The Role of Innovative Work Behavior, Career Development and Employee Involvement in Shaping Employee Performance Through Employee Job Satisfaction as an Intervening Variable at Pt. Pos Indonesia (Persero) Lamongan

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ABSTRACT
This research is based on the success of a company, namely PT. Pos Indonesia (Persero) Lamongan, because this company has good HRM and is influenced by the involvement of employees who have innovative work behavior in shaping work performance to develop a better career and give these employees job satisfaction in accordance with what they have done during their work period. . This research uses a quantitative descriptive approach and data analysis techniques processed using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) from SmartPLS version 4.0 with a total of 110 respondents. The results of the Validity Test and Reliability Test for the Innovative Work Behavior (X1), Career Development (X2), Employee Involvement (X3), Employee Performance (Y) and Job Satisfaction (Z) variables are declared Valid and Reliable because all variable values (above) 0.7. The R-Square Test results are declared Weak because they have a value of 0.315 and the Adjusted R-Square value is 0.289. Innovative Work Behavior has a positive and significant effect on Employee Performance, Innovative Work Behavior has a negative and significant effect on Employee Job Satisfaction, Career Development has a positive and significant effect on Employee Performance and Employee Job Satisfaction, Engagement has a significant negative effect on Employee Performance and is positive but not significant on Employee Job Satisfaction, Job Satisfaction has a positive and significant effect on Employee Performance.

Keywords: *Employees, Innovative, Performance, Career, Job Satisfaction.*

1. INTRODUCTION

The success of a company is always supported by the existence of good Human Resources Management (HRM) which supports the planning level of a company's achievements. HRM planning itself is a process of analysis and identification carried out by an organization regarding its human resource needs, so that the organization can determine the steps that must be taken to achieve its goals. In HRM, employee performance is the benchmark for the company's progress and achievements through innovative or new ideas provided by employees. In this case, employee performance in understanding and providing innovative efforts at work is usually called Innovative Work Behavior. Innovative Work Behavior is the totality of individual actions that lead to the introduction of new ideas that benefit the organization (Riswan et al., 2021). However, in work terms it is also often used to describe problems of efficiency and effectiveness where one of the factors that can improve employee performance is satisfaction. In this case, the company must create employee job satisfaction as best as possible so that work morale, dedication, love of work and employee discipline increase.

The formation of employee performance begins with a performance assessment carried out by the company. Where a company carries out work evaluations or assessments of employee work, both individually and in teams, regarding the work and achievements of these employees. Job appraisal is a formal review and evaluation of individual performance or team tasks (DJ, YR, & Syairozi, M**.** I**.,** 2020). Meanwhile, work appraisal sometimes lacks objectivity, such as assessing attitudes, loyalty and personality, where these factors are difficult to measure. However, from this, it cannot be denied that assessing employee work performance has an influence on an employee's career development. Career development itself is the process of carrying out (implementation) career planning, career planning is always

implemented by employees who have an overview and planning for their future work period by creating an innovative work system and being involved in good employee performance in order to get job satisfaction which can influence career development an employee.

2. RESEARCH METHODS

The population of this research is employees of PT. Pos Indonesia (Persero) Lamongan as many as 110 people. This research sample uses a saturated sample where the sample selection technique is taken from the entire population taken. So the number of samples in this study was 110 employees of PT. Pos Indonesia (Persero) Lamongan. The types and sources of data applied in this research are primary data through online questionnaire results via Google Form and secondary data released by third parties such as research company websites, journals and books. The time for this research starts from November 2023 to March 2024. The data collected is then entered into Partial Least Square Structural Equation Modeling (PLS-SEM) analysis with Smart PLS 4.0 software to test the outer and inner models.

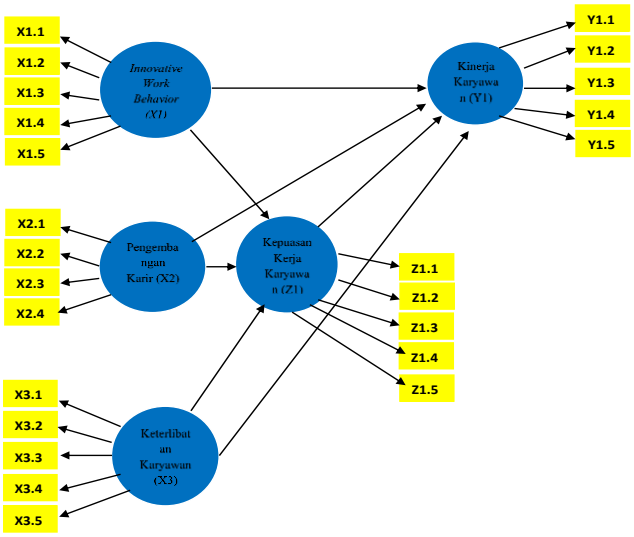

Figure 1 Model Image

3. RESULTS AND DISCUSSION

3.1. Measurement Model (Outer Model)

3.1.1. Validity test

The validity test is used to measure whether a questionnaire is valid or not (Sugiyono, 2019), in this case the validity test has 2 types of measurements, namely Convergent Validity and Discriminate Validity.

3.1.1.1. Convergent Validity

In this case, an indicator is considered valid if its cross loading (loading factor is above 0.7 and the Average Variance Extracted (AVE) value limit exceeds 0.5(Hamid & Anwar, 2019).

Table 1. Convergent Validity Test

Variable	Indicator	Outer Loading	AVE	Information
Innovative Work Behavior (X1)	X1.1	0.765	0.615	VALID
	X1.2	0.791		
	X1.3	0.718		
	X1.4	0.788		
	X1.5	0.855		

Table 1. Convergent Validity Test (cont.)

Variable	Indicator	Outer Loading	AVE	Information
Career Development (X2)	X2.1	0.789	0.650	VALID
	X2.2	0.843		
	X2.3	0.728		
	X2.4	0.858		
Employee Engagement (X3)	X3.6	0.796	0.633	VALID
	X3.7	0.864		
	X3.8	0.818		
	X3.9	0.765		
	X3.10	0.729		
Employee Performance (Y1)	Y1.1	0.822	0.635	VALID
	Y1.2	0.738		
	Y1.3	0.828		
	Y1.4	0.840		
	Y1.5	0.749		
Job Satisfaction (Z1)	Z1.1	0.804	0.559	VALID
	Z1.2	0.728		
	Z1.3	0.707		
	Z1.4	0.708		
	Z1.5	0.784		

The results of the Convergent Validity test in Table 1 state that the loading factors of the five variables are valid because the values obtained exceed 0.7, and for the AVE values the values obtained are above 0.5.

3.1.1.2. Discriminate Validity

To test the discriminant validity measurement model is by looking at the cross loading value. It is better that the AVE measurement value should be greater than 0.50 (Ghozali & Latan, 2021).

Table 2. Cross Loading

	X1	X2	X3	Y1	Z1
X1.1	0.765	0.461	-0.126	-0.003	0.293
X1.2	0.791	0.512	-0.192	-0.146	0.387
X1.3	0.718	0.430	-0.050	-0.062	0.256
X1.4	0.788	0.499	-0.181	-0.149	0.306
X1.5	0.855	0.573	-0.188	-0.057	0.395
X2.1	0.511	0.789	-0.041	0.086	0.370
X2.2	0.604	0.843	-0.045	0.078	0.467
X2.3	0.416	0.728	0.072	0.002	0.286
X2.4	0.495	0.858	0.014	0.177	0.395
X3.1	-0.087	0.078	0.796	0.180	-0.139
X3.2	-0.231	-0.075	0.864	0.145	-0.189
X3.3	-0.178	-0.034	0.818	0.147	-0.187

Table 2. Cross Loading (cont.)

	X1	X2	X3	Y1	Z1
X3.4	-0.166	0.006	0.765	0.054	-0.119
X3.5	-0.096	0.011	0.729	0.052	-0.098
Y1.1	0.388	0.425	-0.159	0.822	0.130
Y1.2	0.270	0.307	-0.241	0.738	0.138
Y1.3	0.340	0.364	-0.182	0.828	0.111
Y1.4	0.364	0.369	-0.175	0.840	0.157
Y1.5	0.327	0.441	-0.025	0.749	0.183
Z1.1	-0.121	0.096	0.100	0.160	0.804
Z1.2	-0.092	0.041	0.105	0.143	0.728
Z1.3	-0.081	0.132	0.223	-0.017	0.707
Z1.4	-0.076	0.017	0.047	0.136	0.708
Z1.5	-0.050	0.112	0.115	0.232	0.784

Table 2 concludes that the five research variables are declared valid because they have significant Cross Loading values compared to the Cross Loading values of other latent variables.

3.1.2. Reliability Test

This test is used to show the level of reliability, accuracy, thoroughness and consistency of the indicators in the questionnaire (Sugiyono, 2019). In the reliability test there are 2 measurements, namely Cronbach's Alphais an indicator for measuring the reliability of an instrument with a value between 0 – 1, with a value exceeding 0.7 to be declared reliable.*Composite Reliability*is a group of indicators for measuring a variable by looking at data that has a composite reliability value of more than the generally determined standard, namely 0.7, which is said to be reliable.

Table 3. Reliability Test

Variable	Cronbach's alpha	Composite Reliability	Information
Innovative Work Behavior(X1)	0.846	0.889	Reliable
Career Development (X2)	0.822	0.881	Reliable
Employee Engagement (X3)	0.862	0.896	Reliable
Employee Performance (Y1)	0.855	0.896	Reliable
Job Satisfaction (Z1)	0.805	0.863	Reliable

With the Table 3 above, it can be concluded that the five variables in this study can be considered reliable because their values exceed 0.7.

3.2. Structural Model (Inner Model)

3.2.1. R-Square

R-Square is a test used to show how far the relationship between variable.

Table 4. R-Square Test

	R-Square	R-Square adjusted
Y1	0.315	0.289
Z1	0.082	0.056

From Table 4 above, it can be concluded that the R-Square value in this study is classified as weak because the R-Square influence value between exogenous variables on endogenous variables and mediating variables is 0.315 and the Adjusted R-Square value is 0.289.

3.2.2. Mediation and Hypothesis Testing

Table 5. *Path Coefficients* (Direct Influence)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Innovative Work Behavior (X1) → Employee Performance (Y1)	0.205	0.228	0.118	1,735	0.043
Innovative Work Behavior (X1) → Job Satisfaction (Z1)	-0.276	-0.271	0.143	1,925	0.028
Career Development (X2) → Employee Performance (Y1)	0.327	0.326	0.124	2,646	0.005
Career Development (X2) → Job Satisfaction (Z1)	0.291	0.295	0.108	2,701	0.004
Employee Engagement (X3) → Employee Performance (Y1)	-0.183	-0.166	0.075	2,431	0.008
Employee Engagement (X3) → Job Satisfaction (Z1)	0.110	0.113	0.136	0.810	0.210
Job Satisfaction (Z1) → Employee Performance (Y1)	0.195	0.209	0.075	2,622	0.005

Table 6. *Specific Indirect Effects* (Indirect Influence)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Innovative Work Behavior (X1) → Job Satisfaction (Z1) → Employee Performance (Y1)	-0.054	-0.057	0.037	1,441	0.076
Career Development (X2) → Job Satisfaction (Z1) → Employee Performance (Y1)	0.057	0.060	0.031	1,850	0.033
Employee Engagement (X3) → Job Satisfaction (Z1) → Employee Performance (Y1)	0.021	0.022	0.031	0.702	0.242

3.2.2.1. Mediation Test

The mediation test is used to mediate between the independent variable and the dependent variable and also leads to the mediating (intervening) variable. In this test there are 3 groupings of mediation categories, including: Non Mediation if the relationship between exogenous and endogenous variables is positive and the mediating variable is negative. Full Mediation occurs if the exogenous, endogenous variables are negative and the mediating variable is positive, and finally, Partial Mediation occurs if the exogenous and endogenous variables are positive and the mediating variable is also positive. And it can also be seen if the P Values for the Specific Indirect Effect are > 0.05 which is negative and vice versa (Muhtarom et al., 2022).

In Table 5 the Path Coefficient of the Innovative Work Behavior variable has a negative and significant relationship to the Employee Performance variable because the P-Values value is 0.043 < 0.05, and in Table 6 the Specific Indirect Effect of the Innovative Work Behavior variable on the Employee Performance variable is mediated by the job satisfaction variable, there is a negative relationship because P-Values 0.076 > 0.05 So this relationship can be called Non Mediation.

In Table 5 the Path Coefficient of the Career Development variable has a positive and significant relationship to the Employee Performance variable because the P-Values value is 0.005 < 0.05, and in Table 6 the Specific Indirect Effect of the Career Development variable on the Employee Performance variable is mediated by the job satisfaction variable, there is a positive relationship because P- Values 0.033 < 0.05 So this relationship can be called Partial Mediation.

In Table 5, the Path Coefficient of the Employee Engagement variable has a negative and significant relationship to the Employee Performance variable because the P-Values value is 0.008 < 0.05, and in Table 6, the Specific Indirect Effect of the Employee Engagement variable on the Employee Performance variable is mediated by the job satisfaction variable, there is a negative relationship because P- Values 0.242 > 0.05 So this relationship can be called Non Mediation.

3.2.2.2. Hypothesis testing

H1 *Innovative Work Behavior*On Employee Performance

The results of the analysis show that the relationship between the Innovative Work Behavior variable and the Employee Performance variable has a coefficient value of 0.205 and a P-value of 0.043, so there is a positive and significant influence. In this case it indicates that Innovative Work Behavior at PT. Pos Indonesia (Persero) Lamongan is very influential in improving the performance of its employees.

H2 Career Development on Employee Performance

The results of the analysis show that the relationship between the Career Development variable and the Employee Performance variable has a coefficient value of 0.327 and a P-value of 0.005, so it can be said that the Career Development variable and the Employee Performance variable have a significant positive relationship. In this case it indicates that Career Development at PT. Pos Indonesia (Persero) Lamongan has the effect of improving the performance of its employees,

H3 Employee Engagement on Employee Performance

The results of the analysis show that the relationship between Employee Engagement and Employee Performance has a coefficient value of -0.183 and a P-value of 0.008, so Employee Engagement and Employee Performance has a negative but significant relationship. In this case, employee involvement at PT. Pos Indonesia (Persero) Lamongan has little influence because often employee involvement during team collaboration does not provide good cooperation and just surrenders to the team without making any contribution so that the employee's performance results cannot be maximized.

H4 *Innovative Work Behavior*Towards Job Satisfaction

The results of the analysis show that the relationship between the Innovative Work Behavior variable and the Job Satisfaction variable has a coefficient value of -0.276 and a P-value of 0.028, so it is declared a significant negative relationship. In this case, it indicates that the implementation of Innovative Work Behavior at PT. Pos Indonesia (Persero) Lamongan has less influence in increasing job satisfaction, because the lack of good responses when an employee provides feedback or creative ideas can ultimately affect the employee's sense of job satisfaction.

H5 Career Development on Job Satisfaction

The results of the analysis show that the relationship between the Career Development variable and the Job Satisfaction variable has a coefficient value of 0.291 and a P-value of 0.004, so it can be said that the Career Development variable and the Job Satisfaction variable have a significant positive relationship. In this case it indicates that Career Development at PT. Pos Indonesia (Persero) Lamongan has a big influence in increasing job satisfaction.

H6 Employee Engagement on Job Satisfaction

The results of the analysis show that the relationship between the Employee Engagement variable and the Job Satisfaction variable has a coefficient value of 0.110 and a P-value of 0.210, so it can be said that the Employee Engagement variable and the Job Satisfaction variable are positively related but not significant. In this case it indicates that employee involvement at PT. Pos Indonesia (Persero) Lamongan is only limited to a sense of responsibility as an employee who is working so it does not have a significant influence in increasing Job Satisfaction.

H7 Job Satisfaction on Employee Performance

The results of the analysis show that the relationship between the Job Satisfaction variable and Employee Performance has a coefficient value of 0.195 and a P-value of 0.005, so it can be said to have a significant positive relationship, which means. In this case it indicates that Job Satisfaction at PT. Pos Indonesia (Persero) Lamongan has a very positive influence in improving employee performance.

AUTHORS' CONTRIBUTIONS

Abdul Ghofur: as supervisor – review. Nurul Badriyah: as supervisory lecturer 2- review. Mohammad Yaskun: as supervisor 3- review. Maslahatul Ummah and Nurul Athifah: as students and carried out data testing - original draft.

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