, attitudes, and skills. As such, career development plays a vital role in boosting job satisfaction, as employees feel more valued and motivated when their potential for growth is recognized within the organization.

5 | CONCLUSIONS AND FUTURE WORK

Based on the analysis of the data, several conclusions can be drawn. First, the results indicate that work stress has a negative and significant effect on job satisfaction at CV SAI Semarang. This means that as work stress increases, job satisfaction tends to decrease. Employees experiencing higher levels of stress are less likely to feel satisfied with their work, which can negatively impact their productivity and overall well-being. Second, career development has a positive and significant effect on job satisfaction. As opportunities for career growth and advancement increase, employees tend to feel more satisfied with their jobs. Providing career development programs, such as training or promotion opportunities, can improve job satisfaction by offering employees a sense of progression and personal growth within the organization. Third, the adjusted R-square value of 0.642 indicates that work stress and career development together explain 64.2% of the variation in job satisfaction. This suggests that these two variables play a significant role in determining how satisfied employees are with their work. However, the remaining 35.8% of job satisfaction is influenced by other factors not included in the study, such as workplace environment, leadership quality, or personal characteristics of the employees. The findings show that work stress negatively impacts job satisfaction, while career development has a positive influence. The study provides valuable information that can be used to improve employee satisfaction through better management of stress and offering career advancement opportunities.

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