

TEAMWORK AND CAREER DEVELOPMENT WORK INVOLVEMENT WITH SELF DEVELOPMENT AS MEDIATING VARIABLE AT ABC COMPANY

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ABSTRACT

This research was conducted with the aim to determine the effect of Teamwork and Career Development on Self-Development and Employee Work Involvement of PT ABC employees. This research is a quantitative research with descriptive method. Sampling used a non-probability sampling technique, namely purposive sampling, where the respondents used were 135 permanent employees of PT ABC who worked in the Jakarta and Tangerang areas who had worked for more than 1 year. The data collection technique used a research instrument in the form of a questionnaire with a Likert scale of 1–5. The analysis technique is Structural Equation Model (SEM) using SmartPLS 3 software. Based on the results of the data analysis conducted, it can be concluded that teamwork has a positive and significant effect on employee self-development (H1), career development has a positive impact on employee self-development (H2), teamwork has a negative effect on employee job involvement (H3), career development has a positive effect on employee job involvement (H4), self-development has a positive effect on employee job involvement (H5), self-development is able to mediate the effect of teamwork on employee job involvement (H6), and self-development is able to mediate the effect of career development on employee job involvement (H7).

Keywords: Teamwork; Career Development; Self-Development; Work Involvement

ABSTRAK

Penelitian bertujuan untuk mengetahui pengaruh kerjasama tim dan pengembangan karier terhadap pengembangan diri dan keterlibatan kerja karyawan Perusahaan ABC. Penelitian ini merupakan penelitian kuantitatif dengan metode deskriptif. Pengambilan sampel menggunakan teknik nonprobability sampling yaitu dengan purposive sampling, di mana responden yang digunakan merupakan 135 karyawan tetap PT ABC yang berlokasi kerja di wilayah Jakarta dan Tangerang dengan masa kerja lebih dari satu tahun. Teknik pengumpulan data menggunakan instrumen penelitian berupa kuesioner dengan skala Likert 1–5. Teknik analisis yaitu Structural Equation Model (SEM) dengan menggunakan software SmartPLS 3. Hasil penelitian ini menunjukkan bahwa kerjasama tim berpengaruh positif terhadap pengembangan diri karyawan (H1), pengembangan karier berpengaruh positif terhadap pengembangan diri karyawan (H2), kerja sama tim berpengaruh negatif terhadap keterlibatan kerja karyawan (H3), pengembangan karier berpengaruh positif terhadap keterlibatan kerja karyawan (H4), pengembangan diri berpengaruh positif terhadap keterlibatan kerja karyawan (H5), pengembangan diri mampu memediasi pengaruh kerja sama tim karier terhadap keterlibatan kerja karyawan (H6), dan pengembangan diri mampu memediasi pengaruh pengembangan karier terhadap keterlibatan kerja karyawan (H7).

Kata Kunci: Kerja Sama Tim; Pengembangan Karier; Pengembangan Diri; Keterlibatan Kerja

INTRODUCTION

Superior and competent human resources will be equipped with abilities and skills that can be obtained through self-development efforts to support in solving problems that may occur, either within the scope of internal or external organization. In addition, the success of the organization also requires the support of commitment and active involvement of employees contained in it. PT ABC is a company that produce toys especially bike for kids and adults, which was founded in Jakarta. Qualified human resources and able to support the running of the company's business. Therefore, it is important to ensure the whole resources owned can be involved and provide maximum contribution for the success of ABC Company. In order to support the formation of research phenomena, researchers also distributing exploratory questionnaires to 30 permanent employees with 60% results stated that they had been late as a form of indiscipline, and 70% felt they had conflicts with co-workers. Results 54% stated problems in interpersonal communication with customers. This phenomenon shows that PT ABC needs to manage employees who have a positive involvement in work. Based on the results of previous research, there is a gap in research results between the effect of teamwork on self-development, the effect of career development on self-development, the effect of teamwork on work involvement, the effect of career development on work involvement, and the effect of self-development on work involvement. Contribution of this research to give insight for human resource management at manufacturing industry how to manage work involvement through Teamwork and Career Development on Self-Development.

LITERATURE REVIEW

Teamwork

Teamwork is a group work combination system that is supported by the various abilities of its members, communication, clarity of goals, and leadership, in producing higher performance than individual performance (Sibarani, 2018). Each individual in the team is expected to be able to establish communication and relate with other team members, so as to be able to make a maximum contribution in supporting the formation of a reliable work team, this then encourages individuals to improve their abilities (Tarigan et al., 2012). According Romadhona (2020), employees who feel concerned and make the maximum contribution to their work indicate a high level of work involvement.

H1: Teamwork has a positive effect on self-development

H3: Teamwork has a positive effect on work involvement

Career Development

Career development is a condition that indicates an increase in the status or position of an employee in a career path that has been determined by an organization or company. Employees will have the opportunity to develop their careers, if they have the appropriate abilities and meet certain qualifications needed for the career position to be achieved (Anggreani, 2016). The higher the position or position of an employee in the company, affects the challenges he faces and the need for skills in dealing with them, so that it has an impact on broadening the insights and skills of the employee. According to Anggreani (2016), career development can increase employee motivation in developing their potential

in support his work. The results of research by Pranitasari and Rozaq (2019) show that career development has an influence on the work involvement of BPJS Health Jakarta employees, with information disclosure regarding career paths contained in the organization. This can make employees feel that the need for career development information can be fulfilled by the company, so that it can increase employee work involvement with the company (Romadhona, 2020).

H2: Career development has a positive effect on self-development

H4: Career development has a positive effect on employee engagement

Self-development

Tamudji (2018) in Kharisma (2014) defines self-development as an effort made by individuals in developing their potential or talents, which aims to increase self-confidence, establish good relationships with others, and maximize self-potential so that later become individuals who superior and able to survive or even compete in the face of changes that occur. In a work team, it allows for the exchange of ideas, ideas, and thoughts among its members, so that they are able to support individual and organizational learning (Sibarani, 2018). The willingness of employees to mobilize their abilities to give or receive ideas from and to other employees can indicate high work involvement (Romadhona, 2020). In addition, the disclosure of information provided by the organization regarding career development will encourage employees to recognize their potential and increase the desire to develop it, this can increase work involvement, because employees feel that the expectations of certain value needs from their work can be fulfilled by the organization (Robbins, 2009) in (Romadhona, 2020).

H6: The relationship of teamwork to work involvement mediated by self-development

H7: Relationship between career development and work involvement mediated by self-development

Work Engagement

Work involvement is a form of employee contribution by mobilizing all capabilities they have to support organizational success (Romadhona, 2020, Therio & Barry, 2022). Employee involvement in the organization is created as a form of expectation for employee needs such as values and characteristics of work, this can then affect the increase and decrease in the level of work involvement (Singh & Gupta, 2015 in Romadhona, 2020). Research conducted by Pranitasari and Rozaq (2019) shows that self-development has an effect on the involvement of employees at the Jakarta BPJS Head Office, through providing discussion forum facilities and increasing employee motivation. These results are supported by Nelson and Setyawan's research (2019), which states that employee self-development through training has a direct significant effect on employee involvement in electronics manufacturing companies in Batam City. This shows that self-development is an important thing to do and influences employee engagement.

H5: Self-development has a positive effect on work involvement

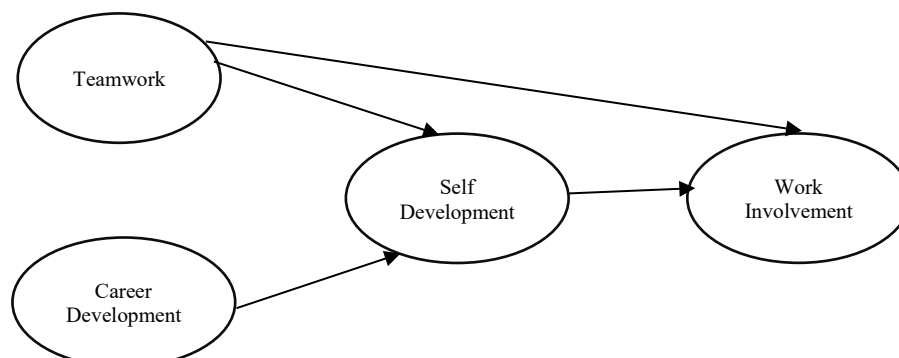




Figure 1. Research Model

- H1: Teamwork has a positive effect on self-development
- H2: Career development has a positive effect on self-development
- H3: Teamwork has a positive effect on work involvement
- H4: Career development has a positive effect on employee engagement
- H5: Self-development has a positive effect on work involvement
- H6: The relationship of teamwork to work involvement mediated by self-development
- H7: Relationship between career development and work involvement mediated by self-development

RESEARCH METHOD

This research will use a descriptive research design that describes all the variables to describe the variables that affect work involvement. The research subjects chosen were permanent employees at PT ABC who had worked for more than 1 year. The data used is primary data obtained directly through direct questionnaire answers electronics that have been given to each permanent employee who meets the requirements of the respondents. Research that uses the dependent variable work involvement. All indicators on the variables used were adapted from previous studies by Pranitasari and Rozaq (2019). This study applied census that all permanent employee who work minimal 1 years as respondents.

Prior to actual data collection, a preliminary study was carried out. The purpose of the preliminary study is to test the indicators used in the research. The actual study questionnaire of 135 respondents has gone through reliability and validity tests. Measuring convergent validity through loading factor and Average Variance Extracted (AVE), is testing discriminant validity by evaluating the Fornell Larcker Criterion, namely the correlation value between a variable and the variable itself and the variable with other variables. The next step after measuring convergent validity is through loading factors and Average Variance Extracted (AVE), is to test the discriminant validity done with evaluating the Fornell-Larcker Criterion, namely the correlation value between a variable and the variable itself and variables with other variables. The assessment is carried out by looking at the top value which is the correlation between a variable and the variable itself, while the value that is read vertically is the correlation between a variable and other variables. Data processing uses the SmartPLS 3.0 program.

RESULTS AND DISCUSSION

Respondent Profiles

There were 135 respondents whose data were taken directly, consisting of 85 male respondents and 50 female respondents. The age of the respondents in this study ranged from 20 years to >56 years, including 35 people from the 21–30 year age group, 48 people aged

31–40, 32 people aged 41–50, 20 people aged 51–56. For the last education, the respondents came from the high school level, namely 10 people, 75 people for D3, 44 people for S1, and 6 people for Masters. Meanwhile, the length of time employees have worked is dominated by employees who have worked for 1–5 years.

Actual Research

After the preliminary study test, the results obtained will then be used for research actual. According to Sholikhah, descriptive statistics are statistics that are used to provide information description of the data according to the collected by not drawing conclusions in general or general. Inferential statistics will explain the results of validity and reliability tests by making them Average Variance Extracted as a basis for convergent validity which has a value of more than 0.5, and a loading value minimum factor of 0.7 on discriminant validity.

Actual research validity test. As previously known, the minimum AVE value limit that is declared valid is 0.5, while the loading factor has a value limit of 0.7. Based on the final results of the study test introduction, all indicators that are feasible if they have a value of less than 0.7. Besides value loading factor, to test convergent validity it takes the Average Variance Extracted (AVE) value each variable above 0.5 (Ghozali & Latan, 2015). If the value of the loading factor is the value that owned by each indicator, then the AVE value is the value owned by each variable. Through measurements were made using the Smart PLS 3 software program and the resulting AVE value is as follows.

Table 1. Average Extracted Results

Variables	AVE
Teamwork	0.64
Career development	0.58
Self development	0.72
Work involvement	0.62

Fornell-Larcker Criterion that is looking at the correlation between one variable and that variable itself, with the correlation of one variable and another. Value obtained from peer correlation variable must be higher in value than the correlation of the variable itself with other variables. The table below shows the cut of values have been met.

Table 2. Fornell-Larcker Criterion Test

	Teamwork	Career development	Self development	Work involvement
Teamwork	0.68			
Career development	0.62	0.73		
Self development	0.58	0.64	0.78	
Work involvement	0.63	0.72	0.76	0.82

Reliability Test. According to Ghozali and Latan (2015), reliability testing should use composite reliability values. This is because the composite reliability value is greater than the Cronbach's alpha value as shown in the table 3, although both the composite reliability and Cronbach's alpha values are above 0.7 and can declared reliable.

Table 3. Reliability Test

Variables	Composite Reliability
Teamwork	0.82
Career development	0.78
Self development	0.88
Work involvement	0.85

Multicollinearity Test. According to Ghazali and Latan (2015), multicollinearity is a condition for the occurrence of correlation between independent (dependent) variables. To identify the presence of multicollinearity can be seen from the value of the Variance Inflation Factor (VIF) which is more than 5 or it will be serious if it is more from 10. All indicators has not multicollinearity. Then, test the value of Rsquare, namely the value that is only owned by the dependent variable (Y). The value of Rsquare shows how much the influence of the independent variables on the dependent variable. In this study, the dependent variable is Employee Performance (Y) and Knowledge Sharing variable as a mediating variable. Calculation of Rsquare produces the values in the following table.

Table 4. R Square Test

Variables	RSquare
Self development	0.62
Work involvement	0.58

Next, do the bootstrapping procedure which is considered more efficient, because the jackknifing procedure does not take into account the true confidence intervals useful to know the effect between variables (Ghozali & Latan, 2015).

Table 5. Hypotheses testing

Hypotheses	Path Coefficient	T statistic	P Value	Status
Teamwork → Self Development	0.305	5.430	0.000	Supported
Career Development → Self Development	0.286	4.652	0.000	Supported
Teamwork → Work Involvement	0.292	4.580	0.065	Not Supported
Career Development → Work Involvement	0.388	5.632	0.000	Supported
Self Development → Work Involvement	0.420	6.894	0.002	Supported
Teamwork → Self Development → Work Involvement	0.103	2.106	0.018	Supported
Career Development → Self Development → Work Involvement	0.396	6.054	0.000	Supported

In the first hypothesis, the statement that teamwork has a positive and significant effect on self-development shows that the first hypothesis (H1) is acceptable, thus indicating that teamwork

can increase the motivation of PT ABC employees to carry out self-development. This result is in line with research that was conducted by Pranitasari and Rozaq (2019). It can be explained that respondents as manufacturing employees need supporting each other as teamwork while working. The good teamwork makes individual motivation increase because they have good supporting from their partner in work. In the second hypothesis, the statement that career development has a positive and significant effect on self-development shows that the second hypothesis (H2) is acceptable, thus indicating that the career development opportunities provided can increase the motivation of PT ABC employees to carry out self-development. These results are in line with research that was conducted by Setyabudi et al. (2018) in Pranitasari and Rozaq (2019). Related with second hypotheses that PT ABC has given development through knowledge sharing each other as informal training or formal training as needed that can increase spirit toward performance or work motivation. In the third hypothesis, the statement that teamwork has no effect on work involvement shows that the third hypothesis (H3) is rejected, thus indicating that teamwork does not affect the work involvement of PT ABC employees. Can be explained as a manufacturing company whose employees carry out teamwork as part of the work procedure. These results are in line with research conducted by (Anggarani & Rizki, 2021). In the fourth hypothesis, the statement that career development has a positive and significant effect on work involvement indicates that the fourth hypothesis (H4) is accepted, thus indicating that the teamwork that exists does not necessarily affect the work involvement of PT ABC' employees. These results are in line with research that was conducted by Pranitasari and Rozaq (2019), Setyawan et al. (2021), and Nelson and Setyawan (2019). In the fifth hypothesis, the self-development statement has a positive and significant effect on work involvement, indicating that the fifth hypothesis (H5) is accepted, thus indicating that self-development carried out by employees can affect the level of employee involvement in the company. This result is in line with research that was conducted by Pranitasari and Rozaq (2019) and Nelson and Setyawan (2019). It can be explained that as manufacturing PT ABC usually give some training inside and outside company to increase self development that can give impact to employee involvement

Based on the table above, it can be seen that the two indirect effect hypotheses can be accepted. In H6, the mediating variable of Self Development is full mediation. This is because in the previous test, the direct effect between the Teamwork variables on Work Involvement was negative, while the results on the test mediated by Self-Development gave positive and significant results. Thus, the existence of the Self-Development variable is important so that the variable Teamwork can influence Work Engagement. Meanwhile, the mediating variable of Self-Development in H7 is partial mediation. This is because testing the effect of Career Development on Work Involvement, either directly or through the mediating variables of Self-Development, gives the same positive and significant results. Meaning teamwork implementation as group or department can be directly impacted to work engagement without self development. Because in manufacturing team work very important to increase feeling positively about work for each employees.

CONCLUSION AND SUGGESTION

Based on the results of data analysis and discussion, it can be concluded that teamwork has a positive effect on self-development (H1), career development has a positive effect on self-development (H2), teamwork has no effect on work involvement (H3), career development has an effect positive on work involvement (H4), self-development has a positive effect on work involvement (H5), self-development is able to mediate positively and significantly the

effect of teamwork on work involvement (H6), and self-development is able to mediate positively and significantly influence of career development on work involvement (H7).

For the first hypothesis (H1) teamwork has a positive and significant effect on self-development. Thus, the first hypothesis can be accepted because teamwork is one of the factors that influence self-development. For the second hypothesis (H2) career development has a positive and significant effect on self-development. Thus, the second hypothesis can be accepted because career development is one of the factors that influence self-development. For the third hypothesis (H3) teamwork has no effect on work involvement. Thus, the third hypothesis is rejected because teamwork is one of the factors that influence work involvement. For the fourth hypothesis (H4) career development has a positive and significant effect on work involvement. Thus, the fourth hypothesis can be accepted because career development is one of the factors that influence work involvement. For the fifth hypothesis (H5) self-development has a positive and significant effect on work involvement. Thus, the fifth hypothesis can be accepted because self-development is one of the factors that influence work involvement.

For the sixth hypothesis (H6) self-development is able to mediate positively and significantly the effect of teamwork on work involvement (H6). Thus, the sixth hypothesis can be accepted because teamwork is one of the factors that influence work involvement through self-development efforts. For the seventh hypothesis (H7) self-development is able to mediate positively and significantly the effect of career development on work involvement. Thus, the seventh hypothesis can be accepted because career development is one of the factors that influence work involvement through self-development efforts.

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