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Job Satisfaction as a Mediator of Career Development and Job Security for Well-Being

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Slowing growth and rising production costs as a result of the global economic crisis has prompted many companies to compete by cutting prices and costs. Also, the employment trend is being changed. Employees are expected to maintain high-quality work by improving efficiency and productivity during a situation filled with uncertainty and change. Thus, employees are facing increasing pressure to do more work and work overtime. Hypothesis test results showed that career development and job security indirectly affect well-being through job satisfaction, indicating that job satisfaction has a central role in well-being. The results of this study indicated that increased job security tends to be followed by an increase in well-being. Having job security in this study means that people feel that individuals obtain guarantees on job security and stability of the job content owned by individuals now and in the future. Obtaining such a guarantee will make people satisfied with their work and in turn, will lead to increased well-being.

Key words: *Quality work, Gratification of work, Job security.*

Introduction

The employment relationship has changed drastically in recent decades. These changes include the type of work the employee does, when employees work and how many employees work for each business type. For most employees today, increasing jobs involves part-time jobs, employment contracts, and dual careers. Furthermore, not only more and more workers hold multiple jobs but also an increase in the amount of overtime performed by employees to complete their work (Kim-Soon, Ahmad, & Ibrahim, 2011).

This situation, according to Mather & Seifert (2011), will make workers face declining choice and control, which in turn, makes many workers not only lose control on their work



time but also will result in the loss of “sense of job” and a sense of safety in the work ; if this situation is left without the attention of management, it will affect workers’ well-beings.

According to Zimmerman, Hossain, & Watts (2011), well-being is the term used to describe the psychological well-being of individuals based on the fulfilment of the positive psychological functioning criteria. Psychological well-being is a healthy individual psychological condition characterised by the functioning of the positive psychological aspects in the process of self-actualisation (Ibrahim et al., 2019).

14 Al Mehrzi and Singh (2016) in their approach to the measurement of well-being, wellbeing generally is characterised as an “active state (active state)” which contains positive affective and arousal (high arousal). In the work context, more specifically, Ward pays attention to the variables job satisfaction, job involvement and organisational commitment (which reflects how employees feel about their work) as a few of the many variables that can measure job-related well-being (Simamora et al., 2019).

Companies that use career development programs lead to higher employee satisfaction and low turnover rate (Wagner, 2008). When employees feel they help the company achieve its goals, they feel happy and willing to continue to contribute (Singh, 2013). It can be said that employees who feel their guarantee for the continuity of their work will experience greater job satisfaction than employees who feel otherwise. Research by Siswantini, Ayuni, & Mulyana (2014) shows that employees who feel a lack of sense of security against future employees are more dissatisfied than employees who feel the employment situation in the future safe or secure (Kalanzadeh et al, 2018).

Literature Review

Definition of Well-being

Well-being is a concept that is associated with individuals’ feelings about their activities in daily life. This concept is often discussed in several fields, such as mental health, quality of life and social gerontology (Bodur, Gao, & Grohmann, 2014). There are differences in terms and an understanding of psychological well-being. Differences have been going on since about thirty years ago. Gupta and Sharma (2016) mention several terms that are often used by experts, namely (subjective /perceived /sense of /psychological) well-being, subjective welfare, and perceived quality of life.

Al Mehrzi and Singh (2016) mentions three things about the construct of subjective well-being, that is, subjective well-being lies in the experience of the individual, subjective well-being included in the measurement of positive and subjective well-being involves a thorough



assessment of all aspects of one's life. Furthermore, Peschel, Grebitus, Steiner, and Veeman (2016) define subjective well-being as a person on life evaluative reaction, both in terms of life satisfaction (cognitive evaluation) or affective (emotional reaction).

In this study, well-being is defined as a pleasurable feeling associated with the entire situation or event in the life of employees at work.

Aspects of Well-being

Zimmerman et al. (2011) suggests that individuals have six mental health concepts, which also means the psychological well-being of individuals, for example, accept yourself, positive relations with others, autonomy, environmental mastery, purpose in life and personal development. Individuals who have a positive attitude towards himself are able to receive all the advantages and disadvantages calmly.

Factors Affecting the Well-Being

The first factor is self-control. (Dryden-Peterson, 2016) states that self-control is a factor that affects well-being. According to him, self-control refers to an individual's belief that he can do something to achieve something good result and avoid unwanted things. Individuals can be said to have well-being if they are able or confident that they can achieve what they wanted.

According to (Hurst & Good, 2009), gender is an important variable in the study of psychological well-being. Gender differences are consistently found in several studies related to mood and behaviour, such as sadness, anxiety or fear, antisocial personality disorder, and conduct disorder. It is also to be found in the research (Morgan, Pritchard, & Piggott, 2003). They also found an association between the age differences with subjective well-being.

(Joo & Ready, 2012) say that personality affects the level of subjective well-being of individuals. This is supported by (Jayawarna, Rouse, & Kitching, 2013), in which the personalities depicted in the form of negative affectivity and positive affectivity. Both describe their personality traits as individual differences in feelings and emotions, and both affect the emotional response based on a situation and events in the environment.

Another factor is health (Singh, 2013). According to him, usually in countries with low levels of well-being, there will be much more physical illness and depression.

Besides some internal factors described above, the following are external factors that affect well-being. (Diener & Hagen, 2009) say that well-being in the form of an assessment of the



quality of life differs between communities because the assessment of the quality of life depends on the values embraced by the community.

Job Satisfaction

Job satisfaction is defined diversely by experts. According to (Jin, Seo, & Shapiro, 2016), job satisfaction is about how people feel about their work and the various aspects of the job. (Ukil, 2016) found that job satisfaction is a person's attitude about his job. Job satisfaction results from their perception of the job and to the degree that there is a fit between them as individuals in the organisation. Both opinions are more neutral, where job satisfaction does not refer to judgments or attitudes that lead to something positive or negative.

Based on the above, job satisfaction in this study is defined as a condition of the pleasant or unpleasant feeling of a perceived employee arising as a result of an assessment of his or her experience.

Job Satisfaction Aspects

(Rife, Hamilton, & Hall, 2015) identifies nine elements that are used as job satisfaction aspects measured on a scale of job satisfaction. The Job Satisfaction Survey includes wages, promotion, monitoring external benefits, in exchange for units, working conditions, work partners, the nature of work, and communication. Each of these elements is described in Table 1 below:

Table 1: Job satisfaction aspect

Element	Description
Wage	Satisfaction with wages and wage increases
Promotion	Satisfaction with promotion opportunities
Supervision	Satisfaction with the strict supervision of a person
Benefits beyond	Satisfaction with additional allowances
Rewards unit	Satisfaction with compensation (not always money) given for good work.
Working conditions	Satisfaction with the rules and procedures
Work partners	Satisfaction with partners
Nature of Work	Satisfaction with the type of work performed
Communication	Satisfaction with communication within the organisation



Factors Affecting Job Satisfaction

(Aarrevaara & Dobson, 2013) consider that there are factors at work that make employees feel satisfied, and there are factors that make workers feel satisfied (dissatisfier-satisfiers). According to Herzberg, the factors that are grouped and called “dissatisfiers” or “hygiene factor” and there are other so-called “satisfiers” or “motivators”. Hygiene factors here include things like salaries or wages, supervision, interpersonal relations, working conditions, and status will lead to dissatisfaction in the workers if these are not sufficient. However, if these factors are met is not yet cause a sense of individual satisfaction.

(Bin Shmailan, 2016) mentions some factors that affect employee job satisfaction, namely:

- a. Challenge. Work mentally challenged individuals who achieved very satisfactory.
- b. Physical demands.
- c. Gove exhausting will satisfy.
- d. Personal interests. Interesting work will personally be satisfying.
- e. Reward structure. Equal pay and provide accurate results to mean satisfactory job.
- f. Physical working conditions. Satisfaction depends on the ratio of working conditions and physical needs.
- g. Achievement of objectives. Working conditions that encourage the achievement of objectives will be satisfactory.
- h. Self. High self-esteem will stimulate job satisfaction.

Career Development

According to (Hamblen, 2011), career development is a formal effort performed continuously by the organisation to focus on the development and enrichment of human resources to meet the needs of workers and organisations. As for (Akyuz, 2017), career development is a series of activities undertaken by an individual throughout his life that contributed to the exploration, stabilisation, success, and fulfilment of one’s career. Meanwhile, (Pun, 2015) defines career development as systematic efforts and formally implemented by the organisation to ensure that people with qualifications and work experience are appropriate and available within the organisation. Through planning and career development are aligned and consistent with the organisation’s strategy.

Aspects of Career Development

According to (Young & Conboy, 2013), aspects of career development, namely, assessment. Aspects of this assessment include activities to help workers choose a career path that is realistic to be achieved and by the temperament and personality of the workers. The assessment phase including determining whether the obstacles that must be overcome



performed. Aspects briefing. Direction involves determining the steps that must take to achieve his career workers. There are various approaches used by companies to help workers, such as estimates of promotion, succession planning, individual career counselling, job posting system, and a career resource centre, aspects of development, contains measures designed to assist in the desired career path. Some common programs are: mentoring, training, and job rotation

Job Security

(Yousef, 1998) states that a continuing problem in the study of job security is the lack of discussion to define and measure it. Many studies failed to elaborate on construct and use indicators to measure job security. In contrast, in the literature and journals are found studies on job insecurity.

Job insecurity is related to how people perceive the sustainability of their current job. Individuals say insecure when a place where people now work cannot guarantee continuity of work in the future, so it can be assumed that it is safe or not safe (secure/insecure) a job is determined by the likelihood of sustainability of a job in the future. A worker in a security sense to work if the workers feel their sustainability over the job.

Aspects of Job Security

Research conducted by (Trivellas, Reklitis, & Platis, 2013) concludes that in general, the aspect that is usually used to measure job security during this time reflects the fears of future work. (Platis, Reklitis, & Zimeras, 2015), for example, of the definition put forward can be argued that there are two aspects of job security, the sustainability of jobs and job stability or cargo contents.

Research Methods

There are four (4) scales used in this study, the scale of career development with Likert model with five possible answers, the scale of job security with Likert model with five possible answers, the scale of job satisfaction with Minnesota Satisfaction Questionnaire and scale of well-being with a model Likert with five multiple-choice.

Analysis of the data in this study is divided into three stages. The first tests second order confirmatory factor analysis, the second tests both research data description, and the third is a hypothesis testing, carried out using structural equation modelling (SEM).



Results and Discussion

Hypothesis testing is done by SEM that the processing is done by using the LISREL program. The results of data processing by LISREL presented on the model path coefficient as shown in Table 2:

Table 2: Table coefficient line

	WB	KK	PK	JS
WB	1			
KK	0:40	1		
PK	0:46	0.60	1	
JS	0:46	0.61	0.84	1

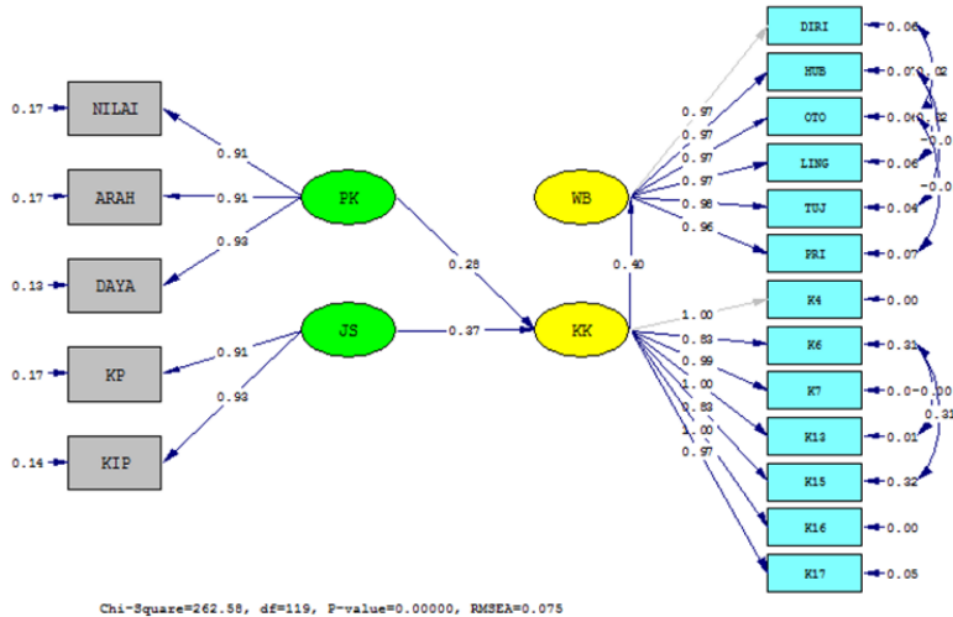
Hypothesis 1: The first hypothesis testing or major hypothesis in this study is to prove the influence of career development and job security for well-being through job satisfaction. Based on the result as follows:

Table 3: Fit Index

Fit Index	Value (N)	Fit criterion	Information
RMSEA	0.075	$N < 0.08$	<i>Fit</i>
IF	0.99	$N > 0.9$	<i>Fit</i>
CFI	0.99	$N > 0.9$	<i>Fit</i>
NFI	0.98	$N > 0.9$	<i>Fit</i>
NNFI	0.98	$N > 0.9$	<i>Fit</i>

Based on table 3, all five indices, both RMSEA, IFI, CFI, NFI, and NNFI indicate that the models match or fit with the data. It can be concluded that the career development and job security affect well-being through job satisfaction.

Figure 1: Hybrid model



Hypothesis 2: Based on Figure 1, the tests aim to examine the effect of job satisfaction on well-being. From data analysis results ($\gamma = 0.40$ with $t > 1.96$), It can be concluded that job satisfaction directly affects well-being.

Hypothesis 3: Based on Figure 1, the tests aim to examine the effect of career development towards well-being through job satisfaction. The results of an analysis of indirect effect $t > 1.96$ while t direct effect < 1.96 . Thus, a significant indirect pathway at the level of sig. 5%, so it can be concluded that career development affects well-being through job satisfaction.

Hypothesis 4: Based on Figure 1, the tests aim to examine the effect of job security for well-being through job satisfaction. The results of an analysis of indirect effect $t > 1.96$ while t direct effect < 1.96 . Thus, a significant indirect pathway at the level of sig. 5%, so it can be concluded that job security affects well-being through job satisfaction.

The results of this study demonstrate that career development and job security affect well-being through job satisfaction. An individual's perception of career development does not necessarily make people achieve well-being. Individuals should obtain satisfaction in a job to be able to bring people to achieve well-being. This is also true for job security. The sense of safety that an individual has in his work can not directly help individuals achieve well-being, but well-being can only be achieved through work satisfaction (Cycyota, Ferrante, &



Schroeder, 2016; Jin et al., 2016; Ranjan & Read, 2016). High perceptions of career development and job security tend to be influential for enhancement individuals' well-being. However, with the advent of high job satisfaction, can create career development and job security of high significance for the improvement of well-being of individuals. Satisfaction with jobs is to encourage career development and job security to help people get well-being (Al Mehrzi & Singh, 2016; Oswald, 1997; Zimmerman et al., 2011). The results showed that job satisfaction directly affects well-being. The achievement of high job satisfaction drives an individual to achieve his well-being more easily. The high degree of individual satisfaction will automatically increase an individual's well-being.

The results of testing hypothesis 3 show that career development affects well-being through job satisfaction. The high individual's perception of career development may indirectly increase well-being, or conversely, lower individual's perception of career development decrease individuals' well-being. However, these impacts is mediated by job satisfaction (Oswald, 1997).

The results of testing hypothesis 4 show that job security affects well-being through job satisfaction. High and low job security does not automatically affect the increase or decrease in well-being. Through the influence of job satisfaction, security for well-being will be visible.

Based on additional analysis shows that the highest well-being at the level of managers followed in succession Supervisor and staff. In the variable job satisfaction among respondents with the highest score level managerial position, after successive supervisors and staff. In career development variables highest score among respondents with job level supervisor, following successive managers and staff. While the variable job security with the highest score at the respondent level managerial position, after successive supervisors and staff (Ramani & Kumar, 2008).

Conclusion

Based on the above, it can be concluded that there is a positive perception of career development and a sense of job security individuals can make a very significant presence of job satisfaction as one of the sources for achieving individuals' well-being. High levels of job satisfaction are crucial for individuals to obtain well-being. On the other hand, organisations will not be able to provide high job satisfaction for employees if they are not able to guarantee their good career development policies and high level of job security for employees.



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