

The Effect of Compensation and Career Development on Engagement and Loyalty Employees in the Production Department Pt Paiton Operation Maintenance Indonesia Probolinggo



Zulfikar Rahman¹, I. A. Brahmasari², I. A. Brahma Ratih³

^{1,2,3}Universitas 17 Agustus 1945 Surabaya, Indonesia

ABSTRACT: Human resources are driving assets that need to be managed and developed professionally because every organization or company wants human resources who are experts in their field, highly dedicated, have loyalty and are attached to the company. The purpose of this research is to find out whether compensation and career development significantly affect employee engagement and loyalty. The population in this study are employees of PT. Paiton Operation Maintenance Indonesia in Probolinggo. The sampling technique was simple random sampling of 109 respondents. The research results and hypotheses show that simultaneously and partially compensation and career development significantly affect employee engagement and loyalty, the leaders at PT. Paiton Operation Maintenance Indonesia, must pay attention to compensation and career development for optimal results in achieving organizational goals.

KEYWORD: Compensation, Career Development, Employee Engagement.

INTRODUCTION

Human resources are driving assets that need to be managed and developed professionally because every organization or company wants human resources who are experts in their field, highly dedicated, have loyalty and are attached to the company. According to (Ivancevich, 2007) states that human resource management as a function carried out within the organization with the intention of facilitating the most effective use of humans to realize organizational and individual goals. It is important to develop human resources (HR) in order to improve performance, while a company cannot be separated from the presence of human resources in its company's operations (Michael, 2017). In achieving company progress, the ability in employees must be developed. Employees are one of the assets that are considered valuable and very meaningful as leaders and executors who carry out their duties in every activity in the company (Lestari, 2015). Good HR management is an indicator of company success, one of several ways that can be applied is to increase the level of employee engagement with the company (Ardana et al, 2012). According to Anggraini (2016: 184) companies need to pay attention to the human resources in them, so this will create employee engagement which will have a positive impact on the sustainability of an organization.

Based on the results of an annual survey conducted by PT. Paiton Operation

Maintenance Indonesia, where in the implementation process PT. Paiton Operation Maintenance Indonesia is working with an external consultant, namely Korn Ferry, to get an overview of the company's condition. This survey measures several factors related to financial performance, customer satisfaction, business conditions, attractiveness and retention, as well as employee performance. Referring to the results of a survey that was conducted before, it can be concluded that there is dissatisfaction related to compensation of 56% and 55% of employees also show dissatisfaction with career development at PT. POMI, with a total of 371 employees as respondents.

According to Aulia (2018) one of the factors that influence employee engagement is compensation. The definition of compensation according to Panggabean (2004:75) suggests: "Compensation can be defined as any form of appreciation given to employees as remuneration for the contribution they make to the organization." According to Rivai (2004: 357) argues that: "Compensation is something that is received by employees in lieu of their service contribution to the company"

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According to Saks in Annisa and Soeling (2013) defines employee engagement as a unique and different construction consisting of cognitive, emotional, and behavioral components related to individual role performance. According to Truss et al (2009: 8) in Rachmawati (2013) stated employee engagement is about creating opportunities for employees to connect with colleagues, managers and their wider organization.

Employees who are engaged, have energy and relate effectively to their work activities. They also see themselves as being able to deal thoroughly with the demands of their work, employee engagement is a positive attitude of employees and the company (commitment, involvement, and attachment) to cultural values and achieving company success. Engagement moves beyond satisfaction which incorporates various perceptions of employees who collectively demonstrate high performance, commitment, and loyalty (Kingsley and Associates, 2008), in (Udhiyanah, 2016).

LITERATURE REVIEW

Human Resource Management

Mondy & Noe (2005) stated that human resource management is the utilization of human resources to achieve organizational goals. Meanwhile Ivancevich (2007) stated that human resource management as a function carried out in organizations with the intention of facilitating the most effective use of human beings to realize organizational and individual goals. Hasibuan (2019) further stated that human resource management (HRM) is a science or art that regulates labor relations to achieve company goals effectively and efficiently.

Compensation

According to Hasibuan (2017), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.

Career development

The term career is usually associated with a job which is interpreted through experience (position, authority, length of service) and activities undertaken during work. Career requires development so that a person gets more knowledge, mastery, changes in mindset and behavior in order to achieve self-actualization. According to Rivai and Sagala (Balbed, 2019) "career is all work owned or carried out by individuals during their lifetime". Furthermore, Stone (Fizia & Muttaqin, 2018) states that career development is an activity that identifies an increase in one's status, responsibility or position in a company.

Employee Engagement

Employee engagement can be interpreted as a form of sense of belonging that employees have towards where they work. A sense of belonging to what is currently being done, including at work, can be shown by a number of attitudes such as enthusiasm, high initiative, trying earnestly, and being persistent in doing a job where employees are not only salary oriented but they also help the company. Achieve company goals or missions (Hali, 2019). Schaufeli and Bakker (Cendani & Tjahjaningsih, 2016) illustrate that if employees have a high level of attachment or emotional attachment to the company it can make employees have higher enthusiasm in completing their tasks and tend to have good quality work.

explained in the following discussion as follows:

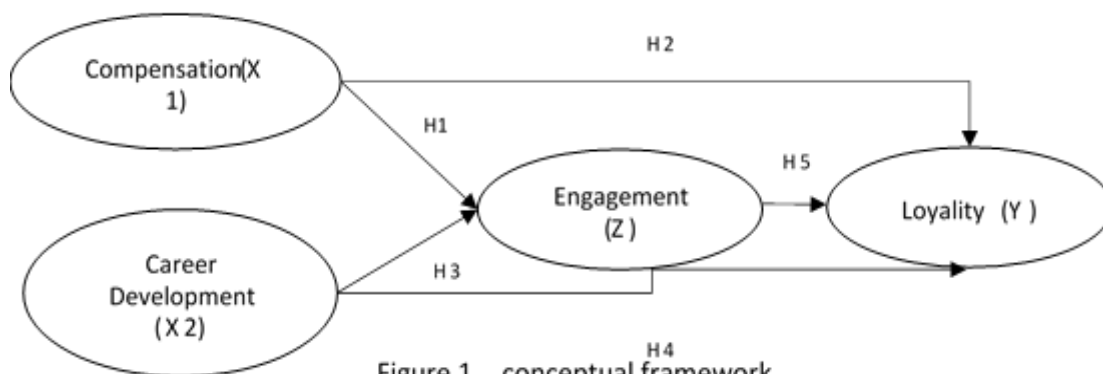


Figure 1 . conceptual framework

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Loyalty

Employee loyalty in an organization is absolutely necessary for the success of the organization itself. According to Reichheld, the higher the loyalty of employees in an organization, the easier it will be for the organization to achieve organizational goals that have been previously set by the owner of the organization (Utomo, 2011:9). Whereas vice versa, for organizations with low employee loyalty, it is increasingly difficult for the organization to achieve its organizational goals that have been previously set by the owners of the organization.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS

The conceptual framework is the relationship between theories or concepts which supports in research that is used as a guideline in systematically compile research. The conceptual framework will be used as a guide for researchers to explain systematically the theory used in research. This research has a conceptual framework that will be explained in the figure below and more. The details will be

Research Hypothesis

- H1: Compensation has a positive effect on employee engagement at PT Paiton Operation Maintenance Indonesia
- H2: Compensation has a positive effect on employee loyalty at PT Paiton Operation Maintenance Indonesia
- H3: Career development has a positive effect on employee engagement at PT Paiton Operation Maintenance Indonesia
- H4: Career development has a positive effect on employee loyalty at PT Paiton Operation Maintenance Indonesia
- H5: Employee engagement has a positive effect on employee loyalty at PT Paiton Operation Maintenance Indonesia

Research Methods

This research is an explanatory research that will prove a causal relationship between variables of compensation, career development on employee engagement and loyalty in the production department of PT. Paiton Operation Maintenance Indonesia in Probolinggo. This research will be conducted on employees of PT. Paiton Operation Maintenance Indonesia (POMI). This research will be conducted in November 2022. Based on this research proposal, the author analyzes the effect of two independent/exogenous variables on the dependent/endogenous variable with moderation of one intervening variable, along with a detailed explanation of the variables in this study.

ANALYSIS RESULTS AND DISCUSSION

Measurement Model

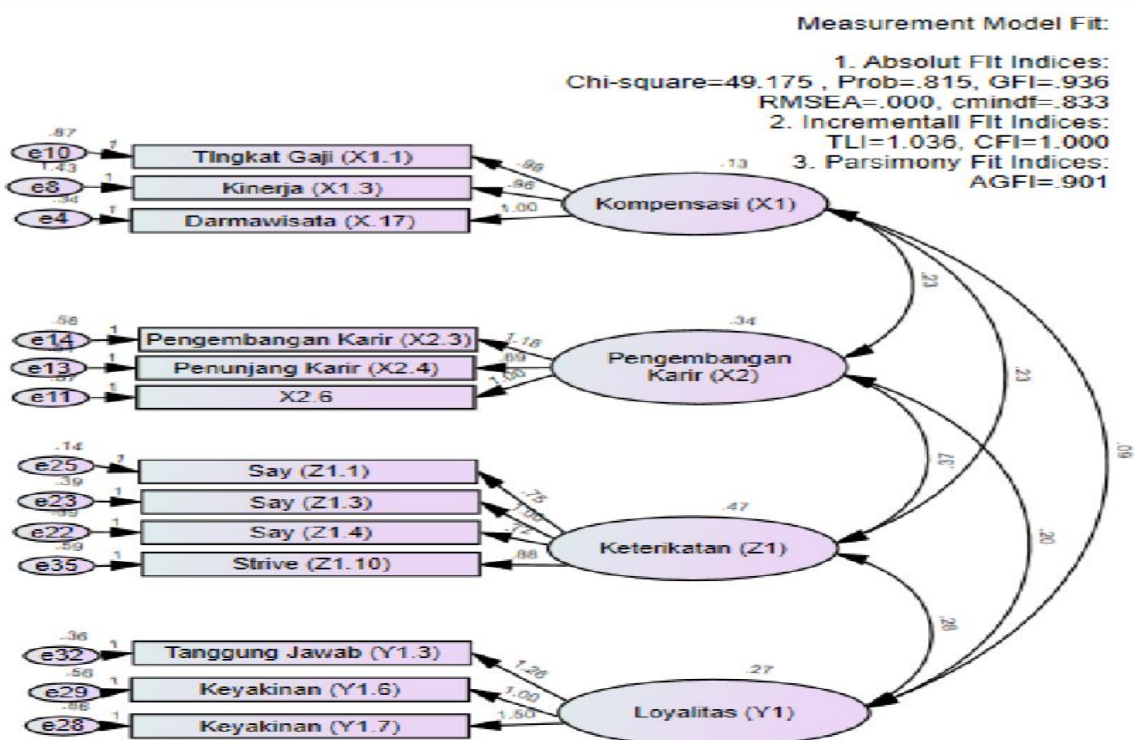


Figure 2 Measurement Model

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Figure 2 shows the probability value of Chi-Square greater than 0.05, RMSEA less than 0.08, GFI and AGFI greater than 0.90, Cmin/DF less than 2.00, TLI more than 0.90 and CFI more from 0.90. These results indicate that the independent (exogenous) variables of compensation, career development and the dependent (endogenous) variables of engagement, loyalty formed by the indicators are in accordance (fit) with the data. The results of factor loading calculations for each indicator on the compensation, career development, engagement and loyalty variables can be seen in Table 1 below:

Table 1 Value of Factor Loading Independent and Bound Variables

Variable Type	Variable Name	Indicator	Factor Loading
Free (Exogenous)	Compensation (X1)	X1.1	0.552
		X1.3	0.576
		X1.7	0.525
	Career Development (X2)	X2.3	0.668
		X2.4	0.588
		X2.6	0.613
	Engagement (Z)	Z.1.1	0.885
Bound (Endogenous)		Z.1.3	0.873
		Z.1.4	0.849
		Z1.10	0.773
	Loyalty (Y)	Y.1.3	0.779
		Y1.6	0.597
		Y1.7	0.821

After the assumptions underlying the SEM analysis have been met, then a model suitability test is carried out to ensure the model is fit with the data, so that later the model can be used for hypothesis testing. The following is the calculation of the goodness of fit indices produced by the structural model:

Indicator	Cut Value	Estimate	Remark
Chi Square	> 0.05	49.175	Fit
Probability	> 0.05	0.815	Fit
RMSEA	< 0.08	0.000	Fit
CMIN/DF	< 2.00	0.833	Fit
GFI	> 0.9	0.936	Fit
AGFI	> 0.9	0.901	Fit
TLI	> 0.95	1.036	Fit
CFI	> 0.95	1.000	Fit

Validity Test Results

Validity is a degree of accuracy of the research measuring instrument regarding the actual content being measured. Item validity analysis aims to test whether each question item is actually valid, at least we can determine a high degree of closeness of the data obtained to what we believe in measurement. As a measuring tool used, this analysis is carried out by correlating the statement item scores with the total item (variable) score. If the correlation between the score of each item statement and the total variable score as a whole is smaller than the significance level of 0.05, then the item statement is stated to be valid for measuring the research variable. The results of the validity test can be seen in Table 2

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Table 2 Validity Test

Variable	Item	Pearson Correlation	Sig.	Remark
Compensation (X1)	X1.1	0.459	0,000	Valid
	X1.3	0.360	0,000	Valid
	X1.7	0.479	0,000	Valid
Career Development (X2)	X2.3	0.662	0,000	Valid
	X2.4	0.524	0,000	Valid
	X2.6	0.621	0,000	Valid
Engagement (Z)	Z.1.1	0.750	0,000	Valid
	Z.1.3	0.675	0,000	Valid
	Z.1.4	0.604	0,000	Valid
	Z1.10	0.649	0,000	Valid
Loyalty (Y)	Y.1.3	0.606	0,000	Valid
	Y1.6	0.560	0,000	Valid
	Y1.7	0.478	0,000	Valid

Based on Table 2, it can be seen that the significant value of all statement items is less than the α value (tolerated error rate) which has been determined to be 0.05 (5%). Thus, it can be concluded that each statement item contained in the questionnaire is valid (legitimate) to measure the four variables of this study.

Reliability Test Results

The reliability test was carried out to determine the consistency of whether the measuring instrument can be trusted or not. A measuring instrument has high reliability if in several times carrying out measurements on the same group of subjects, relatively consistent results are obtained. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 . The results of the reliability test are presented in Table 3 below:

Table 3 Reliability Test Results

Variable	Number Item	Cronbach's Alpha	Remark
Compensation (X1)	10	0.889	Reliable
Career Development (X2)	6	0.887	Reliable
Engagement (Z)	10	0.887	Reliable
Loyalty (Y)	10	0.893	Reliable

Table 3 shows that each of the variables in this study has a Cronbach alpha value greater than 0.800 or greater than the minimum limit of 0.70, thus it can be concluded that the variables Compensation (X1), Career Development (X2), Engagement (Z), and Loyalty (Y) is reliable

Model Fit Results

After the assumptions underlying the SEM analysis have been met, then a model suitability test is carried out to ensure the model is fit with the data, so that later the model can be used for hypothesis testing. The following is the calculation of the goodness of fit indices produced by the structural model:

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Table 5.14 Overall Model Goodness of Fit Value

Indicator	Cut Value	Estimate	Remark
Chi Square	> 0.05	49.175	Fit
Probability	> 0.05	0.815	Fit
RMSEA	< 0.08	0.000	Fit
CMIN/DF	< 2.00	0.833	Fit
GFI	> 0.9	0.936	Fit
AGFI	> 0.9	0.901	Fit
TLI	> 0.95	1.036	Fit
CFI	> 0.95	1.000	Fit

In table 5.14 the calculation results show that all model suitability criteria provide a Fit index. Therefore it can be concluded that this model can be said to be good. Overall it can be concluded that the structural model is suitable for further testing

Hypothesis testing

Test the hypothesis to determine the causality relationship between each variable as shown in table 5.15

Tabel 5.15 Hypothesis testing results

			C.R.	P	Hasil
Engagement	→	Loyalty	3.908	***	Accepted
Compensation	→	Career Development	3.978	***	Accepted
Compensation	→	Keterikatan	4.057	***	Accepted
Compensation	→	Loyalty	2.212	0.027	Accepted
Career Development	→	Engagement	4.511	***	Accepted
Career Development	→	Loyalty	3.298	***	Accepted

In table 5.15, based on the analysis of the influence between variables, each hypothesis can be explained as follows:

Hypothesis Test Results 1

The results of testing the hypothesis prove that compensation has a positive and significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. The parameter estimation of the causal relationship between the two variables is 0.230. The test showed significant results with a CR = 4.057 fulfilling the requirements > 1.96 with a probability = 0.000 which fulfilled the test requirements < 0.05. Thus, the hypothesis which states that compensation has a significant effect on engagement in this study can be accepted.

Hypothesis Test Results 2

The results of testing the hypothesis prove that compensation has a significant effect on employees of PT. Paiton Operation Maintenance Indonesia. Parameter estimation of the relationship between the two variables was obtained at 0.870. The test showed significant results with a CR = 2.212 fulfilling the requirements > 1.96 with a probability = 0.027 which fulfilled the test requirements < 0.05. Thus, the hypothesis which states that compensation has a significant effect on loyalty in this study can be accepted as true.

Hypothesis Test Results 3

The results of hypothesis testing prove that career development has a positive and significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. Parameter estimation of the relationship between the two variables was obtained at 0.372. The test showed significant results with a CR value of 4.511 fulfilling the requirements > 1.96 with a probability = 0.000

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which fulfilled the test requirements < 0.05 . Thus, the hypothesis which states that career development has a significant effect on engagement in this study can be accepted as true.

Hypothesis Test Results 4

The results of hypothesis testing prove that career development has a significant and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. Parameter estimation of the relationship between the two variables was obtained at 0.197. The test showed significant results with a CR = 3.298 fulfilling the requirements > 1.96 with a probability = 0.000 which fulfilled the test requirements < 0.05 . Thus, the hypothesis which states that career development has a significant effect on loyalty in this study can be accepted as true.

Hypothesis Test Results 5

The results of hypothesis testing prove that engagement has a significant and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. Parameter estimation of the relationship between the two variables was obtained at 0.276. The test showed significant results with a CR = 3.908 fulfilling the requirements > 1.96 with a probability = 0.000 which fulfilled the test requirements < 0.05 . Thus, the hypothesis which states that attachment has a significant effect on loyalty in this study can be accepted.

DISCUSSION

Compensation has a significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia

The results of the descriptive analysis show that the employees who are the respondents of this study consider that the average compensation is high and the average employee of PT. Paiton Operation Maintenance Indonesia experiences high engagement. The results of the Confirmatory Factor Analysis (CFA) for the compensation variable show that the performance indicator has the highest loading factor, while the tourism indicator has the lowest. The CFA results of the engagement variable show that the pride indicator (Say) has the highest factor loading, while the engagement indicator (Strive) has the lowest.

The results of the hypothesis test show that compensation has a positive but significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Sutrisno (2012: 190) that the provision of proper compensation can not only affect the material needs of employees, but can also reassure employees to work more diligently and have initiatives whereby paying attention to welfare can increase attachment. The results of this study are the same as research conducted by Lestari (2018), Puspita (2018) who found that compensation has a positive and significant effect on engagement.

The higher and the more compensation provided by the company, the higher the level of engagement. With the compensation provided, when an employee can meet family needs, increase work motivation, increase job satisfaction and employee stability, the level of attachment he experiences becomes high

Compensation has a significant positive effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia

The results of the descriptive analysis show that the employees who are the respondents of this study consider that the average compensation is high and the average employee of PT. Paiton Operation Maintenance Indonesia experiences moderate loyalty. The results of the Confirmatory Factor Analysis (CFA) for the compensation variable show that the performance indicator has the highest loading factor, while the tourism indicator has the lowest. The CFA results of the loyalty variable show that the responsibility indicator has the highest factor loading, while the existence indicator has the lowest. The results of hypothesis testing show that compensation has a positive but significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia.

The results of this study can confirm the theory put forward by Sutrisno (2012: 190) that the provision of proper compensation can not only affect the material needs of employees, but can also reassure employees to work more diligently and have initiatives whereby paying attention to welfare can increase attachment. The results of this study are the same as research conducted by Safitri (2015), Lavinia (2018), Purnamasari, et al. (2019) who found that compensation has a positive and significant effect on loyalty.

Better the compensation system provided by the company, the higher the Level of loyalty.

Career Development has a significant positive effect on employee engagement at PT. Paiton Operation Maintenance Indonesia

The results of the descriptive analysis show that the employees who are the respondents of this study consider that the average career development is high and the average employee of PT. Paiton Operation Maintenance Indonesia has a fairly high engagement. The results of the Confirmatory Factor Analysis (CFA) for the career development variable show that the educational

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background indicator has the highest loading factor, while the training indicator has the lowest. The CFA results of the engagement variable show that the pride indicator (Say) has the highest factor loading, while the engagement indicator (Strive) has the lowest. The results of hypothesis testing show that career development has a positive but significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Meldona (2009: 283-284) that by directing career development in order to provide benefits for individuals and companies with several steps: Preparing, Profiling, Targeting, Strategizing, Implementing, And Sustaining. With the direction and goals that can be achieved by employees can increase the sense of attachment to the company. The results of this study are the same as research conducted by Puspita (2018) which found that career development has a positive and significant effect on engagement.

The clearer the career development system and the better it is communicated to inform things that need to be learned or achieved so that employees will feel optimal in the company which in turn will increase attachment to the employees of PT. Paiton Operation Maintenance

Career Development has a significant positive effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia

The results of the descriptive analysis show that the employees who are the respondents of this study consider that the average career development is high and the average employee of PT. Paiton Operation Maintenance Indonesia experienced moderate loyalty. The results of the Confirmatory Factor Analysis (CFA) for the career development variable show that the educational background indicator has the highest loading factor, while the training indicator has the lowest. The CFA results of the loyalty variable show that the responsibility indicator has the highest factor loading, while the existence indicator has the lowest.

The results of hypothesis testing indicate that development has a positive but significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Meldona (2009: 283-284) that by directing career development in order to provide benefits for individuals and companies with several steps: Preparing, Profiling, Targeting, Strategizing, Implementing, And Sustaining. With the direction and goals that can be achieved by employees will be more loyal to the company. The results of this study are the same as the research conducted by Purnamasari and Sintaasih (2019) which found that compensation has a positive and significant effect on engagement.

The career development system is clearer and well communicated to inform things that need to be learned or achieved so that employees will feel optimal in the company which in turn will increase loyalty to employees of PT. Paiton Operation Maintenance

Engagement has a significant positive effect on Employee Loyalty at PT. Paiton Operation Maintenance Indonesia

The results of the descriptive analysis showed that the employees who were the respondents of this study considered that the average engagement was high and the average PT. Paiton Operation Maintenance Indonesia experienced moderate loyalty. The results of the Confirmatory Factor Analysis (CFA) of the attachment variable show that the pride indicator (Say) has the highest factor loading, while the engagement indicator (Strive) has the lowest. The CFA results of the loyalty variable show that the belief indicator has the highest factor loading, while the existence indicator has the lowest.

The results of the hypothesis test show that attachment has a positive and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by (Kingsley & Associate, 2008), in (Udhiyanah, 2016) that engagement goes beyond satisfaction which incorporates various perceptions of employees who collectively demonstrate high performance, commitment, and loyalty. The results of this study are the same as research conducted by Nuswantoro (2021), Palese, et al. (2022), Putri, et al. (2022) who found that attachment has a positive and significant effect on loyalty.

The higher and more employee engagement felt by employees, the higher the level of loyalty. With the attachment given, then when an employee can meet family needs, increase work motivation, increase job satisfaction and employee stability, the level of attachment he experiences becomes high.

CONCLUSION

Based on the formulation of the problem, literature review, analysis of research results and discussion that has been described in the previous chapters, the results of this study can be concluded as follows:

1. Compensation has a positive and significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Kadarisman (2012) that compensation positively affects attachment. The results of this study are the same as those of Fandy Ardiansyah & Budiono (2022).
2. Compensation has a positive and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Dessler (2015) that compensation positively influences loyalty. This research is the same as the results of Lavinia's research (2018)

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3. Career Development has a positive and significant effect on employee engagement at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Suryadani (2016) that career development positively affects engagement. This research is the same as the results of research from Bella Septiyana (2022).
4. Career development has a positive and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Ni Putu Dian Purnamasari and Desak Ketut Sintaasih (2019) that career development positively influences loyalty. This research is the same as the results of research from Vivilia Aninditya Vrisna Willy Rizky Utami and Christantius Dwiatmadja (2020).
5. Engagement has a positive and significant effect on employee loyalty at PT. Paiton Operation Maintenance Indonesia. The results of this study can confirm the theory put forward by Cahyo Krismantono Palese, Yusuf Saleh & Kafrawi Yunus (2022) that attachment positively influences loyalty. This research is the same as the results of research from Arfizza Ambari Putri, Sri Suwarsi, & Rusman Frenrika (2020)

SUGGESTION

1. In future research it is better to do it on different objects and take more samples, which can allow the research results to be different.
2. The results of this study can be used as a source of ideas and input for the development of this research in the future. In future research, it can be considered to add variables that can affect engagement and loyalty other than the variables used in this study.
3. The results of this study can be used as input for the management of PT. Paiton Operation Maintenance Indonesia.

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