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## The Effect of Growth Opportunity and Innovation on Job Satisfaction through Employee Engagement in Sabang City Regional Secretariat

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### Abstract

This study examines the effect of growth opportunity and innovation on job satisfaction through employee engagement in Sabang city regional secretariat. The objects of this research are growth opportunities, innovation, employee engagement, and job satisfaction. The structural equation modeling (SEM) analysis research through Amos statistics software was used to test the data. Result proves that growth opportunity, innovation, engagement, and satisfaction of the Sabang City Regional Secretariat employees have been going well, Growth opportunity affects employee engagement, innovation affects employee engagement, growth opportunity affects employee satisfaction, innovation affects satisfaction, engagement affects employee satisfaction, Growth opportunity affects satisfaction through engagement, and Innovation affects satisfaction through engagement. The result also explains the engagement acts as a partial mediator. So, the model of satisfaction improvement in the Sabang City Regional Secretariat is the functions of growth opportunity improvement, innovation improvement, and strengthening the engagement of their employee.

**Keywords:** Growth Opportunity, Innovation, Employee Engagement, and Job Satisfaction

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### 1. Introduction

Human resources in an organization are the main factors driving the organization to develop for the better. For management activities at the Sabang City Regional Secretariat to run well, the Sabang City Regional Secretariat must have knowledgeable and highly skilled human resources and strive to manage the organization as optimally as possible so that organizational performance can be achieved following the previously targeted. (Koh & Boo, 2004), state Job satisfaction, or in this study we may call this satisfaction, is a pleasant or unpleasant emotional state with which employees view their work. This can be seen from the five indicators as explained by the opinion (Koh & Boo, 2004), namely (1) satisfaction with salary (2) satisfaction with promotion (3) satisfaction with co-workers (4) satisfaction with supervision/supervisor (5) satisfaction with the work itself.

The increasing organizational performance will bring progress to the organization itself, especially to the community to provide maximum service to the community. Therefore, efforts to improve organizational performance are the most serious management challenges because success in achieving organizational goals and survival depends on the quality of the performance of the human resources in it. High organizational performance is expected by

the organization itself, especially for the Regional Secretariat of the City of Sabang which must be able to provide maximum service to all Acehese people.

The low satisfaction of employees can be seen from the end effect on employee engagement, where employees feel they have less attachment to the Regional Secretariat of Sabang City and lack of emotional and intellectual commitment to the Regional Secretariat of Sabang City and employees have not been able to give their best effort beyond what is being targeted in an organization. profession.

To conduct a pre-survey, which is to see the opinions of respondents in small numbers following the opinion of (Hasan, 2006), that for the pre-survey there are enough respondents as many as 30 people, this is following opinion, (Hasan, 2006) that pre-survey research activities can use a large number of samples. minimum of 30 people. Based on the results of an initial survey of 30 employees at the Regional Secretariat of Sabang City, it turned out that not all employees stated that they were satisfied at work.

According to (Robbins & Coulter, 2016) job satisfaction is a positive feeling about one's work which is the result of evaluating its characteristics. To increase employee satisfaction and employee work engagement at the Regional Secretariat of Sabang City, it is supported by some employees with different employment groups and is also supported by honorary/contracted staff.

With an adequate number of employees, employees must have a work engagement with their organization (Strauss & Sayles, 2016); (Saks, 2006). Employee engagement is defined as a positive, satisfying mental condition related to work that is characterized by enthusiasm (vigor), dedication (dedication), and absorption (Shahzad, Luqman, Khan, & Shabbir, 2012).

The occurrence of a decrease in employee performance such as work targets that are not achieved at the Regional Secretariat of Sabang City is one of them caused by low employee innovation such as the absence of innovation in providing services in finding new ideas that are useful in completing work or innovation in providing services to the community. According to (Mulgan & Albury, 2003) more simply defines innovation as new ideas followed by the value of the benefits of its presence.

Innovation is needed by all employees at the Regional Secretariat of Sabang City, especially in providing better public services. Listening to the meaning of public services in the future following the objectives of Bureaucratic Reform is a big challenge for organizations as public service providers, to foster a culture of innovation in their organizations. The problem is that humans are individuals who do not like change so they tend to resist a change (Hedger, 2007).

## **2. Literature Review**

### **Growth Opportunity**

Growth opportunity is related to formal and informal training to learn new knowledge/skills/abilities (Milkovich, Newman, & Gerhart, 2016). (Muis, 2012) says when talking about growth opportunities (career), planning is needed because in the end whether or not a person advances in his career depends on the person concerned himself, it is necessary to be actively involved in determining the direction of his career through training and development, thus providing growth opportunities for students and employees in developing their careers in the organization.

Glueck in (Muis, 2012) says that what is meant by growth opportunities are structured activities planned by an organization for its members to increase their knowledge and

abilities following the direction and progress of their careers. According to (Dessler & Angelica, 2016), career growth is a series of lifelong activities (such as workshops) that contribute to the exploration, establishment, success, and fulfillment of one's development opportunities to achieve organizational goals.

### **Innovation**

The definition of innovation in the field of public services is a creative idea of technology or new ways in service technology or updating existing ones or creating breakthroughs or simplifications in the field of rules, approaches, procedures, methods, and service organizational structures that provide better results in terms of quantity and quality of service. . Thus, innovation in public services does not require a new discovery, but can be a new approach that is contextual in nature in the sense of innovation resulting from the expansion or improvement of existing innovations. Creativity and innovation are the ability to move less productive resources into productive resources to provide economic value.

Improvement of public services is the estuary/outcome of the implementation of bureaucratic reform. The expectation of improving public services from the community continues to increase. Various efforts have been made by the government, such as improving service regulations to speed up and simplify service processes and mechanisms as well as increasing the human resource capacity of the service apparatus. However, these efforts to improve so far have not met the expectations of the community.

(Mulgan & Albury, 2003) defines innovation as closely related to new ideas that are useful with the nature of their novelty must have a useful value. The new nature of innovation means nothing if it is not followed by its usefulness and presence.

### **Job Satisfaction**

According to (Masrukhin & Waridin, 2012), an individual's satisfaction depends on individual characteristics and work situations. Meanwhile, (Newstrom & Davis, 2002) and (Yukl & Gardner, 2020) define satisfaction is as the way an employee feels about his or her job. (Daft, 2010) says that the human element plays an important role in the process of a job, that no matter how perfect the plans, organization, and supervision are. Many factors influence employee satisfaction. These factors themselves in their role in providing satisfaction to employees depending on the personality of each employee. Some employees feel satisfied and create positive attitudes towards work related to fewer complaints, more harmonious employee and company relations, reducing the level of boredom at work, besides that individual experiences in the workplace will color their attitudes outside the work environment and their happiness in general, (As'ad, 2012). In this study, employee job satisfaction will often be referred to as satisfaction.

### **Employee Engagement**

Employee engagement emerged and developed as a concept in business, management, industrial psychology, and the fields of HR development (Shuck & Wollard, 2010). According to (Macey & Schneider, 2008), some of these practitioners see engagement

as a development of previous research on behavior at work, which is combined with new concepts that exist in the habits in organizations. The existence of different perceptions and perspectives on employee engagement often creates confusion, so that each will understand the meaning of engagement according to their respective perspectives and perceptions. The confusion arises because attachment is often used to refer to the psychological state (eg involvement, commitment, reward, and work atmosphere), performance, work placement, or a combination of the three. In this study, employee engagement will often be referred to simply as engagement

### **Research Hypothesis**

- H1 : Growth Opportunity, innovation, employee engagement, and satisfaction at the Sabang City Regional Secretariat are good.
- H2 : Growth Opportunity affects satisfaction of Sabang City Regional Secretariat.
- H3 : Innovation affects satisfaction of Sabang City Regional Secretariat.
- H4 : Growth Opportunity affects employee engagement at the Regional Secretariat of Sabang City.
- H5 : Innovation affects engagement of Sabang City Regional Secretariat.
- H6 : Employee satisfaction affects engagement of Sabang City Regional Secretariat.
- H7 : There is an indirect effect of Growth Opportunity on the satisfaction of Sabang City Regional Secretariat through engagement.
- H8 : There is an indirect effect of innovation on satisfaction of Sabang City Regional Secretariat through engagement.

## **3. Method**

### **Research Scope**

This study was conducted at the Regional Secretariat of the City of Sabang. The objects are growth opportunity, innovation, employee job satisfaction, and employee engagement at the Regional Secretariat of Sabang City.

### **Data Analysis Tools**

The data used to provide descriptive test results were based on the value of the assumption that if the mean value is  $< 3.41$ , then it is perceived as less good and if the mean value is  $3.41$ , then it is perceived negatively. well by the respondents. The SEM method will help to analyze the data (Ferdinand, 2014). SEM can include latent variables in the analysis (Ghozali, 2018).

## **4. Discussion Result**

### **Descriptive Perception**

The variable of growth opportunity obtained an average value of 3.64, or the respondent has a good perception of the variable of growth opportunity which is owned by every employee of the Regional Secretariat of the Sabang city. This indicates that the

employees stated that they agreed that the opportunity for growth was perceived positively by the respondents. This can be seen based on the perception of respondents that the Secretariat of the City of Sabang provides equal opportunities for promotion, employees who have high achievements have greater opportunities for career development, employees with higher education have the opportunity to develop a greater career, all forms of training provided can support Employee career development and career planning from the Secretariat of the Sabang city have been understood by all employees, so that employees have the same opportunity to develop.

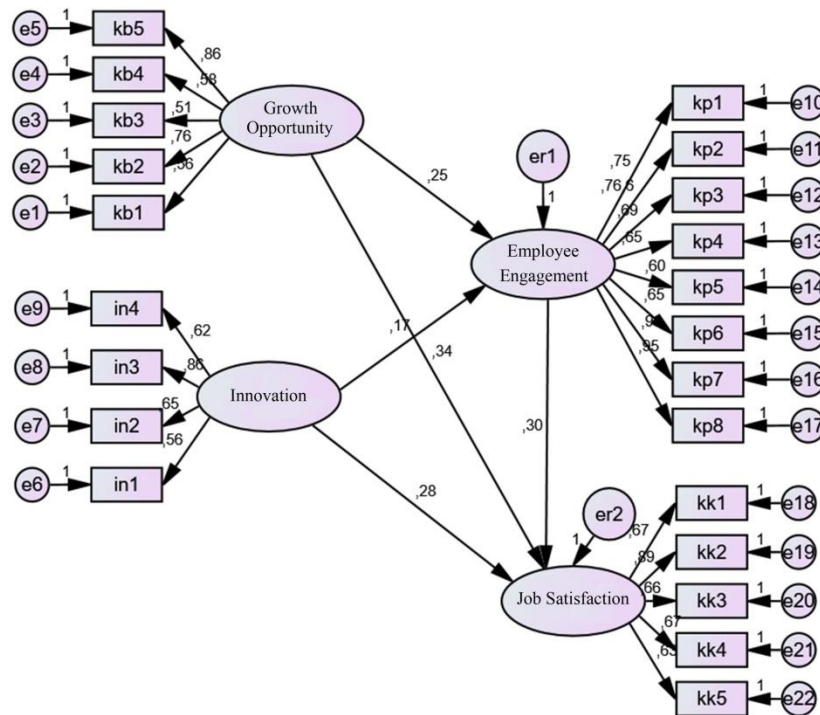
The innovation variable obtained an average value of 3.64, or respondents have the perception that innovation at the Sabang City Regional Secretariat has been going well, meaning that every employee must have innovation in providing services to the community. This can be seen from respondents' statements regarding the role of technology as a form of innovation capable of improving services online, employees can make innovations in the field of service administration to make it easier and faster, employees can make service strategies more effective and simple and employees can develop human resources. Humans are one of the important factors in developing service innovations for the community.

The employee engagement variable obtained an average value of 3.73, or respondents had the perception that the Sabang City Regional Secretariat employees already had good work engagements, especially employee engagement in the field of duty of each employee. This is figured from the respondent's statement regarding the employee must know what is expected from a job, the employee must have good work equipment, the employee must have the opportunity to work, the leader gives concern for employees who have achievements, there is encouragement from within the employee to carry out the work given, employees must understand the vision and mission of the organization, employees have other people as a place to ask questions and employees must have the opportunity to learn in their work environment.

The variable of employee job satisfaction at the Regional Secretariat of the City of Sabang is good, this is revealed from the average value of 3.61 or it can be explained that the job satisfaction of the employees of the Regional Secretariat of the City of Sabang has been going well, this can be seen from the respondents' statements regarding statement: salaries what I have received today is very satisfying according to the workload and responsibilities that I carry, all employees at the Secretariat of the Sabang City are given the same opportunity for career promotion, working relationships with co-workers are very pleasant in completing the work that has been delegated from the leadership, employees are satisfied with the supervision carried out by the leadership to control every work I do and employees are very satisfied with the work I am currently doing.

### **Direct Effect Verification**

The next analysis in this study is the SEM analysis, after analyzing the unidimensionality level of the indicators forming the latent variables tested by confirmatory factor analysis. Analysis of the results of data processing at the full stage of the SEM model was carried out by conducting conformity tests and statistical tests. The result is shown in Figure as follows.



**Figure 1. SEM model**

Figure 1 shows the test result that explains as follows.

**Growth Opportunity effect on Satisfaction:** This results a CR 3.068 and a p 0.000. The two values meet the requirements of H2 acceptance, namely the CR 3.068 > 1.96 and the  $p < 0.05$ .

**Innovation effect on Satisfaction:** this results a CR 3.220 and a p 0.000. The values meet the requirements of H3 acceptance, namely the CR 3.220 > 1.96 and the  $p < 0.05$ .

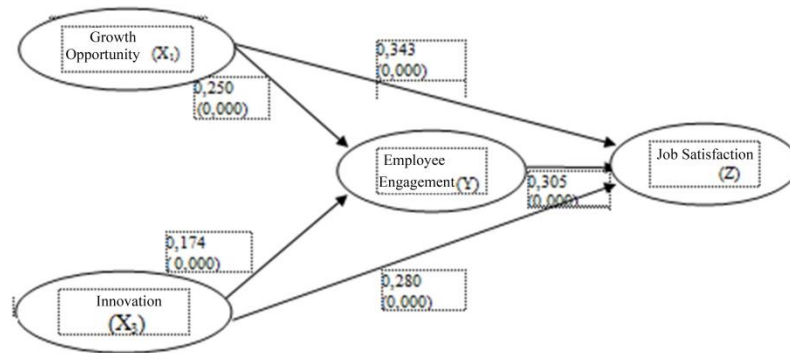
**Growth Opportunity effect on Engagement :** this results a CR of 4.368 and p 0.000. The values meet the requirements of H4 acceptance, namely the CR value of 4.368 which is greater than 1.96 and  $p < 0.05$ .

**Innovation effect on Engagement :** this results a CR value of 6.053 and a probability of 0.000. The values meet the requirements of H5 acceptance, namely the CR 6.053 > 1.96 and the  $p < 0.05$ .

**Employee Engagement effect on Satisfaction:** This results a CR 6.125 and p 0.000. The values meet the requirements of H6 acceptance, namely the CR 6.125 > 1.96 and the  $p < 0.05$ .

**Indirect Effect of Growth Opportunity, Innovation, on Employee Satisfaction through Employee Engagement**

The result of the indirect effect is shown in the figure as follows.



**Figure 2. Effect Between Variables**

From the SEM test, it shows that the effect of growth opportunities on employee satisfaction is positive, and the effect of employee engagement on employee satisfaction is positive and significant, thus this test shows that there is an indirect effect of growth opportunities on employee satisfaction through employee engagement is partially mediated.

The test results of the influence of innovation on employee satisfaction are positive and significant, thus this test shows that the indirect effect of innovation on employee satisfaction through employee engagement is partially mediated.

The results of the analysis showed that all exogenous variables significantly affect endogenous variables and no insignificant variables were found so that in this study there was no full mediated. Thus, it concludes that the findings in this subsample, where employee engagement is a partial mediating variable (partially mediated) between the variables of opportunity for development and innovation and satisfaction of the employees of the Regional Secretariat of the City of Sabang.

### Research Implication

The results of this study imply that growth opportunities have an impact on the attachment of Sabang City Regional Secretariat employees, this is because employees have emotional closeness to the Sabang City Regional Secretariat organizations, especially closeness in establishing relationships with other colleagues. Then there are opportunities provided by the leadership for each employee to be able to develop their knowledge through education and training programs that are carried out continuously and well planned. Then the growth opportunity can also be seen from the career planning of the Sabang City Secretariat leadership who can understand all of his employees so that employees have the same growth opportunity. In addition, employees with higher education have the opportunity to develop a greater career, this is because it is supported by the latest education they have.

Then with the growth opportunity, they can become intermediaries to achieve organizational goals and fellow employees to share knowledge that is considered important by each employee and share procedures within the organizational environment of the Sabang City Regional Secretariat is very necessary to create togetherness in the task so that it will be easy to achieve the performance expected by the employees. Organization to create a solid work engagement and create high satisfaction that can be felt by employees.

While regarding innovation, it also has implications for increasing employee engagement and is also able to increase employee satisfaction, this can be seen from the presence of employees who can make service product innovations so that services become better and the community becomes satisfied, employees can make innovations in the field of service processes so that they run faster and less complicated, and the development of human resources is one of the important factors in developing service innovations to the community.

While the implications related to employee attachment to employee satisfaction can be seen from an employee must know what is expected from a job, employees must have good work equipment, then employees must have the opportunity to work so that they feel they have an inner bond with the organization and the leader can provide care for employees who have achievements to develop themselves for the better.

## 5. Conclusions

From the result we can see that growth opportunity, innovation, engagement, satisfaction of the Sabang City Regional Secretariat have been going well, Growth opportunity affects engagement, innovation affects engagement, growth opportunities affects satisfaction, innovation affects satisfaction, engagement affects satisfaction, Growth opportunity affects satisfaction through engagement, and Innovation affects satisfaction through engagement. The result also explains the engagement acts as a partial mediator. So from that results, we can conclude that the model of satisfaction improvement in the Sabang City Regional Secretariat is the functions of growth opportunity improvement, innovation improvement, and strengthening the engagement of their employee. These results can be used as the basis for testing satisfaction management models in further research. Further researchers can add other variables such as organizational support.

For practitioners, especially the research subject, some recommendations can be mapped out from the results of this study.

1. To increase employee satisfaction and employee engagement based on the variable of growth opportunity, what needs to be considered is that the leadership must provide equal opportunities to employees in increasing their positions according to their abilities.
2. Concerning innovation, it should be improved by increasing the role of technology as a form of innovation to be able to improve services to the community online.
3. To increase employee engagement, what needs to be paid attention to and carried out is that every employee must have knowledge that is following his duties and functions so that every employee can carry out his duties according to his abilities.
4. To increase employee satisfaction, what needs to be considered by the leadership is to increase employee satisfaction by giving awards to employees who have achieved certain performance or achievements.

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