

Career Development, Salary and Employee Motivation on Job Satisfaction in Cooperativa Café Timor (CCT) Timor-Leste

Dr. Adolmando Soares Amaral*

Universidade da Paz Timor-Lesté

Email: f5.lacon@gmail.com

ARTICLE INFO

Article History:

Received 12th August, 2024
 Received in revised form
 14th August, 2024
 Accepted 15th July, 2024
 Published online 16th August, 2024

Key Words: Career Development, Salary, Motivation and Job Satisfaction

ABSTRACT

This study investigates the impact of career and salary development on employee motivation and job satisfaction at Cooperativa Café Timor (CCT) in Dili, Timor-Leste. The sample included CCT employees. Using hypothesis testing through the SPSS program, the results indicated that the direct relationship between career development and job satisfaction had a higher coefficient value than the indirect relationship, which involved the interaction of career development and employee motivation, as well as the standardized salary coefficient. This suggests that career development directly influences job satisfaction, while employee motivation does not act as a mediating variable in this relationship. Furthermore, employee motivation does mediate the influence of salary on job satisfaction. As an finding, the employee motivation is not an intervening variable in the relationship between career development and job satisfaction, but it does play a role in the relationship between salary and job satisfaction.

ISSN



3 0 0 7 - 9 1 9 5



Copyright: © The Author(s), 2024. Published by Science Publishing Group. This is an Open Access article, distributed under the terms of the Creative Commons Attribution 4.0 License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

Career development is a structured approach to managing personal and professional growth over one's career. According to Fubrin J. Andrew (2005), it involves activities that help employees plan their future careers, allowing both the individual and the organization to maximize their potential. Veithzal Rivai (2009) emphasizes that one of the most significant pathways for career development is through promotions moving employees into roles that come with increased responsibility and authority. The following are important reasons that show how the role of career development and salary can motivate employees/staff in increasing job satisfaction in the company. First, career development. Fubrin J. Andrew (2005: 77-78), suggests that career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Veithzal Rivai (2009: 286). One way to develop employee careers is through promotions, namely transfers that increase the authority and responsibility of employees/staff to positions. Salary is a gift to employees/staff with financial payments as remuneration for the work carried out and as a motivator for the implementation of activities in the future. The

reward study Berkowitz and colleagues concluded that the perceived value of one's work and honorarium rewards over self of someone are important predictors of Berkowitz's salary satisfaction. If the level of reward is perceived as unfair, job holders will experience dissatisfaction and seek ways to seek greater rewards (Gibson, 1992). The explanations above have shown how the importance of career development and salary factors affect employee/staff motivation in increasing job satisfaction. Both theoretically and empirically show that there is a close relationship between career planning and salary on employee/staff motivation in increasing job satisfaction. The implication is that if career development policies and salary policies are not considered, employee dissatisfaction with careers and salaries will appear so that it can affect the motivation of employees/staff in the company in increasing job satisfaction. The company should pay close attention to these factors so that it can encourage high job satisfaction of employees/staff at the company. These logical reasons become a strong basis for researchers to examine the relationship between career development and salary on employee/staff motivation in increasing employee job satisfaction that occurs in the company. Veithzal (2009: 286), states "career planning and career development are critical tools where management can increase

productivity, improve employee attitudes towards work and increase employee satisfaction and higher employee loyalty". Career development is openness and clarity of career paths as well as opportunities to occupy certain positions in the company. (Adapted from Gibson, 1992). (1). Career development opportunities: Opportunities provided by the company to develop the careers of employees/staff while working at the company, as well as clarity on career advancement in the future (2). Capacity building of employees/staff: Efforts given by the company to improve the careers of employees/staff. (3). There needs to be efforts from the company to improve the careers of employees/staff.

Employees are satisfied with their salaries if the salary system in the company considers the determination of salaries and not only pays attention to the principle of Internally Equitable (fairness within the company) which is based on the principle of fairness but also must have a competitive value in the market (Externally Equitable). Salary can be interpreted that someone will be satisfied with his salary when the perception of salary and what they get is as expected. Several studies identified aspects of satisfaction that were found to be associated with an individual's desire to leave the organization including satisfaction with wages and promotions Lum et al., (1998); Tett & Meyer (1993). Hellriegel & White, 1973; Koch & Steers, 1978; Kraut, 1975; Mobley et. al., 1978). The salary which is expressed in the form of money as a reward from the employer to the employee is determined and paid according to a work agreement, agreement, or statutory regulations, including allowances for workers and their families for a job and/or service that has been or will be performed.

Lum et al., (1999), salary satisfaction can be interpreted that a person will be satisfied with his salary when the perception of salary and what they get is as expected. Several studies identified aspects of satisfaction that were found to be related to an individual's desire to leave the organization including satisfaction with wages and promotions. (Hellriegel & White, 1973; Koch & Steers, 1978; Kraut, 1975; Mobley et. al., 1978), salary satisfaction can be interpreted as that a person will be satisfied with his salary when the perception of salary and what they get is as expected. Several studies identified aspects of satisfaction that were found to be related to an individual's desire to leave the organization including satisfaction with wages and promotions. Salary is compensation received as remuneration from the company to employees/staffs. (Adapted from Robbins, 1996 (1).

Motivation is derived from the Latin word "movere," meaning "to push" or "to move." In the context of management, motivation primarily pertains to human resources, particularly subordinates. William J. Stanton defines motivation as "a motive is a stimulated need that is oriented towards individual goals in achieving satisfaction." Similarly, Mangkunegara (2001: 68) states that motivation stems from an employee's attitude towards their work environment. It is a condition that drives employees to achieve organizational objectives.

Nawawi (2001: 351) further elaborates that motivation fundamentally represents a motive, which signifies encouragement, cause, or reason for an individual to engage in a specific action. Essentially, motivation acts as a catalyst that prompts individuals to perform activities consciously. Sedarmayanti (2001: 66) interprets motivation as a driving force that compels individuals to act, often influenced by the fear of

negative consequences. For instance, the desire for a promotion or a salary increase can motivate employees to engage in behaviors that support those aspirations. This driving force can include various factors, such as the pursuit of respect among colleagues or a personal need for achievement.

Employee motivation is defined as the force that encourages individuals to undertake specific actions or exhibit certain behaviors (Armstrong, 1994, in Kurniawan, 2004). To measure employee motivation, Dubrin (2000) identified several key elements such as the drive to achieve accomplishments, the desire for self-recognition, awareness and appreciation of the work itself, quality of relationships with superiors and colleagues, the alignment of salary with workload, assurance of job security.

Job satisfaction is another crucial aspect influenced by motivation. It reflects an individual's orientation towards their work and the characteristics of their job. Job satisfaction is an emotional state that can be either positive or negative, reflecting how employees perceive their roles. It serves as a mirror of an individual's feelings towards their job, highlighting the importance of motivation in fostering a fulfilling work environment.

Motivation plays a pivotal role in the workplace, directly impacting employee behavior, job satisfaction, and overall organizational success. Understanding the various components and factors that contribute to motivation can help managers create a more productive and engaged workforce.

As for Robbins (2001), job satisfaction is defined as a general attitude of an individual towards his work, the difference between the amount of rewards received by a worker and the amount they believe they should receive. An employee's assessment of being satisfied or dissatisfied with his job is a complex summation of a number of discrete (differentiated or separate) job elements. Job satisfaction is determined by several factors, namely mentally challenging work, supportive working conditions, supportive co-workers, and the suitability of personality with work. A person's perception may not be a complete, concrete reflection of work, and each individual in the same situation may have a different view. Job satisfaction is a reflection of employee/staff feelings towards work and work environment.

METHODS

The research instrument used to collect data in measuring indicators is a structured questionnaire based on a Likert Scale with answer options 1 to 5 (from very low to very high). This questionnaire is in the form of questions that describe each indicator, so that data is obtained which is then used for hypothesis testing. The questionnaire must be valid and reliable. Measurements for the two independent variables Career Development and Salary on Employee/staff motivation, as an intervening variable and one dependent variable on Job Satisfaction, all use a Likert scale with five measurement scales. Validity and Reliability The instrument (question list) used in collecting data must meet two requirements, namely validity and reliability.

RESEARCH RESULTS AND DISCUSSION

A. Result

1. Reliability Test

To discover this test using the Cronbach Alpha value, if the Cronbach Alpha value is 0.60, it is said that the questionnaire is reliable or consistent (Nunnally, in Imam Ghozali, 2005). Based on the results of calculations with the help of the SPSS program, the variables for career development, salary, employee/staff motivation and job satisfaction are as shown in Table 1.

Table 1. Career Development Variable Validity Test

Kode Items	r calculation	r table	Description
Career Development 1	0,373	0,219	Valid
Career Development 2	0,859	0,219	Valid
Career Development 3	0,750	0,219	Valid

Source: Processed primary data, (2020)

Table 1 shows that all the list of questions with the value of r calculated > r table product moment for degree of freedom (df) = n-2 = 80-2 = 78 and = 0.05 obtained a value of 0.219, so it can be concluded that all the list of questions given by respondents regarding career development variables from the first indicator, second indicator and third are fulfilling the validity requirements.

Table 2. Salary Variable Validity Test

Kode Items	r calculation	r table	Description
Salary 1	0,741	0,219	Valid
Salary 2	0,722	0,219	Valid
Salary 3	0,718	0,219	Valid

Source: Processed primary data, (2020)

Table 2 shows that all the list of questions with the value of r calculated r table product moment for degree of freedom (df) = n-2 = 80-2 = 78 and = 0.05 obtained a value of 0.219 so it can be concluded that all the list of questions given by respondents regarding salary variable from the first indicator to the third indicator is to meet the validity requirements.

Table 3. Employee/Staff Motivation Variable Validity Test

Kode Items	r calculation	r table	Description
Employee Motivation 1	0,783	0,219	Valid
Employee Motivation 2	0,665	0,219	Valid
Employee Motivation 3	0,673	0,219	Valid
Employee Motivation 4	0,571	0,219	Valid
Employee Motivation 5	0,812	0,219	Valid
Employee Motivation 6	0,654	0,219	Valid

Source: Processed primary data, (2020)

Table 3 shows that all the list of questions with the value of r calculated r table product moment for degree of freedom (df) = n-2 = 80-2 = 78 and = 0.05 obtained a value of 0.219 so it can be concluded that all the list of questions given by respondents regarding employee/staff motivation variable from the first indicator to the sixth indicator is to meet the validity requirements.

Table 4. Job Satisfaction Variable Validity Test

Kode Items	r calculation	r table	Description
Job Satisfaction 1	0,620	0,219	Valid
Job Satisfaction 2	0,807	0,219	Valid
Job Satisfaction 3	0,720	0,219	Valid

Source: Processed primary data, (2020)

Table 4 shows that all of the list of questions with the value of r calculated r table product moment for the degree of freedom (df) = n-2 = 80-2 = 78 and = 0.05 obtained a value of 0.219, so it can be concluded that all the list of questions given by respondents

regarding The Job Satisfaction variable from the first indicator to the second and third indicators is to meet the validity requirements.

Table 5. Reliability Test of Career Development Variables, Salaries, Employee/Staff Motivation and Job Satisfaction

Variables	Cronbach Alpha	Description
Career Development (X1)	0,759	Reliabel
Salary (X2)	0,788	Reliabel
Employee/Staff Motivation (X3)	0,772	Reliabel
Job Satisfaction (Y)	0,784	Reliabel

Source: Processed primary data, (2020)

Table 5 shows that all variables have a Cronbach Alpha value of 0.60, so it can be concluded that all variables meet the reliable or consistent requirements.

2. Hypothesis Testing Results

The statistical method used to test the proposed hypothesis is a regression test with path analysis. To measure the effect of the independent variable (X) on the dependent variable (Y) by using (path analysis), the magnitude of the influence of X1, X2 and X3 on Y.

Based on the results of the path analysis above, the results of hypothesis testing can be described as follows: Where the results of the path analysis show that career development can have a direct effect on job satisfaction and also an indirect effect, namely from career development to employee/staff motivation (as an intervening variable) then to job satisfaction. The magnitude of the direct effect (P3) is 0.086 with the magnitude of e1 (variance of job satisfaction variables that cannot be explained by career development at the Cooperativa Cafe Timor (CCT) company in Dili, $(1-R^2)^2 (1-0.153)^2 = 0.0234$ while the magnitude of the effect is not the direct relationship coefficient (P1 x P2) is $0.280 \times 0.058 = 0.01624$. Because the direct relationship coefficient is greater than the indirect relationship coefficient, it can be concluded that the actual relationship is a direct relationship, meaning that career development variables have a direct and positive effect on job satisfaction because $P1 \times P2 < P3$.

The results of hypothesis testing show that the direct coefficient value between career development and job satisfaction is greater than the coefficient of the indirect relationship, namely the interaction of the standardized coefficient of career development and the standardized coefficient of employee/staff motivation, so the relationship between career development and job satisfaction is a direct relationship. And employee/staff motivation influences or mediates the relationship between career development and job satisfaction. Career development has a positive and significant effect on job satisfaction, and in turn employee/staff motivation has a positive effect on job satisfaction, so hypotheses 1 and 2 are not proven.

Based on the results of the path analysis above, the results of hypothesis testing can be described as follows: Where the results of the path analysis showed that salary could have a direct effect on job satisfaction and also an indirect effect, namely from salary to employee/staff motivation (as an intervening variable) then to job satisfaction. The magnitude of the direct effect (P3) is 0.120 with the magnitude of e3 (variance of job satisfaction variable)

which could not be explained by the salary at the Cooperativa Cafe Timor (CCT) Company in Dili, $(1-R^{2})^2 = 1 - 0.020 = 0.004$ while the magnitude of the indirect effect was calculated by multiplying the coefficient the indirect (P4 x P5) is $0.127 \times 0.058 = 0.007366$. Because the coefficient of the direct relationship was greater than the coefficient of the indirect relationship, it could be concluded that the actual relationship was a direct relationship, meaning that the salary variable was directly and positively related to job satisfaction because $P4 \times P5 < P3$.

The results of hypothesis testing gave the results that the direct coefficient value between salary and job satisfaction was more basic than the coefficient value of the indirect relationship, namely the interaction of the standardized salary coefficient value and the standardized coefficient value of employee/staff

motivation, then the relationship between salary and job satisfaction was a direct relationship, and motivation employees/staff influenced or mediated the relationship between salary and job satisfaction. Salary had a positive and significant effect on job satisfaction, and in turn employee/staff motivation had a significant and positive effect on job satisfaction, so hypotheses 3 and 4 were not proven.

3. Regression Coefficient of Independent Variable

To calculate the coefficient of the independent variable which has the greatest influence on the dependent variable in this case job satisfaction.

Table 12. The Effect of Each Independent Variable on the Dependent Variable

Model	Unstandardised	Standardized	Standardized	t	sig
	Coefficient	Coefficient	Coefficient		
	Beta	Standard Error	Beta		
Constant	9,544	1,514	0,063	6,303	0,000
Career Development	0,050	0,102	0,123	0,527	0,599
Salary	0,123	0,098	0,056	1,070	0,288
Employee/Staff Motivation	0,056	0,050		0,471	0,039

Dependent : Job Satisfaction

B. Discussion

1. The results of the path analysis showed that career development and salary could have a direct effect on job satisfaction. Because the direct correlation coefficient was greater than the indirect relationship coefficient, it could be concluded that the actual relationship was a direct relationship, meaning that career development and salary variables had a direct and positive effect on job satisfaction. This study proved that if the Cooperativa Café Timor (CCT) Company, Dili, Timor-Leste, paid attention to the careers and salaries of employees/staff on an ongoing basis, the job satisfaction of employees/staff would be higher. The more often the Cooperativa Café Timor (CCT) Company, Dili, Timor-Leste, carried out activities that were designed to help improve the career development process and salary, the higher the employee/staff job satisfaction with the Cooperativa Café Timor (CCT) company would be, which is extraordinary.
2. Hypothesis testing with the intervening variable showed that the actual relationship of career development and salary to job satisfaction is a direct relationship without going through the employee/staff motivation variable as an intervening variable, it can be seen from the SPSS output results from testing equation 1 and equation 2 given the results that the direct coefficient value between career development and job satisfaction is greater than the coefficient of the indirect relationship, namely the interaction of the standardized coefficient of career development and the standardized coefficient of employee/staff motivation and the interaction of the standardized salary coefficient on employee/staff motivation, so the relationship between career development

and Job satisfaction is a direct relationship. So, the motivation of employees/staff does not influence or mediate the influence between career development and job satisfaction and also employee motivation affects or mediates salary on job satisfaction. It means that employee/staff motivation is not an Intervening variable.

C. Conclusion

That salary satisfaction is caused by feelings related to a sense of justice for the salary paid. If the salary received by the employee/staff is less than the others, there will be a feeling of injustice (inequitable) for the payment given. That is why the Hygiene factor or extrinsic factor in motivation consisting of wages/salaries, job security results in job dissatisfaction.

The limitations of this research, along with future research, are as follows:

1. Job satisfaction variables are only influenced by career development and salary, so for future research needs, other factors need to be considered, such as: location, large number of companies.
2. The career development implemented at the Cooperativa Café Timor Company in Dili has been quite good directly for job satisfaction. Thus the company is expected to improve employee career development through intensive education and training.
3. Salary has an indirect effect on job satisfaction. However, the company is still expected to provide salaries in accordance with educational background, work experience and workload given.

Bibliography

- Angelana Blog, 2006. Artikel pengembangan karier dan motivasi kerja karyawan. :<http://www.angelfire.com>
- Angelina Blog, 2002, Analisis teori kepuasan kerja dan pengaruh gaji, intensif, pengealaman kerja, pendidikan terhadap produktivitas/prestasi kerja. "angel.crysta.corp.com"
- Anoraga, Pandji san Sri Suyati, 1995. "Prilaku organisasi" PT Dunia Pustaka Jaya CatakanPertama.
- Arikunto Suharsimi, 1998. "Manajemen penelitian" Jakarta, PPLPTK, Dikti, Depdikbub, Jakarta.
- Arishanti, 2005. Artikel karena gaji yang dijanjikan dan kondisi kerja yang bakal diterima sangat baik berkeluh kesah dan tetap gigih terhadap yang dilakukan. "http://atep_2004.blogs.friendster.com
- Cooper Donal R dan Emory William C, 1995. "Metode penelitian bisnis. Jilid I Erlangga. Jakarta
- Deasy Aryanti Rahayuningsih, 2006. "Analisis budaya organisasi, kepuasan gaji, kepuasan kerja, motivasi, gender dan latar belakang pendidikan dan produktivitas kerja staf akunting. Jurnal Usahawan No. 12 Th xxxv Desember 2006
- Eugene McKenna dan Nic Beeh, 2000 "The Essence manajemen sumber daya manusia. Penerbit ANDI bekerja sama dengan pearson education asia Pte. Ltd
- Gozali Imam, 2001. "Aplikasi analisis multivariate. Dengan program SPSS UNDIP Semarang
- Gujarati N Damodar, 1995. Basic econometric, Thrid Edition, McGraw-Hill Singapore
- Gustiarti, 2006. Artikel gaji dan kepuasan kerja "<http://wwwsuamerdeka.com>
- Handoko T dan Sukanto Reksohadiprojo, 1996. "Organisasi perusahaan: Teori struktur dan prilaku, Bagian penerbit FE UGM, Yogyakarta
- Handoko, 2002. "Manajemen. BPFE. Yogyakarta
- Hardiningsih, dan Sumardi, 2002. "Hubungan kepuasan kerja dengan produktivitas kerja di perusahaan tenun setagen ibu Wasil" Juenal ekonomi manajemen dan akuntansi. No 8 Th. 5 Agustus 1998
- Harry Indra, 2001. "Pengembangan karier dan motivasi kerja sehingga memberikan pengaruh terhadap kepuasan kerja. "<http://www.suamerdeka.com>
- Harsiwi Agung, 2004. "Produktivitas karja dan kesempatan aktualisasi diri dosen wanita" agungharsiwi6-04-2html
- Hasibuan, 1997. "Organisasi dan motivasi: Dasar peningkatan produktivitas". Bumi Aksara. Jakarta
- James L Gibson, 1992. "Organisasi prilaku struktur dan proses. Penerbit Binapura Aksara Jakarta Barat
- Jhon Joi Ihalawau, 2000. "Bangunan toeri" Bagian penerbit FE UKSW, Salatiga
- Latham Gary dan Kenneth N Wexley, Increasing productivity through performance appraisal. Addison Wesley publishing company. Second Edition 1994
- Mangkunegoro, 2001. "Manajemen sumber daya manusia perusahaan. Remaja rosda karya. Bandung
- Marhis dan Jackson, 2002. Pengembangan karier dan motivasi kerja sehingga memberikan pengaruh terhadap kepuasan kerja "<http://www.suamerdeka.com>
- Munandar, 2001. "[http://id.wikipedia.org/wiki/kepuasan kerja](http://id.wikipedia.org/wiki/kepuasan_kerja)
- Nusantoro dan Susanto, 2001. "Dalam membangkitkan motivasi dan sisi emosional karyawan" "nusantoro2001.blogs.friendster.com
- Purwono, 2006. Artikel keahlian yang di perlukan dan mengembangkan karier atau usaha ke depan. "http://kompas_cetak/0605/09/jabar/1973htm.
- Rivai Harif Amali, 2001. "Pengaruh kepuasan gaji, kepuasan kerja dan komitmen organisasional terhadap intensi keluar" Jurnal bisnis dan akuntansi. Vol 3, No.1 April 2001
- Riyono, 1996. "Atas motivasi, bimbingan dan perlindungan yatiu rangkaian kerja besar, para pecinta, pengenalan, penerimaan, pengembangan". "www.watana.blogs.com
- Robbins, 1996. Prilaku organisasi. Terjemahan resmi dari edisi bahasa inggrid yang diterbitkan oleh Prentice-Hall Inc
- Robbins, 2006. Prilaku organisasi "PT. INDEKS kelompok gamedia indeks@cbn.net.id
- Siagian P Sondang, 1996. Kiat meningkatkan produktivitas kerja. Rineka cipta. Jakarta
- Simamora, 1999. Manajemen sumber daya manusia: konsep toeri dan pengembangan dalam konteks organisasi publik. Graha ilmu Yogyakarta
- Sjafri, 2003. "<http://www.ekofeum.or.id/artikelphp?cid=32>
- Srisuyati, 1995. "[http://id.wikipedia.org/wiki/kepuasan kerja](http://id.wikipedia.org/wiki/kepuasan_kerja)
- Stephen, 2003. "Prilaku organisasi "PT INDEKS kelompok gamedia indeks@cbn.net.id
- Supramono dan Haryanto, 2003. Desaing proposal penelitian studi pemasaran fakultas ekonomi UKSW, Salatiga
- Tb. Sjafri Mangkuprawira, 2003. "Manajemen Sumber Daya Manusia Strategik. Penerbit Ghalia Indonesia, jakarta selatan.
- Thornton, 1992:6. http://users.cjb.net/Unpaz/ftek_ji_sil.html
- Trisnanningsih, Sri., "Pengaruh komitmen terhadap kepuasan kerja auditor motivasi sebagai variabel intervening" Simposium Nasional Akuntansi III September 200.
