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Вплив компенсації та кар'єрного розвитку на лояльність працівників при врахуванні задоволеності роботою як медіатора

Анотація. Дослідження показують, що мотивований персонал значно продуктивніший, ніж немотивована, апатична група працівників. Коли працівники мають можливість кар'єрного росту та отримують компенсацію і пільги, вони, швидше за все, працюватимуть більше на благо компанії, адже зможуть побачити, що означає їх внесок у її успіх. Мета цього дослідження – проаналізувати вплив компенсації та кар'єрного росту на лояльність співробітників, опосередковану задоволеністю роботою. Вибірку в цьому дослідженні склали працівники компанії PT PLN (Persero) UPT Pulogadung. Кількість зібраних зразків склала 133 зразки. У цьому дослідженні використано кількісний метод, заснований на аналітичних підходах з використанням моделювання структурних рівнянь (SEM). Дані були отримані за допомогою анкет, розданих співробітникам, а потім оброблених за допомогою програми Amos 26. Згідно з результатами цього дослідження, компенсація та розвиток кар'єри позитивно та суттєво впливають на задоволеність роботою. Задоволеність роботою позитивно та істотно впливає на лояльність співробітників. Компенсація та розвиток кар'єри не впливають на лояльність співробітників. Результати аналізу посередництва показують, що задоволеність роботою може опосередкувати вплив компенсації та кар'єрного росту на лояльність співробітників. Таким чином, для підвищення лояльності співробітників компанії повинні звертати увагу на розмір компенсації та розвиток кар'єри. Співробітники, які задоволені своєю роботою, мають великий вплив на зростання та успіх їх компанії. Ось чому варто докладати зусиль, щоб створити робоче середовище, яке мотивує та надихає співробітників докладати максимум зусиль. Зрештою, коли підвищується лояльність співробітників, досягнення компанії стають їх досягненнями – і успіх майже гарантований.

Ключові слова: компенсація, розвиток кар'єри, лояльність працівників, задоволеність роботою, управління персоналом.

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The Influence of Compensation and Career Development on Employee Loyalty with Job Satisfaction as Mediator

Abstract. Research shows that a motivated workforce is substantially more productive than an unmotivated, apathetic group of employees. When workers have career opportunities and receive compensation, they are more likely to work harder for the good of the company, because they can see first-hand what their contributions mean to its

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success. The purpose of this research is to analyze the effect of compensation and career development on employee loyalty as mediated by job satisfaction. The sample in this study was employees of PT PLN (Persero) UPT Pulogadung. The number of samples collected was 133 samples. This study used a quantitative method based on analytical approaches using Structural Equation Modeling (SEM). Data was obtained through questionnaires distributed to employees and then processed using the Amos 26 application. According to the findings of this research, compensation and career development have a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee loyalty. Compensation and career development have no effect on employee loyalty. Mediation results show that job satisfaction can mediate the effect of compensation and career development on employee loyalty. It can be concluded that in order to increase employee loyalty, companies must pay attention to the amount of compensation and career development. Employees who are satisfied with their work have a major impact on the growth and success of the company. That's why it's worth the effort to create a work environment that motivates and inspires employees to do their best. Ultimately, when employee loyalty is elevated, company's achievements become their achievements – and success is all but guaranteed.

Keywords: compensation, career development, employee loyalty, job satisfaction, personnel management.

1. Introduction

Companies must provide rewards in the form of compensation, promotions, and career development to motivate employees and increase employee satisfaction at work. Employee job satisfaction has a long-term impact on employee loyalty to the company. Employee compliance, according to Saydam (2000), is one indicator of employee loyalty. Compliance refers to an employee's capacity to follow all applicable regulations, following directions from management, and adhere to the applicable working hours.

The following is the outcome of a recap of the employees of PT PLN (Persero) UPT Pulogadung in 2020 (Table 1).

Table 1

Employee Tardiness Data

Month	Percentage of Employee Tardiness in 2020
January	50%
February	73%
March	77%
April	63%
May	66%
June	61%
July	59%
August	59%
September	57%
October	55%
November	52%
December	51%
Average	60%

Source: HR Sub Division of PT PLN (Persero) UPT Pulogadung.

Based on the aforementioned employee tardiness data, it is known that the average tardy rate of PT PLN (Persero) UPT Pulogadung employees is very high, namely 60% in 2020. Employee satisfaction at PT PLN (Persero) UPT Pulogadung cannot be separated from the achievement of employee loyalty. Employee absenteeism is one indicator of whether or not employees are satisfied with their jobs, as shown below.

Table 2

Employee Attendance Data

Month	Percentage of Employee Attendance in 2020
January	11%
February	5%
March	8%
April	3%
May	2%
June	2%
July	2%
August	6%
September	2%
October	0%
November	2%
December	12%
Average	5%

Source: HR Sub Division of PT PLN (Persero) UPT Pulogadung.

According to table 2, there is a decline in job satisfaction, as seen by monthly fluctuations in employee absenteeism. This has a negative impact on employee loyalty. Financial issues, according to Sutrisno (2017), are one of the factors that influence job satisfaction. Financial issues are related to guarantees and welfare, which include salaries, promotions, and company facilities. Meanwhile, one of the variables that influence employee loyalty, according to Jusuf in (Tirtana E, 2018), is a rational factor, which involves something that can be explained logically, such as compensation, bonuses, and career development.

According to Susita et al (2020), career development has a significant impact on employee loyalty through job satisfaction. Furthermore, the results of a study conducted by Wasposito et al (2017) show that compensation and career development aspects influence job satisfaction.

Based on the preceding background, authors are interested in conducting further research on the influence of compensation and career development on employee loyalty with job satisfaction as mediator for employees of PT PLN (Persero) UPT Pulogadung.

2. Literature Review

Compensation

Compensation includes any income earned by employees in the form of money or goods, either directly or indirectly, in exchange for services rendered to the company (Hasibuan, 2012). According to (Notoatmodjo, 2009), the cost of living, productivity, wage scale, ability to pay, and employee motivation are all factors to consider when deciding compensation policy.

Career Development

Career development supports employees in discovering their capabilities so that their prospective abilities for the organization can be optimized (Conger, 2002). According to Sihotang (2006) (cited in Batubara, 2016:13), indicators of career development include organizational policies, work performance, educational background, training, work experience, and loyalty to the organization.

Job satisfaction

Job satisfaction expresses a person's level of satisfaction with their job (Parvin and Kabir, 2011). Job satisfaction is defined by Spector in (Pang & Lu, 2018) as "how people feel about their work and various facets of their work". According to Handoko (2009), job satisfaction is a good or terrible feeling state in which employees perceive their job. A person's attitude toward work reflects their level of job satisfaction.

Employee Loyalty

Loyalty is one of the methods used in companies to evaluate employees' loyalty to their jobs, positions, and organizations (Hasibuan, 2012). This loyalty is demonstrated in employees' commitment to preserve and maintain the organization both within and outside of work, which weakens the people in control (Poerwadarminta, 2002). According to Saydam (2000), there are four signs of employee loyalty: compliance, responsibility, dedication, and honesty.

3. Research Hypothesis

The hypotheses in this research are as follows:

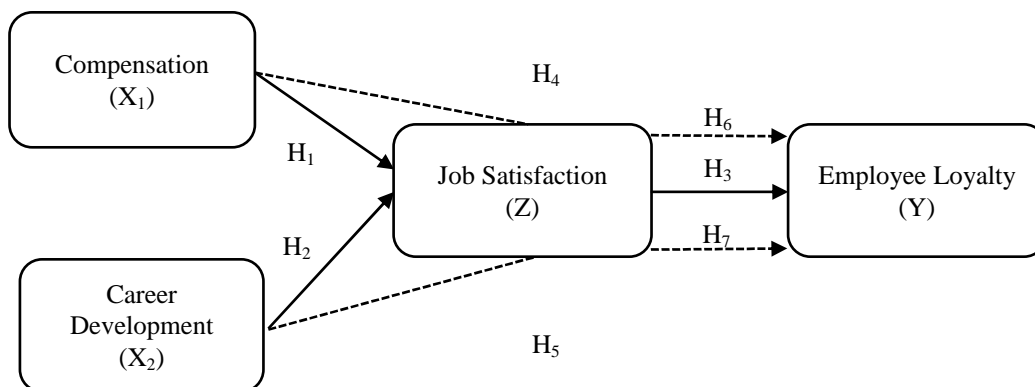


Figure 1. Research Conceptual Framework

Research hypothesis:

- H₁: compensation has a positive effect on job satisfaction;
- H₂: career development has a positive effect on job satisfaction;
- H₃: job satisfaction has a positive effect on employee loyalty;
- H₄: compensation has a positive effect on employee loyalty;
- H₅: career development has a positive effect on employee loyalty;
- H₆: compensation has a positive effect on employee loyalty through job satisfaction;
- H₇: career development has a positive effect on employee loyalty through job satisfaction.

4. Research Methodology

This study was carried out at PT PLN (Persero) UPT Pulogadung. The population in this study includes 199 employees, and the sample is 133 respondents determined through calculations utilizing the Slovin formula. This study used a quantitative approach, with data collection using a questionnaire and a Likert scale distributed to respondents. The AMOS 26 program was used to perform the Structural Equation Model (SEM), which is the analytical technique used in this study.

5. Results and Discussion

Based on the results of data processing, the hypothesis model is depicted in the figure below:

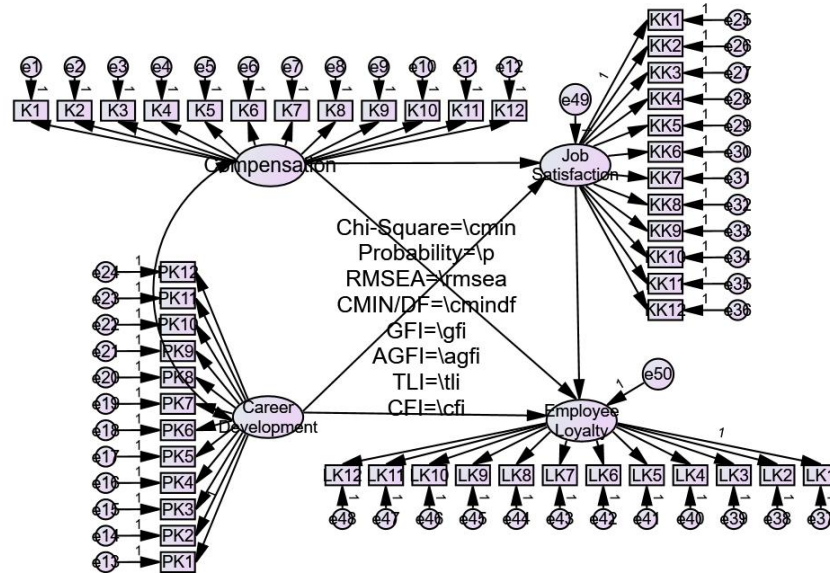


Figure 2. Structural Model

The following table shows the Regression Weights output by the research hypothesis testing table utilizing the AMOS test tool:

Table 3

Regression Weights

			Estimate	S.E.	C.R.	P
Job Satisfaction	<---	Compensation	,514	,104	4,957	***
Job Satisfaction	<---	Career Development	,399	,111	3,598	***
Employee Loyalty	<---	Compensation	,122	,104	1,181	,238
Employee Loyalty	<---	Career Development	,080	,101	,790	,430
Employee Loyalty	<---	Job Satisfaction	,408	,134	3,045	,002

The P-value can be used to determine if the impact of significance exists or not, as shown in the table. The significance ($\alpha = \alpha$) used is 0.05. The hypothesis is accepted if the P-value is less than 0.05.

The job satisfaction variable acts as a mediator in this study, mediating the indirect effect of the compensation and career development variable on employee loyalty. The Sobel test was used to determine the relevance of job satisfaction variables in mediating the indirect effect of compensation and career development variables on employee loyalty; the following are the results:

Table 4

Standardized Direct Effects
Standardized Direct Effects (Group number 1 – Default model)

	Career Development	Compensation	Employee Satisfaction	Employee Loyalty
Employee Satisfaction	0,368	0,565	000	000
Employee Loyalty	0,099	0,181	0,549	000

Table 5

Standardized Indirect Effects
Standardized Indirect Effects (Group number 1 – Default model)

	Career Development	Compensation	Employee Satisfaction	Employee Loyalty
Employee Satisfaction	000	000	000	000
Employee Loyalty	0,202	0,310	000	000

Table 4 shows that the direct effect of compensation on employee loyalty is 0.181, while the indirect effect of compensation on employee loyalty mediated by job satisfaction is 0.310. This indicates that the indirect effect is higher than the direct effect, implying that the job satisfaction variable is able to mediate the indirect effect of the compensation variable on employee loyalty.

Furthermore, the direct effect of career development variables on employee loyalty is 0.099, whereas the indirect effect of career development variables on employee loyalty is 0.202. This demonstrates that the indirect effect is greater than the direct effect, implying that the job satisfaction variable can mediate the indirect effect of the career development variables on employee loyalty.

Effect of Compensation on Job Satisfaction

The first hypothesis is tested between compensation variables and job satisfaction; the test findings indicate a probability value of 0.000 ($p < 0.05$) from an estimated value of 0.514, indicating that H_1 is supported because compensation and job satisfaction have a positive and significant relationship. As a result, the higher the company's compensation, the more satisfied the employees are with their jobs.

These results are consistent with Andriany's (2019) research, which found that compensation had a positive and significant effect on job satisfaction. Rustilah's (2018) research also found that compensation has a significant positive effect on job satisfaction.

Effect of Career Development on Job Satisfaction

Testing the second hypothesis, namely the relationship between career development variables and job satisfaction, yielded a probability value of 0.000 ($p < 0.05$) from the estimate value of 0.399, indicating that H_2 is supported because there is a positive and significant relationship between the two variables. As a result, the higher the company's career development, the higher the job satisfaction of its employees.

These findings are in accordance with the results of research by Parimita et al (2015) which have proven that career development has a positive and significant influence on job satisfaction of employees of PT Pos Indonesia (Persero) Bekasi. Shujaat's (2014) research also found that career advancement has a favorable and significant impact on job satisfaction.

The Effect of Job Satisfaction on Employee Loyalty

Testing the third hypothesis, namely the relationship between the variables of job satisfaction and employee loyalty, yields a probability value of 0.002 ($p < 0.05$) from the estimated value of 0.408, indicating that H_5 is supported because there is a positive and significant relationship between the two variables. As a result, the higher the employee's job satisfaction, the higher the employee's loyalty.

These findings are in accordance with the research results of Frempong et al. (2018) which has proven that job satisfaction has a direct effect on employee loyalty. Job satisfaction also has a positive and significant effect on employee loyalty, according to research conducted by Larastrini & Adnyani (2019).

The Effect of Compensation on Employee Loyalty

Testing the fourth hypothesis, namely the relationship between the compensation variable and employee loyalty, yields a probability value of 0.238 ($p > 0.05$) from the estimate value of 0.122, indicating that H_3 is not supported since compensation has no significant impact on employee loyalty. As a result, the theory that compensation has a major impact on job loyalty has been disproved.

This study contradicts Omoankhanlen (2021) and Putra (2019) findings, which found that compensation has a significant impact on employee loyalty. However, the findings of this study are consistent with Utami & Dwiatmadja's (2020) research which found that there is no effect of compensation on job loyalty.

The Effect of Career Development on Employee Loyalty

Testing the fifth hypothesis, namely the relationship between career development variables and employee loyalty, yields a probability value of 0.430 ($p > 0.05$) from an estimate value of 0.080, indicating that H_4 is not supported since career development has no significant impact on employee loyalty. As a result, the hypothesis that career development has a significant effect on employee loyalty is not supported.

This study contradicts the results of Utami & Dwiatmadja (2020) and Suryanti (2018), who found that career development has a significant impact on employee loyalty. However, the results of Lumiu et al. (2019) research, which revealed that there is no effect of career development on employee loyalty, are consistent with this study.

The Effect of Compensation on Employee Loyalty through Job Satisfaction

The findings of the sixth hypothesis prove that compensation has an effect on employee loyalty through job satisfaction. The value of standardized indirect effects (0.310) is greater than the value of standardized direct effects compensation, demonstrating this (0.181). As a result, if compensation is provided through job satisfaction, the effect on employee loyalty is higher.

This is in line with Musnadi's (2018) research at the Class IIB Detention Center Banda Aceh and the Class IIB Jantho Detention Center, which looked at the relationship between compensation and employee loyalty. The study's results indicate that when compensation is measured in terms of job satisfaction, it has a positive effect on employee loyalty.

The Effect of Career Development on Employee Loyalty through Job Satisfaction

The findings of the seventh hypothesis indicate that career development has an impact on employee loyalty through job satisfaction. The value of standardized indirect effects (0.202) is greater than the value of standardized direct effects compensation, demonstrating this (0.099). As a result, if career development is achieved through job satisfaction, the effect on employee loyalty is greater. This is related with Suryanti research in 2018 entitled: "The Effect of Compensation, Work Environment and Career Development on Job Satisfaction and Its Impact on Employee Loyalty at

PT. XYZ". The results of this study show that the career development of PT. XYZ employees is significantly influenced by the employee loyalty.

6. Conclusions

Based on the findings of the research, it is possible to conclude that: (1) Compensation has a positive and significant effect on job satisfaction; higher compensation will increase employee job satisfaction. (2) Career development has a positive and significant effect on job satisfaction; the possibilities for career development provided will increase employee job satisfaction. (3) Job satisfaction has a positive and significant effect on job

loyalty; higher job satisfaction will increase job loyalty. (4) Compensation has no effect on job loyalty; higher compensation will not increase job loyalty. (5) Career development has no effect on job loyalty; the possibilities for career development provided will not increase job loyalty. (6) Job satisfaction mediates the indirect effect of compensation on job loyalty; the higher the compensation will increase job satisfaction, which results in higher job loyalty. (7) Job satisfaction mediates the indirect effect of career development on job loyalty; the higher the possibility for career development will increase job satisfaction, which results in higher job loyalty.

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