

## Analysis of Employee Empowerment and Career Development on Employee Job Satisfaction at the Public Works, Bina Marga, and Spatial Planning Department of Palembang City

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### Abstract

*With the rapid advancement of technology, government institutions are required to enhance performance and efficiency in public services. This study aims to analyze the influence of employee empowerment and career development on job satisfaction among employees at the Public Works, Highways, and Spatial Planning Office of Palembang City. The study employed purposive sampling with a total of 133 respondents, consisting of employees who have worked at the institution for at least one year. Data analysis was conducted using SPSS (Statistical Program and Services Solutions) version 26. The results indicate that both employee empowerment and career development have a positive and significant effect on job satisfaction. The managerial implication of these findings suggests that the organization's management should prioritize empowerment and career development programs as strategic efforts to improve employee satisfaction, which in turn may enhance overall organizational performance. This research also contributes to the United Nations Sustainable Development Goals (UN SDGs) number 9, which is related to infrastructure and innovation as drivers of economic growth and development.*

**Keywords:** Employee Empowerment; Career Development; Job Satisfaction; SDGS

## INTRODUCTION

With the rapid development of technology, government institutions are required to enhance performance and efficiency in public services. As agencies responsible for infrastructure development, planning, maintenance, and management of public facilities such as roads, bridges, drainage systems, and spatial planning, the role of human resources (HR) becomes crucial. Without qualified HR, various activities in the institution or company cannot run smoothly (Sunyoto et al., 2023). In an effort to improve HR efficiency, organizations need to implement employee empowerment and career development strategies to create a competent workforce ready to face future challenges (Zulhijah et al., 2020). Employee empowerment aims to enhance motivation and engagement in work, while career development provides opportunities for employees to grow and reach their full potential. Without clear development opportunities, employees often feel hindered in achieving their professional goals, which can lead to lower job satisfaction.

The phenomenon shows that many institutions have not yet given optimal attention to employee empowerment and career development. A lack of promotion opportunities, training, and a transparent rotation system can cause employees to feel unappreciated, thereby lowering work motivation. This is supported by previous research findings that show a work environment that supports career development positively contributes to job satisfaction and employee productivity (Savitri & Komalasari, 2021). However, studies on employee empowerment and career development on job satisfaction still show inconsistent results. Doto et al. (2023) found that employee empowerment has a positive and significant effect on job satisfaction at Bank BRI KCU Kupang, but this result contrasts with Ameer et al. (2019), who stated that empowerment only has a weak correlation with job satisfaction. Similarly, Raihan (2024) found that career development significantly affects job satisfaction at PT Penamas Nusaprima, while Sompie et al. (2019) discovered that career development has no significant effect on job satisfaction.

The inconsistency in the results of previous studies indicates a research gap that needs further investigation.

In the context of the Public Works, Bina Marga, and Spatial Planning Department of Palembang City, employee empowerment and career development are crucial aspects to support the achievement of organizational goals. By providing opportunities for competence development and clear career paths, employees will feel more valued and motivated to contribute maximally to the city's infrastructure development. This also aligns with Sustainable Development Goal (SDG) number 9, which focuses on industry, innovation, and infrastructure as drivers of economic growth and development.

Based on this background, the research questions in this study are: (1) Does employee empowerment significantly affect job satisfaction at the Public Works, Bina Marga, and Spatial Planning Department of Palembang City? and (2) Does career development significantly affect job satisfaction at this institution?

This study has novelty because it specifically examines the effect of employee empowerment and career development on job satisfaction in the context of local government institutions, which have different organizational structures, work cultures, and challenges compared to the private sector. Unlike previous studies conducted mostly in the banking, industrial, or other private sectors, this research contributes to enriching the study of HR management in the public sector and provides insights for the management of civil servants to be more effective and impactful in public service performance.

## **METHODOLOGY**

This study uses a quantitative method with a causal associative approach to test the effect of employee empowerment (X1) and career development (X2) on job satisfaction (Y). The population consists of 200 employees from the Public Works, Bina Marga, and Spatial Planning Department of Palembang City, with a sample of 133 people selected through purposive sampling based on the criteria: permanent employees with at least one year of service.

Data were collected through observations, interviews, documentation, and online questionnaires via Google Form. The questionnaire refers to indicators from Chen et al. (2018) for employee empowerment, Linda Indiriyani (2015) for career development, and Saragih (2020) for job satisfaction. All variables were measured using a 1–5 Likert scale. Validity testing was performed by examining the Corrected Item-Total Correlation value ( $> 0.3$ ) and reliability was tested using Cronbach's Alpha ( $\geq 0.6$ ). The results showed that all items were valid and reliable.

Data analysis was carried out using SPSS version 26 due to its comprehensive and efficient capabilities in quantitative statistical analysis. The analysis includes descriptive statistics, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression. A t-test was conducted to examine the partial effect of each independent variable, and an F-test was used to assess the simultaneous effect on job satisfaction. The results of this study are expected to provide strategic recommendations for HR management in government institutions.

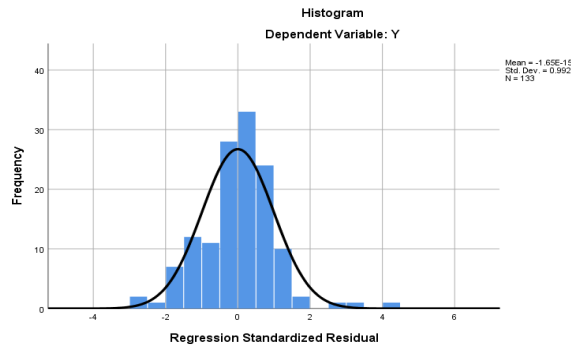
## **RESULTS and DISCUSSION**

### **Classical Assumption Test Results**

Before performing the data analysis technique, the initial step taken was to test the data based on classical assumptions to ensure that the regression model used is optimal and free from disturbances such as normality, multicollinearity, and heteroscedasticity. This testing aims to make the regression analysis results more accurate and reliable. Several methods were used to identify whether the data deviates from the classical assumptions or not.

### **Normality Test Results**

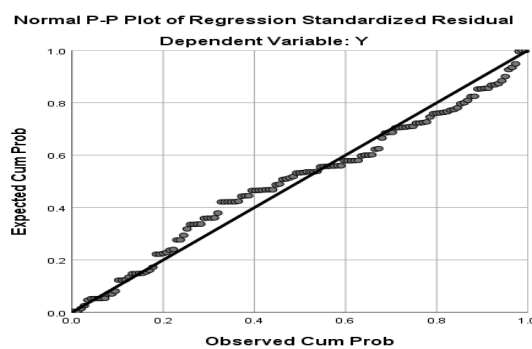
The normality test is used to examine whether the residual values produced by the regression are normally distributed. A good regression model is one that has residual values that are normally distributed. The normality test for this study was conducted using histogram graphs and normal P-P plot graphs, assisted by SPSS. The results of the normality test can be seen in the following image:



**Figure 1. Histogram Graph**

Source: Processed by the Researcher (2024)

Based on the output in Figure 1 above, the pattern of the histogram graph appears to follow a normal curve, so it can be concluded that the data is normally distributed.



**Figure 2. Normal Probability Plot**

Source: Processed by the Researcher (2024)

Based on Figure 2, it can be concluded that the points on the normal P-P plot are scattered around and follow the diagonal line. This indicates that the regression model is suitable for use as it meets the normality assumption.

### Multicollinearity Test Results

The multicollinearity test aims to examine whether there is any correlation among the independent variables in the regression equation. A good regression model should not have correlations between the independent variables. The multicollinearity test was conducted by examining the tolerance value and the variance inflation factor (VIF). It is known that if the tolerance value is greater than 0.1 and the VIF is less than 10, it can be concluded that multicollinearity does not occur in the regression model.

**Tabel 1. Multicollinearity Test Results**

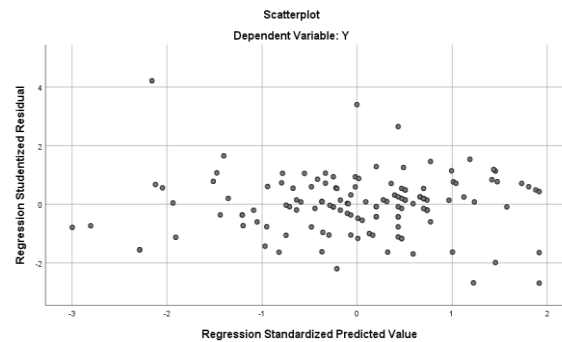
Variabel	Tolerance	VIF	Explanation
Employee Empowerment (X1)	0,451	2,216	No multicollinearity detected
Career Development (X2)	0,451	2,216	No multicollinearity detected

Source: Processed by the Researcher (2024)

Based on Table 1 and the multicollinearity test criteria, where the Variance Inflation Factor (VIF) must be less than 10 and the tolerance value must be greater than 0.1, it can be concluded that no multicollinearity exists in the regression model. Therefore, from the SPSS output above, it is stated that the VIF values for the variables Employee Empowerment (X1) and Career Development (X2) are  $2.216 < 10$ , and the tolerance value is  $0.451 > 0.1$ . This indicates that there are no multicollinearity issues between the independent variables in this study.

### Heteroscedasticity Test Results

The heteroscedasticity test was conducted using a scatterplot, assisted by SPSS 26, with the following results:



**Figure 3. Heteroscedasticity Test**

Source: Processed by the Researcher (2024)

Based on Figure 3, between the predicted values of the dependent variable and the residuals, the results show no clear pattern, and the points are scattered above and below the number 0 on the Y-axis. This indicates that heteroscedasticity is not present.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine whether there is a significant relationship between two or more independent variables and the dependent variable. Before conducting hypothesis testing regarding the significance of the relationship between independent variables and the dependent variable, it is essential to first determine if the model exhibits a linear relationship. After performing the regression analysis using SPSS version 26, the results obtained are as follows:

**Tabel 2. Multiple Linear Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.057	2.653		2.660	.009
Employee Empowerment (X1)	.161	.064	.182	2.523	.013
Career Development (X2)	1.010	.106	.688	9.517	.000

Sumber: Diolah Peneliti (2024)

The results of the multiple linear regression analysis conducted by the researcher on Employee Empowerment (X1), Career Development (X2), and Job Satisfaction (Y) are presented by the following regression equation:  $Y = 7.057 + 0.161 (X1) + 1.010 (X2) + e$

1. The constant value of 7.057 indicates that if the variables Employee Empowerment (X1) and Career Development (X2) are assumed to be constant, Job Satisfaction (Y) will increase.
2. The regression coefficient for the variable Employee Empowerment (X1) on Job Satisfaction (Y) is 0.161. This means that for every one-unit increase in Employee Empowerment (X1), Job Satisfaction (Y) will increase by 1.61%, assuming all other variables remain constant.
3. The regression coefficient for the variable Career Development (X2) on Job Satisfaction (Y) is 1.010. This means that for every one-unit increase in Career Development (X2), Job Satisfaction (Y) will increase by 1.01%, assuming all other variables remain constant.

### Hypothesis Testing Results

#### Partial Test or t-Test

Hypothesis testing is used to determine the significance of the effect between the independent variables and the dependent variable. The results of the test on the effect of Employee Empowerment (X1) and Career Development (X2) on Job Satisfaction (Y) can be seen in Table 3 below:

**Table 3. Partial Test or t-Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.057	2.653		2.660	.009
Employee Empowerment (X1)	.161	.064	.182	2.523	.013
Career Development (X2)	1.010	.106	.688	9.517	.000

Source: Processed by the Researcher (2024)

Based on Table 3, the results of the t-test show that the Employee Empowerment (X1) variable has a t-value of 2.523 with a significance level of 0.013, while the Career Development (X2) variable has a t-value of 9.517 with a significance level of 0.000. With degrees of freedom (n-k-1) of 129 and a significance level of 5%, the t-table value is 1.978. Since the t-value is greater than the t-table value, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that Employee Empowerment has a positive effect on Job Satisfaction at the Public Works and Spatial Planning Office of Palembang City. Similarly, for the Career Development (X2) variable, the t-value being greater than the t-table value and the significance being smaller than 0.05 indicate that Career Development also has a positive effect on Job Satisfaction.

### Simultaneous Test or F-Test Results

This test is conducted to determine whether the independent variables, together, explain the dependent variable. The F-test analysis is performed by comparing the F-calculated (Fhitung) value with the F-table (Ftabel) value. The alpha value used in this study is 0.05. The results of the F-test after performing the test with the assistance of the SPSS version 26 software are as follows:

**Table 4. Simultaneous Test or F-Test Results**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.532.890	2	1.266.445	146.801	.000 <sup>b</sup>
Residual	1.121.501	130	8.627		
Total	3.654.391	132			

Sumber: Diolah Peneliti (2024)

Based on Table 4 above, it can be seen that the F-calculated value (Fhitung) is 146.801, which is greater than the F-table value of 2.28, or the significance value (sig) is 0.000, which is less than 0.05. Therefore, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This indicates that the variables Employee Empowerment (X1) and Career Development (X2) together have a positive and significant effect on Job Satisfaction (Y) at the Public Works and Spatial Planning Office of Palembang City

## DISCUSSION

### The Influence of Employee Empowerment on Job Satisfaction at the Public Works and Spatial Planning Office of Palembang City

The analysis results show that employee empowerment has a positive effect on job satisfaction at the Public Works and Spatial Planning Office of Palembang City. This finding reveals that the higher the level of employee empowerment, the higher their job satisfaction will be. By providing opportunities for employees to contribute and take initiative, they will feel more appreciated and have greater self-confidence. Additionally, the credibility of management in supporting the employee empowerment process is crucial, as it can enhance employees' trust in the decisions made by management.

This aligns with the findings of studies by Srinadi & Netra (2014) and Tambuwun et al. (2024), which demonstrate that the higher the level of employee empowerment, the higher their job satisfaction. Offering opportunities, trust, self-confidence, and ensuring credibility and accountability through established regulations can improve job satisfaction at the company.

However, this study has some limitations. First, data were only collected from one institution, the Public Works and Spatial Planning Office of Palembang City, so generalizing the findings to other institutions should be done cautiously. Additionally, employee empowerment was measured solely based on respondents' perceptions, which is subjective and could be influenced by personal experiences or the working environment at the time. Future research is recommended to use a data triangulation approach and expand the study to multiple institutions or regions to obtain more comprehensive results.

### The Influence of Career Development on Job Satisfaction at the Public Works and Spatial Planning Office of Palembang City

The analysis results indicate that career development has a positive effect on job satisfaction at the Public Works and Spatial Planning Office of Palembang City. In this study, career development was measured using several indicators, including education, training, job rotation, and promotions. The results show that career development, through providing employees with relevant education



opportunities, training, strengthening the system of job rotation and promotions, and considering length of service in career advancement, plays a significant role in enhancing employee job satisfaction.

This finding is supported by previous research, such as those by Saefullah (2022), Lestari et al. (2023), and Hidayah & Litfiana (2024), which emphasize that career development is a key factor influencing job satisfaction. Career development is the process of improving an individual's work skills in order to achieve the desired career path. Moreover, a career is the history of a person's work or the series of positions held throughout their working life. People have control over their own destiny and can utilize opportunities to maximize success and satisfaction in their careers.

A limitation of this study is that the career development aspects measured are formal and do not account for informal forms, such as mentoring or coaching. Therefore, it is recommended that future research include additional variables such as informal support from supervisors and a work environment that fosters learning to more comprehensively examine their impact on job satisfaction.

### **The Influence of Employee Empowerment and Career Development on Job Satisfaction at the Public Works and Spatial Planning Office of Palembang City**

The analysis of simultaneous testing shows that employee empowerment and career development together, or simultaneously, have a positive effect on job satisfaction at the Public Works and Spatial Planning Office of Palembang City. Employee empowerment is a process where individuals feel more empowered and capable of solving problems when entrusted with responsibilities, leading to an increased sense of responsibility. On the other hand, career development, which includes education, training, job rotation, and promotions, provides tangible opportunities for employees to enhance their skills, gain experience, and advance their careers, thereby fostering a sense of fairness and appreciation.

The results of the study indicate that employee job satisfaction is high due to clear employee empowerment and career development opportunities. Opportunities, trust, and fair job rotation and promotion encourage employees to continuously perform well. Employee empowerment allows for active involvement in the organization, while career development opens up opportunities for skill enhancement and career advancement. Nurvitasari et al. (2023) state that good career development through work achievements, supervisor support, and growth opportunities enhances job satisfaction. Additionally, empowering employees by giving them more responsibility and recognizing their contributions strengthens motivation and emotional attachment to the organization, thereby increasing overall job satisfaction.

However, there are several limitations that need to be considered. This study uses a purely quantitative approach, and thus, does not explore employees' perceptions and experiences related to empowerment and career development in depth. Moreover, other variables that could affect job satisfaction, such as leadership styles, organizational culture, or work-life balance, were not measured in this study. It is suggested that future research use a mixed-methods approach to gain a richer and deeper understanding, while also considering additional variables that may contribute to employee job satisfaction.

### **CONCLUSION**

The results of this study show that both employee empowerment and career development have a positive and significant impact on employee job satisfaction, both partially and simultaneously. The multiple linear regression test indicates that improving employee empowerment and career development will enhance employee job satisfaction. The t-test demonstrates that both variables have a significant influence on job satisfaction, while the F-test shows that, simultaneously, employee empowerment and career development contribute positively to job satisfaction at the Public Works and Spatial Planning Office of Palembang City. These findings have important managerial implications for organizations. Management should actively enhance employee empowerment by involving them in decision-making, providing greater responsibilities, and creating space for initiative and creativity. This way, employees will feel more valued, trusted, and have a stronger emotional attachment to the organization. On the other hand, career development needs to be structured and continuous, through relevant training, further education, and a transparent and fair system of job rotation and promotion. This will provide certainty and motivation for employees to continue growing. Therefore, the Public Works and Spatial Planning Office of Palembang City is advised to develop a comprehensive human resource development program,

conduct regular evaluations of job satisfaction levels, and make employee empowerment and career development an integral part of the organization's performance improvement strategy.

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