The Effect of Human Resource Quality, Motivation, Discipline and Career Development on Job Satisfaction and Their Impact on the Performance of Transjakarta Employee

Sugito Efendi[1], Deni Firmansyah[2]
[1), 2)] Universitas Nasional, Jakarta, Indonesia
Email: sugito123efendi@gmail.com[1], deni18bt@gmail.com[2]

ABSTRACT

This study aims to analyze the effect of HR Quality, Motivation, Discipline and Career Development on job satisfaction and its impact on the performance of Transjakarta employees. This study uses a survey method by distributing questionnaires to Transjakarta employees as respondents. Quantitative research method with Structural Equation Modeling (SEM) analysis technique with Amos application. The sample in this study were 183 respondents. The results showed that the quality of human resources, motivation and career development directly have a positive and significant effect on job satisfaction, while career development directly have a positive and significant effect on performance of transjakarta employee.

Keywords: Influence; Job Satisfaction; SEM; Employee Performance

INTRODUCTION

Human Resource Management is the process of acquiring, training, appraising and compensating employees, and for managing their labor relations, their health and safety, and matters relating to justice (Dessler, 1993, 2013). Policies and practices define the 'people' or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising (Ahmed, 2019; Gunawan et al., 2019; Jawaad et al., 2019; Mousa & Othman, 2020; Piatak et al., 2020). But according to Michael Armstrong, 2009, the practice of human resource management (HR) is concerned with all aspects of how people work and are managed in organizations (Hewagama et al., 2019; Minbaeva, 2008; Shipton et al., 2006). It covers activities of HR strategy, HR management, corporate social responsibility, knowledge management, organizational development, HR resources (HR planning, recruitment and selection), performance management, learning and development, reward management, employee relations, employee welfare, health and safety, as well as the provision of employee services. If a company has good human resource management, the company's goals will be achieved.

Human Resource Management at Transjakarta currently is in the process of being improved. PT Transportasi Jakarta (Transjakarta) is a public transportation company owned by

the DKI Jakarta Provincial Government. Transjakarta is the first Bus Rapid Transit (BRT) transportation system in Southeast Asia and South Asia. Transjakarta has been operating since 2004 in Jakarta, Indonesia. Transjakarta has the longest track in the world, which is 230.9 km and a number of bus stops spread across 13 corridors. Transjakarta is required to always be able to provide maximum service so that customers feel safe and comfortable using Transjakarta services which then leads to customer satisfaction. One of the things that is used as the basis by Transjakarta in carrying out daily operations is by referring to the Minimum Service Standards (SPM) issued through Pergub No. 13 of 2019. With the SPM, it can provide guarantees to customers and Transjakarta that daily operations have a basis and have been approved by the governor of DKI Jakarta so as to reduce all kinds of irregularities in the field. Moreover, with the target customer of 1 million customers/day and the addition of new operational routes, of course Transjakarta must consistently provide maximum service to its customers.

The purpose of this study is to analyze the effect of HR Quality, Motivation, Discipline and Career Development on job satisfaction and its impact on the performance of Transjakarta employees.

METHOD

Research Model Framework

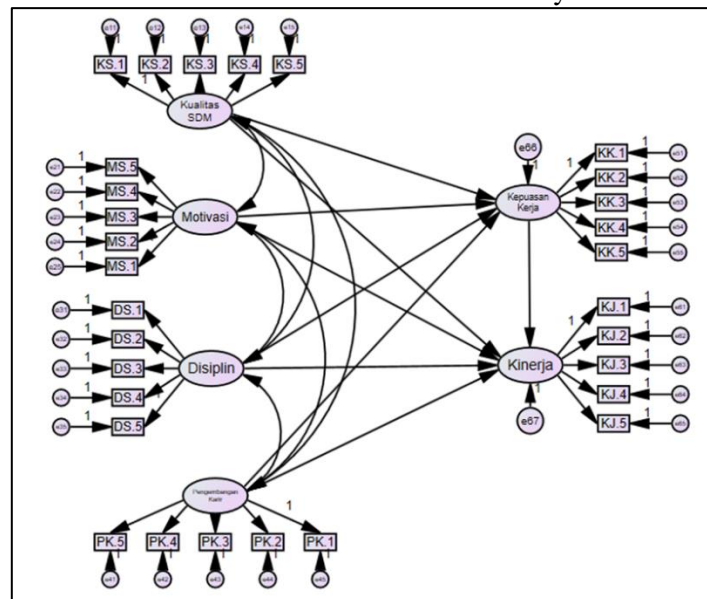The construction of the research model based on the theory used is as follows:

Figure 1
Model Construction

Hypothesis
The hypothesis based on model framework can be explained as follows:
H1: The quality of Human Resources directly has a positive effect on employee job Satisfaction
H2: Motivation directly has a positive effect on employee job satisfaction
H3: Discipline directly has a positive effect on employee job satisfaction

H4: Career Development has a direct positive effect on employee job satisfaction
H5: The quality of Human Resources directly has a positive effect on employee performance
H6: Motivation directly has a positive effect on employee performance
H7: Discipline directly has a positive effect on employee performance
H8: Career Development has a direct positive effect on employee performance
H9: Job Satisfaction directly has a positive effect on employee performance
H10: The quality of Human Resources indirectly has a positive effect through job satisfaction on employee performance
H11: Motivation indirectly has a positive effect through job satisfaction on employee Performance
H12: Discipline indirectly has a positive effect through job satisfaction on employee Performance
H13: Career development indirectly has a positive effect through job satisfaction on employee performance

Structural Equation Modelling (SEM)
The analytical method used in this study is a quantitative analysis method using an analytical tool in the form of a Structural Equation Modelling (SEM) program through AMOS software. SEM is a multivariate statistical analysis method. Performing SEM data processing is different from performing regression data processing or path analysis. SEM data processing is more complicated, because SEM is built by measurement models and structural models. In SEM there are 3 activities simultaneously, namely checking the validity and reliability of the instrument (confirmatory factor analysis), testing the relationship model between variables (path analysis), and getting a suitable model for prediction (structural model analysis and regression analysis).

Structural Model Analysis
The structural model is the relationship between latent variables (variables that cannot be measured directly and require several indicators to measure them) independent and dependent (Creswell, 1999; Creswell & Creswell, 2017). After testing the validity and reliability of the indicators forming latent variables with the SPSS application, the next analysis is to perform a full Structural Equation Modeling (SEM) analysis using the Amos application. Analysis of the results of data processing at the full SEM model stage is carried out by conducting a model feasibility test and a causality significance test

Data Normality Test
To test whether or not the assumption of normality is violated, the z statistic value can be used for skewness and kurtosis. SEM requires data with multivariate normality distribution. To find out the data is normally distributed multivariate, it takes the value of z skewness or z kurtosis $< \pm 1.96$ at $= 0.05$ and $< \pm 2.58$ at $= 0.01$.

Multivariate Outlier Test
Testing data outliers using AMOS by using the observation furthest output display from the centroid, which shows how far the data is from a certain center point. The distance is measured by the Mahalonobis method, the farther the distance from a data point to the center (centroid), the more likely it is that the data is included in the outlier category or data that is very different from other data.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) test is used to test the unidimensional validity and reliability of the construct measurement model that cannot be measured directly. CFA has 2 main objectives, namely measuring indicators that are conceptualized in a unidimensional, precise and consistent manner as well as the dominant indicators forming the construct studied. By looking at the correlation of each variable, both exogenous and endogenous variables, this can be seen from the loading factor value of each indicator. If the loading factor value is above 0.5 then it is declared valid.

Construct Reliability and Variance Extracted Test

The research data quality test is divided into 2 parts, namely the validity and reliability of the data. The data quality test is a stage that a research model must pass before arriving at the influence test or correlation test. In general, the validity of the data describes the suitability of each indicator to the variable. While the reliability of the data shows the reliability of the research data. o test the validity of the SEM is known through the value of "Estimate". Kurniasari & Ghozali (2013) explains that the indicator of the variable is called valid if the value of "Estimate" > 0.05. Furthermore, to test the reliability of the data used indicators based on the formula Variance Extracted (AVE) and Construct Reliability (CR). Kurniasari & Ghozali (2013)explains that the indicator of a variable is called reliable if the AVE value 0.05 and CR 0.07. The following is the formula for calculating the AVE and CR values:

$$AVE = \frac{\Sigma \text{ Standardized Loading}^2}{\Sigma \text{ Standardized Loading}^2 + \Sigma \varepsilon j}$$

$$CR = \frac{(\Sigma \text{ Standardized Loading})^2}{(\Sigma \text{ Standardized Loading})^2 + \Sigma \varepsilon j}$$

RESULT AND DISCUSSION

Full Model Feasibility Test

After conducting a confirmatory analysis of the indicators forming latent variables and testing the quality of the data, the next analysis is the full Structural Equation Model. The results of data processing for this analysis are shown in the following figure:
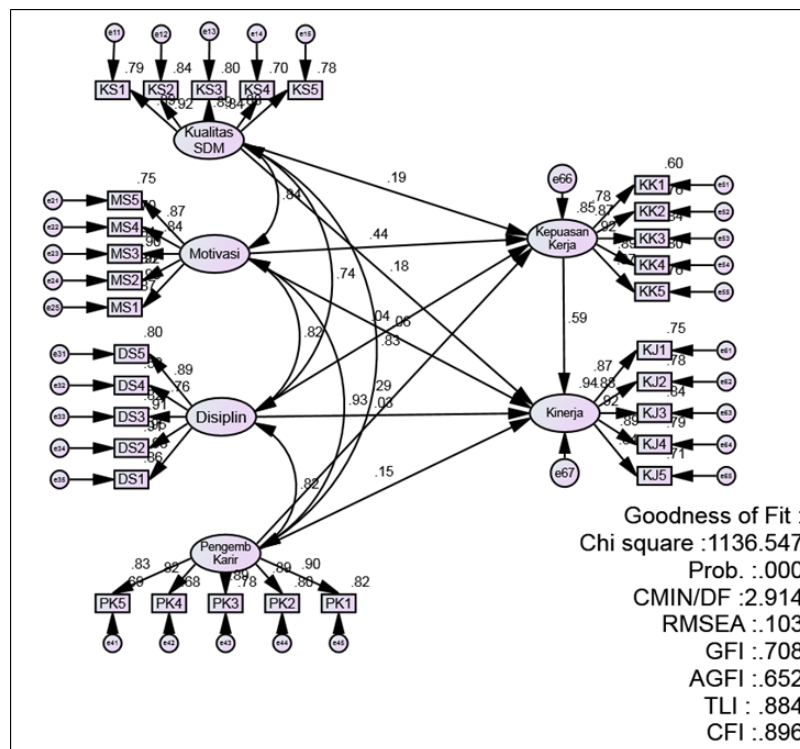
Figure 2
Amos Research Model

Hypothesis Test

After the testing phase for the suitability of the model and the normality of the data is carried out, the next step is testing the proposed research hypothesis. Testing this hypothesis is based on processing research data using analysis. In the output of SEM, this causality test is carried out by reading the CR (Critical Ratio) value which is identical to the t-test. The following is a table of results from hypothesis testing using the t-value or Critical Ratio (CR).

Table 1

Regression Weights

			Estimate	S.E.	C.R.	P	Conclusion
Job_Satisfaction	<---	HR Quality	0,247	0,091	2,729	0,006	Accepted Ho
Job_Satisfaction	<---	Motivation	0,457	0,115	3,979	***	Accepted Ho
Job_Satisfaction	<---	Discipline	0,020	0,092	0,215	0,830	Rejected Ho
Job_Satisfaction	<---	Career_Development	0,277	0,102	2,703	0,007	Accepted Ho
Employee_Performance	<---	HR Quality	0,086	0,087	0,992	0,321	Rejected Ho
Employee_Performance	<---	Motivation	0,052	0,130	0,403	0,687	Rejected Ho
Employee_Performance	<---	Discipline	0,019	0,075	0,260	0,795	Rejected Ho
Employee_Performance	<---	Career_Development	0,275	0,098	2,808	0,005	Accepted Ho
Employee_Performance	<---	Job_Satisfaction	0,529	0,187	2,831	0,005	Accepted Ho

Resource: Amos data processing, 2021

The magnitude of the influence between exogenous and endogenous variables can be seen in the table below.

Table 2
Standardized Regression Weights

			Estimate
Job satisfaction	<---	Quality_HR	0,195
Job satisfaction	<---	Motivation	0,439
Job satisfaction	<---	Discipline	0,043
Job satisfaction	<---	Career development	0,289
Performance	<---	HR Quality	0,182
Performance	<---	Motivation	0,059
Performance	<---	Discipline	0,026
Performance	<---	Career development	0,151
Performance	<---	Job satisfaction	0,595

Resource: Amos data processing, 2021

The quality of Human Resources directly has a positive effect on employee job satisfaction

The results of the analysis of the C.R (critical ratio) value to determine the effect of the HR Quality variable on the Job Satisfaction variable of 2.729, which is greater than the requirement, namely 1.96 and the probability value of 0.006 is less than 0.05 and the regression coefficient value of direct influence is 0.195. So it can be concluded that the first hypothesis is accepted, which means that the quality of human resources has a positive and significant effect on job satisfaction

Motivation directly has a positive effect on employee job satisfaction

The results of the analysis of the C.R (critical ratio) value to determine the effect of the motivation variable on the job satisfaction variable of 3.979 which is greater than the requirement of 1.96 and the probability value of 0.000 is less than 0.05 and the regression coefficient value of direct influence is 0.439. So it can be concluded that the second hypothesis is accepted, which means that motivation has a positive and significant effect on job satisfaction.

Discipline directly has a positive effect on employee job satisfaction

The results of the analysis of the C.R (critical ratio) value to determine the effect of the Discipline variable on the Job Satisfaction variable of 0.215 which is smaller than the requirement of 1.96 and the probability value of 0.830 is more than 0.05 and the regression coefficient value of direct influence is 0.043. So it can be concluded that the third hypothesis is rejected, which means that discipline has a positive but not significant effect on job satisfaction.

Career Development has a direct positive effect on employee job satisfaction

The results of the analysis of the C.R (critical ratio) value to determine the effect of the Career Development variable on the job satisfaction variable of 2.703, which is greater than the requirement, namely 1.96 and the probability value of 0.007 is less than 0.05 and the regression coefficient value of direct influence is 0.289. So it can be concluded that the fourth hypothesis is accepted, which means Career Development has a positive and significant effect on job satisfaction.

The quality of Human Resources directly has a positive effect on employee performance

The results of the analysis of the C.R (critical ratio) value to determine the effect of the HR Quality variable on the Performance variable of 0.992, which is smaller than the requirement of 1.96 and the probability value of 0.321 is more than 0.05 and the regression coefficient value of the direct influence is 0.182. So it can be concluded that the fifth hypothesis is rejected, which means that the quality of human resources has a positive but not significant effect on performance.

Motivation directly has a positive effect on employee performance

The results of the analysis of the C.R (critical ratio) value to determine the effect of the Motivation variable on the Performance variable is 0.403 which is smaller than the requirement, namely 1.96 and the probability value is 0.687 more than 0.05 and the direct influence regression coefficient is 0.059. So it can be concluded that the sixth hypothesis is rejected, which means that motivation has a positive but not significant effect on performance.

Discipline directly has a positive effect on employee performance

The results of the analysis of the C.R (critical ratio) value to determine the effect of the Discipline variable on the Performance variable is 0.260 which is smaller than the requirement, namely 1.96 and the probability value is 0.795 more than 0.05 and the regression coefficient value of direct influence is 0.026. So it can be concluded that the seventh hypothesis is rejected, which means that discipline has a positive but not significant effect on performance.

Career Development has a direct positive effect on employee performance

The results of the analysis of the C.R (critical ratio) value to determine the effect of the Career Development variable on the Performance variable is 2.808 which is greater than the requirement, namely 1.96 and the probability value is 0.005 less than 0.05 and the direct influence regression coefficient is 0.151. So it can be concluded that the eighth hypothesis is accepted, which means that Career Development has a positive and significant effect on performance.

Job Satisfaction directly has a positive effect on employee performance

The results of the analysis of the C.R (critical ratio) value to determine the effect of the job satisfaction variable on the performance variable is 2.831 which is greater than the requirement, namely 1.96 and the probability value is 0.005 less than 0.05 and the direct influence regression coefficient is 0.595. So it can be concluded that the ninth hypothesis is accepted, which means that job satisfaction has a positive and significant effect on performance.

The quality of Human Resources indirectly has a positive effect through job satisfaction on employee performance

Table 3
Sobel Test Results of HR Quality Variables

Input:		Test statistic:	Std. Error:	p-value:
a 0.247	Sobel test:	2.07389556	0.06300365	0.03808901
b 0.529	Aroian test:	2.01643983	0.06479886	0.043754
s_a 0.091	Goodman test:	2.13656026	0.06115578	0.03263377
s_b 0.187	Reset all		Calculate	

The results of the analysis of the C.R (critical ratio) value of 2.073 is greater than 1.96 and the p-value of 0.038 is smaller than 0.05, it can be concluded that the tenth hypothesis that the

influence of HR quality indirectly has a positive and significant effect through job satisfaction on performance is acceptable. This indicates that if there is an increase in the quality of human resources, then job satisfaction and performance will also increase.

Motivation indirectly has a positive effect through job satisfaction on employee Performance

Table 4
Sobel Test Results of Motivation Variables

Input:		Test statistic:	Std. Error:	p-value:
a	0.457	Sobel test: 2.30459099	0.10490061	0.02118949
b	0.529	Aroian test: 2.25763893	0.10708223	0.02396818
s_a	0.115	Goodman test: 2.35459981	0.10267265	0.01854266
s_b	0.187	Reset all		Calculate

The results of the analysis of the C.R (critical ratio) value of 2.304 greater than 1.96 and p-value of 0.021 smaller than 0.05, it can be concluded that the eleventh hypothesis that the influence of motivation indirectly has a positive and significant effect through job satisfaction on performance is acceptable. This indicates that if there is an increase in motivation, then job satisfaction and performance will also increase.

Discipline indirectly has a positive effect through job satisfaction on employee Performance

Table 5
Sobel Test Results of Discipline Variables

Input:		Test statistic:	Std. Error:	p-value:
a	0.020	Sobel test: 0.21675223	0.04881149	0.82840144
b	0.529	Aroian test: 0.20442624	0.05175461	0.83802043
s_a	0.092	Goodman test: 0.23161555	0.04567914	0.81683663
s_b	0.187	Reset all		Calculate

The results of the analysis of the C.R (critical ratio) value of 0.216 which is smaller than 1.96 and the p-value of 0.828 greater than 0.05, it can be concluded that the twelfth hypothesis that the influence of discipline indirectly has a positive and significant effect through job satisfaction on performance is rejected. This indicates that if there is an increase in discipline, then job satisfaction and performance will not increase significantly.

Career development indirectly has a positive effect through job satisfaction on employee performance

Table 6
Sobel Test Results of Career Development Variables

Input:		Test statistic:	Std. Error:	p-value:
a	0.277	Sobel test: 2.08276124	0.07035516	0.03727299
b	0.529	Aroian test: 2.02561093	0.07234015	0.04280467
s_a	0.102	Goodman test: 2.14503889	0.06831251	0.03194974
s_b	0.187	Reset all		Calculate

The results of the analysis of the C.R (critical ratio) value of 2.082 greater than 1.96 and p-value of 0.037 smaller than 0.05, it can be concluded that the thirteenth hypothesis that the influence of career development indirectly has a positive and significant effect through job satisfaction on performance is acceptable. This indicates that if there is an increase in career development, then job satisfaction and performance will also increase.

The results of the current study when compared with previous research can be explained as follows:

- The Effect of Human Resources (HR) Quality on Job Satisfaction: The results of this study support the research conducted by Yansen and Oktavianti (2015) which shows that there is a positive and significant relationship between HR Quality and Job Satisfaction.
- The Effect of Motivation on Job Satisfaction: The results of this study support research conducted by Manoppo (2015) which shows that there is a positive and significant relationship between motivation and job satisfaction.
- The Effect of Discipline on Job Satisfaction: The results of this study are contrary to research conducted by Manoppo (2015) which shows that there is a positive and significant relationship between Discipline and Job Satisfaction.
- The Effect of Career Development on Job Satisfaction: The results of this study support research conducted by Manoppo (2015) which shows that there is a positive and significant relationship between Career Development and Job Satisfaction.
- The Influence of the Quality of Human Resources (HR) on Employee Performance: The results of this study contradict the research conducted by Aisyah et al., (2017) which shows that there is a positive and significant relationship between HR Quality and Employee Performance.
- The Effect of Motivation on Employee Performance: The results of this study contradict the research conducted by Efendi (2019) which shows that there is a positive and significant relationship between motivation and employee performance.
- The Effect of Discipline on Employee Performance: The results of this study contradict the research conducted by Heriyanto & Hidayati (2016) which shows that there is a positive and significant relationship between Discipline and Employee Performance.
- The Effect of Job Satisfaction on Employee Performance: The results of this study support research conducted by Wijaya (2018) which shows that there is a positive and significant relationship between job satisfaction and employee performance.
- The Influence of HR Quality through Job Satisfaction on Employee Performance: The results of this study support research conducted by Putera (2017) which shows that there is a positive and significant relationship between HR Quality through Job Satisfaction on Employee Performance.
- The Effect of Motivation through Job Satisfaction on Employee Performance: The results of this study support research conducted by Lantara (2019) which shows that there is a positive and significant relationship between motivation through job satisfaction and employee performance.
- The Effect of Discipline through Job Satisfaction on Employee Performance: The results of this study contradict the research conducted Anas & Mujiyati, (2020) which shows that there is a positive and significant relationship between Discipline through Job Satisfaction on Employee Performance.
- The Effect of Career Development through Job Satisfaction on Employee Performance: The results of this study support research conducted by Setiyaningrum (2019) which shows that there is a positive and significant relationship between Career Development through Job Satisfaction on Employee Performance.

CONCLUSION

There is a positive and significant effect of HR quality variable, motivation variable and career development variable on job satisfaction of Transjakarta employees in the bus operation division. There is a positive and insignificant effect of the discipline variable on job satisfaction of Transjakarta employees in the bus operation division. There is a positive and significant effect of career development variable and job satisfaction variables on the performance of Transjakarta employees in the bus operations division. There is a positive and insignificant effect of the HR quality variable, motivation variable and discipline variable on the performance of Transjakarta employees in the bus operation division. There is a positive and significant influence between the quality of HR, motivation, and career development indirectly on performance through job satisfaction of Transjakarta employees in the bus operations division. There is a positive and insignificant effect between discipline indirectly on performance through job satisfaction of Transjakarta employees in the bus operation division.

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