

The Effect of Experience, Work Supervision and Career Development on Job Satisfaction

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Abstrak

Kepuasan kerja merupakan sikap pegawai yang harus diperhatikan oleh setiap pengguna sumber daya manusia sebagai penggerak organisasi. Hal ini penting dilakukan agar pekerja mendapatkan kepuasan dan merasa bahwa harapannya terhadap organisasi dapat terpenuhi. Faktor-faktor penyebab kepuasan kerja harus dianalisis agar menjadi dasar kebijakan perusahaan. Penelitian ini bermaksud untuk mengetahui peran pengalaman kerja, supervisi, dan pengembangan karir terhadap kepuasan kerja. Populasi dalam penelitian ini adalah pekerja di salah satu perusahaan di kota Gresik dengan jumlah 76 orang. Teknik pengambilan sampel menggunakan sampling jenuh. Teknik analisis yang digunakan dalam penelitian ini adalah uji regresi linier berganda. Penelitian ini menyimpulkan bahwa semua variabel berpengaruh signifikan secara parsial dan simultan terhadap variabel kepuasan kerja. Pengalaman, pengawasan dan pengembangan karir dapat digunakan untuk mengembangkan kepuasan pekerja. Hal ini diharapkan oleh setiap pemimpin sehingga seorang pemimpin perlu memahami apa yang harus dilakukan untuk menciptakan kepuasan kerja karyawan. Pimpinan hendaknya selalu mempertimbangkan kebijakan yang dibuat, dengan mempertimbangkan aspek-aspek yang menimbulkan kepuasan kerja karyawan.

Kata kunci: *Pengalaman Kerja, Pengawasan, Pengembangan Karir, Kepuasan Kerja*

Abstract

Job satisfaction is an employee attitude that must be observed by every user of human resources as an organizational mover. This is important to do so that workers get satisfaction and feel that their expectations for the organization can be fulfilled. Factors that cause job satisfaction must be analyzed in order to become the basis of company policy. This study intends to determine the role of work experience, supervision, and career development on job satisfaction. The population in this study are workers in one of the companies in the city of Gresik with a total of 76 people. The sampling technique uses saturated sampling. The analysis technique used in this research is multiple linear

regression test. This study concludes that all variables have a partial and simultaneous significant effect on job satisfaction variables. Experience, supervision and career development can be used to develop worker satisfaction. This is expected by every leader so that a leader needs to understand what must be done to create employee job satisfaction. Leaders should always consider the policies made, taking into account the aspects that give rise to employee job satisfaction.

Keywords: *Work Experience, Supervision, Career Development, Job Satisfaction*

LATAR BELAKANG

Job satisfaction is a very important issue. Every organization must be able to create satisfaction for employees. Job satisfaction makes employees like and love their work and then carry out their duties and responsibilities properly accompanied by feelings of pleasure and love for their work. Job satisfaction also encourages employees to behave and behave well which shows an attitude of obedience, order and order which results in work performance towards the activities carried out in the work and duties of each employee (Fatimah et al., 2018).

Job satisfaction for everyone is relative. Each worker feels a different level of satisfaction (Retnowati, 2020; Radjawane, 2022). Job satisfaction is defined as an attitude and emotion as a result of an assessment of work conditions (Lestari & Arifin, 2021). There are many factors that determine job satisfaction for employees such as work environment or work climate (Lestari et al., 2020; Darmawan et al., 2020; 2021; Hariani & Al Hakim, 2021; Hasan & Djaelani, 2021; Arifin & Mardikaningsih, 2022 ; Irfan, 2022), organizational commitment (Hariani & Irfan, 2019; Susanto et al., 2021), social support and work engagement (Mardikaningsih & Darmawan, 2022). Job satisfaction will provide obstacles to the intention to leave the company (Hariani & Sinambela, 2021; Hariani, 2022). There are various factors that determine job satisfaction such as experience, supervision and career development.

Companies need experienced workers to ensure smooth work processes (Darmawan, 2019). Experience is a process of learning and increasing the potential for good behavior from formal or non-formal education which can be interpreted as a process that brings a person to a better pattern of behavior. Work experience can be seen from the length of time or tenure of employees working at both the previous company and the current company (Sinambela & Lestari, 2021; Al Hakim, 2022). However, workers are not only seen from the length of service but also observed work results as experienced workers (Darmawan et al., 2016). Several studies show that there is a role for work experience in supporting the formation of performance (Darmawan & Mardikaningsih, 2021; Darmawan & Arifin, 2022; Darmawan, 2022). In addition, job satisfaction will also encourage employees to be more motivated to show achievement (Mardikaningsih & Arifin, 2022).

Supervision is an activity that is usually carried out by companies as a way or rule to achieve effective and efficient performance, and further support the realization

of the vision and mission of the organization (Irfan & Putra, 2021). With supervision, it can be more specific in managing and supervising employees at work and carrying out their work (Hariani, 2022). Proper supervision will contribute to good work results (Djaelani et al., 2022; Djaelani & Retnowati, 2022). With supervision, workers will show effective work productivity (Putra et al., 2017).

Satisfaction is also influenced by the perceived career development of workers (Munir et al., 2022). Career development can strengthen commitment to the organization (Putra & Darmawan, 2022). Even though it goes through a time process, having a career policy can make workers stay in the organization (Freddy, et al., 2015; Arifin et al., 2022). A career consists of all the work that exists while a person is working (Putra et al., 2022). Career is all positions occupied by a person in his working life (Mardikaningsih, 2020). Career development is a process of increasing individual work ability achieved in order to achieve the desired career (Ernawati et al., 2020). Employee career development has an important role in enriching the human capital component in a company (Khan et al., 2015).

An organization really needs employees who have human resource competencies according to their respective fields to carry out company activities effectively and efficiently (Baskoro et al., 2021). Organizations must understand how to meet worker expectations (Jahroni et al., 2021). They must feel satisfied with the organization so that later employees can carry out all their duties and responsibilities properly. These things need to be observed. This study intends to determine the role of work experience, supervision, career development on job satisfaction.

METODE

This quantitative descriptive study made observations to determine the role of work experience, supervision, career development on job satisfaction. The population in this study are workers in one of the companies in the city of Gresik with a total of 76 people. The sampling technique uses saturated sampling.

There are three independent variables involved and one dependent variable. Indicators of work experience are duration of work, level of knowledge, mastery of work and equipment, and quick response to work difficulties. Indicators for measuring monitoring variables are direct inspections, on-site observations, on-site reports, and written reports. Career development indicators are career planning, personal career development, career development with the support of human resources, and the role of performance feedback. Indicators of job satisfaction are the job itself, leadership, salary, coworkers, and working conditions.

The analysis techniques used in this study are validity and reliability tests, multiple linear regression tests, and classical assumption tests, as well as testing the coefficient of determination.

HASIL DAN PEMBAHASAN

Most of the respondents were male as many as 53 people while the rest were female as many as 23 people. The company employs more men than women. This

shows that most of the employees needed for their fields are male workers. Respondents aged between 19-30 years with a percentage of 32 people, while for the age group 31-40 years, namely 38 people. There are only six people who are over 40 years old. So it can be interpreted that the company is filled by employees who are in productive periods at work.

The results of the validity test showed that all research instruments used to measure the variables of experience, supervision, career development, and job satisfaction had a correlation coefficient with a total score of all statement items greater than 0.3. This shows that the statement items in the research instrument are valid and appropriate to be used as research instruments.

An instrument is said to be reliable, if the instrument has a Cronbach's alpha value greater than 0.60. By using the SPSS 26.0 for windows application, the reliability test results for the experience variable were 0.759, supervision was 0.824, career development was 0.693, and job satisfaction was 0.657. This shows that all research instruments have a Cronbach's alpha coefficient of more than 0.60 and all instruments are reliable.

The normality test in this study uses observations on the distribution of data (points) on the diagonal sources of the Scatter Plot graph. According to Figure 1 above, the normal graph of p-p plot of regression is standardized residual, indicated by plots of data that can be spread around and follow the diagonal line. The regression model is able to conclude that it fulfills the assumption of normality.

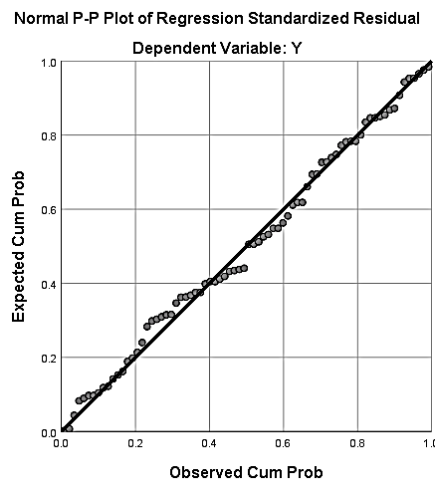


Figure 1 Normality

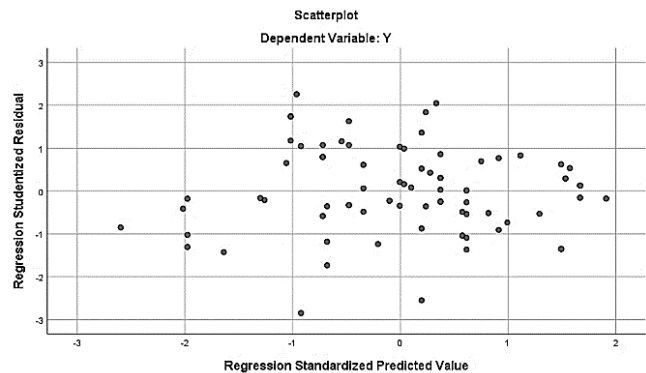


Figure 2 Heteroscedasticity

The heteroscedasticity test can be seen in Figure 2 where no special pattern is formed. All random. Free regression model of heteroscedasticity symptoms.

Autocorrelation does not occur because the Durbin Watson value is 1.105. Tolerance value of the variable experience, supervision, career development respectively is 0.815; 0.759; 0.829. VIF value is 1.227; 1.317; 1.207. Based on the results of the analysis, it can be seen that the tolerance coefficient for all variables is greater than 0.10 and the VIF value is less than 10. These results indicate that there are no symptoms of multicollinearity.

Table 1. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	25.809	3.518		7.337	.000		
	X.1	2.533	.501	.421	5.058	.000	.815	1.227
	X.2	1.475	.423	.301	3.491	.001	.759	1.317
	X.3	1.651	.467	.292	3.537	.001	.829	1.207

Table 1 shows that the independent variables (experience, supervision and career development) have a significant value below 0.05 and the regression coefficient is positive, meaning that the two variables have a direct relationship with the dependent variable (job satisfaction), that is, if the independent variable (experience , supervision and career development) is increased by one unit, the related variable (job satisfaction) will increase.

Table 2. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1430.350	3	476.783	35.159	.000 ^b
	Residual	976.387	72	13.561		
	Total	2406.737	75			

Table 2 shows a sig value of 0.000 which is less than 0.05 (sig <α) which means that the independent variables, namely work experience (X.1), work supervision (X.2), and career development (X.3) have a significant effect simultaneously on the dependent variable, namely job satisfaction (Y), so that this research can be said to

fulfill the model feasibility test or the research model is declared worthy of being used as a regression model.

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771 ^a	.594	.577	3.683	1.105

Based on the calculation of the coefficient of determination, it can be seen that the Adjusted R Square value obtained is 0.577. This figure shows that 57.7% of job satisfaction (the dependent variable) can be explained by the variable factors of experience, supervision and career development, the remaining 42.3% is influenced by other factors not explained in this study.

Experience is proven to have a role on employee job satisfaction. This finding is in accordance with Sinambela (2020). Every worker is expected to have work experience in a position to be in a company. Work experience for employees should be developed by adding knowledge, skills and positive personality development in a person (Novrianda et al., 2012). This will bring out professionalism that supports good work behavior (Oetomo, 2004; Aprilianti et al., 2019).

Supervision is proven to have a role in shaping job satisfaction. This is in accordance with Mardikaningsih et al. (2022). In the company there are still employees who make mistakes in carrying out their work, because employees do not get clarity in obtaining information and do not want to ask the supervisor again about the work to be done, in addition to the lack of effective training provided to employees so that it has an impact on supervisors who have to work extra in providing direction and training to employees to be able to work skillfully. Good leadership also carries out effective supervision (Arifin et al., 2019). Supervision is a phase to assess whether the goals set have been satisfactorily achieved or not such supervision (Sinambela et al., 2019). Workers should not feel pressured by supervision (Issalillah, 2022). Stressful conditions can affect a person so that it has an impact on his behavior (Darmawan & Djaelani, 2022). With a clear self-concept, workers can control themselves while under supervision. This self-concept will help a person to think and behave positively even when under supervision (Retnowati & Putra, 2021; Mardikaningsih & Putra, 2021). With good supervision, it is hoped that employees can work even better so that the company will be even better and more advanced (Ernawati et al., 2022). There is compensation that will be received by workers based on feedback from the results of performance appraisal (Werdati et al., 2020; Putra & Mardikaningsih, 2022).

In addition, job satisfaction is also formed from career development policies. This is in accordance with a study by Munir et al. (2022). Only employees who already have a good position always try to get a better career path, and other employees only accept decisions from the leadership and don't want to try hard to improve themselves by developing a career in order to get a good position at work. Employee job satisfaction has not been fully obtained by employees. This will have a negative impact on companies related to supervision and career development in a company. Career development is an employee's effort to realize his career goals in the future which can

improve work ability if supported by the HR department in order to achieve his career goals. To be able to achieve goals effectively and efficiently, every company must pay attention to employees which include the skills and abilities they have.

SIMPULAN

This study concludes that all variables have a partial and simultaneous significant effect on job satisfaction variables. Experience, supervision and career development can be used to develop worker satisfaction. This is expected by every leader so that a leader needs to understand what must be done to create employee job satisfaction. Leaders should always consider the policies made, taking into account the aspects that give rise to employee job satisfaction.

Management should pay more attention to the work experience of employees, especially for employees who have not worked for too long. This is done so that employees are able to complete and be responsible for assigned tasks smoothly and develop careers in their respective fields.

Supervision is carried out so that work plans and stages of work can go according to plan. No matter how good a plan, the form of the organization and the personnel implementing it, without a supervisory factor, it will be useless because it must be realized that humans as executors have limitations. With the existence of organizational supervision, it can control whether there are problems that cause employees to be unable to complete work, and detect what is a problem in the work process. Thus, employees will have no difficulty in working which in the end with supervision will increase employee job satisfaction. Employee satisfaction is higher when the company pays attention to the material and non-material needs of employees.

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