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Career Satisfaction Based on Trust and Proactive Personality

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Abstract

The purpose of this study was to examine the effect of the trust of co-workers and proactive personalities on career satisfaction by exchanging leader-members as mediation on employees of bus assembly companies in the city of Semarang. Career satisfaction is the phase in which employees' long-term career needs are aligned with what they get while working. Employees will always look for opportunities and trust in the organization and people who will help them in achieving career satisfaction. The sampling method uses a purposive sampling technique in the category of staff and foreman employees who have worked for more than five years with a sample of 160 employees. The analytical data in this study uses descriptive statistical test methods, instinctual tests include validity and reliability, and hypothesis testing. The tool used to test in this study uses SmartPLS 3.0. The results of this study, colleague trust cannot directly influence career satisfaction. However, it can be mediated by the exchange of leader members and produce significant influence. For further researchers, they can re-examine the relationship of coworkers' trust with career satisfaction. And can expand the object of research or respondents under study.

INTRODUCTION

The quality of Human Resources (HR) an organization is a key factor in determining the organization's activities even reciprocation of an organization (Ghoniyah & Masurip, 2011). In addition, the effectiveness of the organization is also strongly influenced by HR (Rod et al., 2008). Organizations should choose competent human resources and skills that match the needs in an effort to improve the effectiveness of the organization. So the human resources function as a support organization associated with their work, talent, creativity, and drive (Hairo & Martono, 2019). In addition, Human Resources (HR) with high quality is a request for any organization to be able to achieve the goals set (Sudarma, 2012). However,

the organization is currently still experiencing difficulties in recruiting human resources that have inline with the skills required by employers (Barnett & Bradley, 2007).

This difficulty is caused by competition between organizations is increasing and the cost of hiring and training of employees has increased significantly as well (Newman, 2012). For that organization must be able to convince potential members that their organization can provide opportunities and rewards of better materials than with other organizations. In summary, it can be said that every employee has high hopes for achieving high productivity with the assumption that the management needs of the organization to facilitate the employees to further improve training for their employees (Aspiyah & Martono,

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2016). Once employees are confident and want to join the organization, then one way that employees are always aligned with the organization is to be given support. The rovision of support by the organization will make employees feel that the organization is concerned with the existence (Erdogan & Enders, 2007).

So much support that can be given, (Hillman & Mcmillan, 2005; Karatepe & Uludag 2008; Wickramasinghe & Jayaweera 2010; Choi et al., 2012; Yap et al., 2010; Karatepe, 2012; 2013; Huffman et al., 2013) said support including a supervisor, co-worker support, training support, and support for career development. Support for career development is now getting noticed by the employees in the organization (Seibert & Kraimer, 2001; Zacher, 2014; Putri & Martono, 2015). Organizations can provide support on a career in the development of career paths, career competence development, and an increase in employee career satisfaction (Chin & Rasdi, 2014; Fleisher et al., 2014; Kornela Kolibu et al., 2014). Nowadays, career satisfaction to the attention of employees in the work that the organization should pay more attention to employee career satisfaction (Barnett & Bradley, 2007). Problems often occur in interpreting career satisfaction is the individual's perception that describes the career satisfaction of career success to two viewpoints (Yuniawan et al., 2017).

There are many things one can do in order to increase the satisfaction of his career, one of which is trust. The belief is believed to be the main pillar in an organization. Trust and relevance to the work the team has received more attention in the organization (Ferrin, 2011). Trust also remains a major problem in managing teamwork (Kirkman et al., 2000). Ferres et al. (2004) and Lau and Liden (2008) expressed concerns over the research trust only placed on the vertical relationship such as between workers and managers, or organizations with members, while the horizontal relationship such as sesame relationship coworkers largely neglected. Han (2010) researching trust in coworkers, because is believed to be antiseden of career satisfaction. In his research, Han (2010) found that trust in co-workers will have a positive impact on employee satisfaction derived.

Next Joo and Ready (2012) find there are personal characteristics that become antiseden of employee satisfaction, one of which is the type personality (Loveland et al., 2015). Physical and mental traits are stable is a combination which then builds personality and gives identity to employees (Rohyani, 2014). Personality types have an influence on career satisfaction among others extraversion, neuroticism, conscientiousness, agreeableness, openness to experience, an internal locus of control, and proactive personality (Subiaktono, 2013). A proactive personality has a strong relationship with employee career satisfaction compared with other personality (Thomas et al., 2005). Employee proactive personality implies the willingness of employees to get involved, to take initiative and contribute to the organization in a variety of activities and situations (Aryaningtyas & suharti, 2013). Thus, an employee who has a proactive personality tend to be actively involved in the activities programmed by the organization and eventually satisfied over a career that has been achieved.

Employees who have a proactive personality tend more often to try to interact with the leaders through discussions and learn to avoid potential problems in the organization (Li et al., 2010). So that the employee feels closer to the leader. This is consistent with research Li *et.al.* (2010), Zhang et al. (2012) and Yang and Chau (2016), that the higher the proactive personality possessed by the employee then the higher the quality of the leader-member exchange of the employee. Leader-member exchange quality is high, can ultimately improve career satisfaction felt by employees. Joo & Ready (2012) found that, the higher the quality of the leader-member exchange will be higher the career satisfaction felt by employees.

The role of leadership is needed in efforts to stimulate proactive personality employee (Joo & Park, 2010; Camps & Rodríguez, 2011; Islam et al., 2013). This happens because a leader is the originator of the goal, plan, organize, mobilize and manage resources owned by the company (Martono, 2013). When the employee is actively looking for opportunities and put confidence is high, can increase the sense of satisfaction achievement of his career. With hope, when employees are active in seeking opportunities, believe in his ability, willing to help each other, and integrity, the company will pay attention.

Researchers want to research career satisfaction because research on career satisfaction rarely occurs, but also career satisfaction same contribution as well as job satisfaction variables. However, researchers often study the job satisfaction as predictors influence the outcomes of the work. Yet more specific career satisfaction when compared with job satisfaction. Job satisfaction describes the evaluation of an employee's overall revenue, employment, promotion opportunities, supervisor (leader), and her co-workers. The

higher level of job satisfaction felt by employees of the organization will enhance the organization's commitment (Rejeki & Wulansari, 2015).

When the employee is actively looking for opportunities and put confidence is high, can increase the sense of satisfaction achievement of his career. With hope, when employees are active in seeking opportunities, believe in his ability, willing to help each other, and integrity, the company will pay attention. However, companies with a large scale with the number of employees who are not small, it may be difficult to pay attention to the careers of its employees.

Hypothesis Development
Effect of Trust in Coworkers on Career Satisfaction

The organization desperately needed its confidence in every member of the organization. Not only trust that is fostered by superiors to subordinates but also a sense of trust among co-workers should be improved. Believe in colleagues to foster the belief that people who are in the work environment can help to achieve objectives. They can come together and support each other in achieving the career they want.

Han (2010) researching trust in coworkers, because is believed to be an antecedent of career satisfaction. In his research, Han (2010) found that trust in co-workers will have a positive impact on employee satisfaction derived. Trust in co-workers also have positive impact on performance (Li et.al., 2007). Matzler & Renzl (2006) also found that trust in coworkers greatly affect employee satisfaction and loyalty.

H1: Trust coworkers has a positive effect on career satisfaction

Effect of Proactive Personality on Career Satisfaction.

Employee proactive personality is needed by the organization to face the competition with other organizations. An employee who is proactive personality will not be satisfied just to get knowledge of the organization alone. Thus, the employee will participate actively in the search for information and knowledge from outside the organization. Also, the information in the knowledge should be analyzed and acted upon accurately so that will be a benchmark for companies or organizations in decision-making (Arizqi, 2017). This will make it easier to find employees career opportunities that exist within the organization whether it is an opportunity to achieve higher career levels, higher wages and the opportunity to further develop within the organization. Emplo-

yees who are easier to find career opportunities within the organization are likely to feel more satisfied with his career. This is an emotional satisfaction felt by employees about the results of operations or work (Martono et al., 2018).

Career satisfaction is the output that is internal as wage increases, interesting tasks, and awards received (Greenhaus et al., 1990). So that an employee who has a proactive personality can be satisfied with his career, because the employee is always actively develop themselves to seize the opportunity he wanted. This is consistent with research Seibert et al. (1999), Barnett and Bradley (2007), Joo and Ready (2012) and Yang and Chau (2016) which found that high employee proactive personality will enhance career satisfaction felt by employees.

H2: Personality proactive has a positive effect on career satisfaction.

Effect of Trust in Coworkers on Leader-Member Exchange

Trust is the central concept of LMX theory which states that supervisors and subordinates who trust each other more inclined to establish a good quality (Schriesheim, 1999). Empirical evidence confirms that the high-quality LMX relationship contributes to employee attitudes and behavior are fun, including job satisfaction (Scandura & Graen, 1984). Research conducted by Ferres et.al. (2004) show that trust co-workers reinforce the perception of support at an organizational level and implies that it is likely employees will not leave the organization. Three crucial dimensions that build trust relationships between co-workers and LMX is the performance of employees, trustworthiness and pro-social behaviour (Liden & Graen, 1980).

Li et.al. (2007) confirm that trust in co-workers positively related to performance. This supports the findings that trust in co-workers are also encouraging individuals to communicate more openly (Edmonson, 1999) and are willing to share their feelings and their ideas (McAllister, 1995), which in turn will improve the quality of work better. Serve (2005) when the employee put on his high trust allows will affect infectious to other colleagues, including his boss, because looking at his associates as a trustworthy person. If someone put a strong confidence in his colleagues in the team, he might try harder to help his colleagues when needed because he believes that the behavior of help will be appreciated and will be rewarded by peers (Organ, 2006). In fact, Costa (2001) found that confidence in predicting the behavior of peer cooperative person. Parker

(2006) found that a trust in coworker was significantly correlated with the behavior of proactive work such as a greater willingness to take risks in implementing new ideas and solve problems.

H3: Trust in coworkers has a positive effect on the leader-member exchange.

Effect of Proactive Personality on Leader-Member Exchange

Employees who have a proactive personality is needed in the organization in achieving its objectives. This is because the proactive personality is one of the personalities that are reactive (Crant, 2000). An employee who has a proactive personality will tend to be active in looking for opportunities that exist within the organization with its leader approaches the like; actively asked to contribute more and actively provide input for the progress of the organization. This is done with the aim to enhance or improve or upgrade their quality work and do not because of necessity (Widodo, 2013), Thus, the leaders will be keen to improve the quality of exchange-leader members of the employee.

Leaders hope that by increasing the quality of leader-member exchange that exists, it will bring new innovations and additional resources that are competent for the organization. This is consistent with research units Thomas et.al. (2005), Li et.al. (2010), Zhang et.al. (2012) and Yang and Chau (2016), that high employee proactive personality tends to improve the quality of leader-member exchange that exists between the leader and his subordinates.

H4: Personality proactive has a positive effect on the leader-member exchange.

Effect of Leader-Member Exchange on Career Satisfaction

In the organization of leader-member exchange quality that exists among leaders and subordinates should be improved. This is done so that employees can easily gain access to important information, gain more attention from leaders, and gain more significance from office. Meaning that is felt in the workplace can help individuals to provide benefits to the environment and personal development (Diniyati & Sudarma, 2018). The quality of the leader-member exchange is defined as the difference in the type of relationship established between leaders and subordinates or members (Liden & Maslyn, 1998). So that every employee will have a different relationship with the quality of its leaders.

Employees who have a leader-member exchange quality higher it will be easier to realize his dream to achieve the desired career opportunities when compared with employees who have the exchange of low quality. Thus, employees who have a quality exchange of high-leaders that members will be satisfied with his career. This is consistent with research (Han, 2010; Joo & Ready, 2012; and Yang & Chau, 2016). That the quality of the leader-member exchange high between the leader and his subordinates will increase career satisfaction felt by those employees.

H5: Leader-member exchange has a positive effect on career satisfaction.

Effect of Trust in Coworkers on Career Satisfaction through Leader-Member Exchange

Trust in co-workers can build good relationships within the organization. When employees put a high confidence against his counterpart, will transmit to the other partners to put confidence as well, including his superiors. This will create a good relationship between employee and employer are based on trust because employees can be trusted by the boss. The quality of the relationship between superiors and subordinates would increase the perceived career satisfaction, it is consistent with the results penilitian conducted by Han (2010) that the high trust to colleagues can increase career satisfaction through relationships and a member of a good leader.

H6: Leader-member exchange mediates the relationship of trust in coworkers on career satisfaction.

Effect of Proactive Personality on Career Satisfaction through Leader-Member Exchange

Besides trust, employees who have a proactive personality will always move to give new ideas to the leaders. This makes the interaction between the leader and the employee is more intense and the relationship was getting closer. Employees who are proactive will also be easier to get the knowledge and the latest information from the results of the discussion with the leader. This makes employees feel the quality of the leader-member exchange entwined increasing its leader (in-group). The quality of the leader-member exchange increases will increase career satisfaction felt by employees (Joo & Ready, 2012). This happens because the employees will be easier to get a promotion, interesting tasks as well as greater attention to its leaders (Erdogan & Enders, 2007).

H7: Leader-member exchange mediates the relationship proactive personality on career satisfaction.
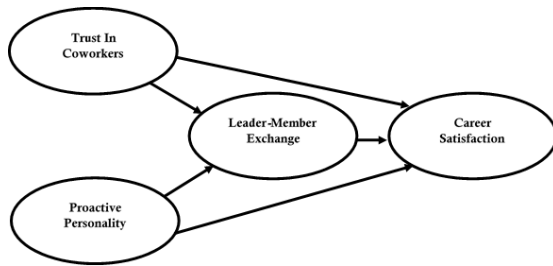
Figure 1. Research Model

METHOD

This research is descriptive re. Descriptive research is research to define and describe a situation or process. This research is a research method quantitative. According to Sugiyono (2016). Quantitative research is a research method that is based on the philosophy of positivism, is used to examine the population or a particular sample, sampling technique is generally carried out at random, data collection using research instruments, data analysis is quantitative or statistical dengaan in order to test the hypothesis that has been set. The data used in this research is primary data and secondary data. Data analysis techniques used in this research is Structural Equation Modeling (SEM) or a structural equation model with analysis tool using SmartPLS 3.0. The population in this study were employees of a bus assembly company in Semarang with the sampling technique used purposive sampling.

Career satisfaction

Career satisfaction is the result of a psychological one feels on the accumulation of careers that have been achieved to create welfare. Career satisfaction was measured using a 5 item questions with indicators Greenhaus et.al. (1990) using a Likert scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = disagree and 5 = strongly agree.

Trust in Coworkers

Trust involves the willingness of a person to behave in particular because of the belief that its partners will deliver what is expected and that a hope that is generally a person that says, promises or statements of other people can be trusted. Trust colleagues measured using statement items belonging to Cook and Wall (1980) using a Likert scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = disagree and 5 = strongly agree.

Proactive personality

Proactive personality defined stable properties characterized by a tendency to take personal initiatives in a variety of activities and situations (Seibert *et.al.*, 1999). Liguori (2013) argues that a proactive personality traits that characterized relatively unaffected by the situational strength, and affect the surrounding environment. Proactive personality was measured with 10 items belonging Seibert *et.al.* (1999) using a Likert scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = disagree and 5 = strongly agree.

Leader-Member Exchange

Leaders Exchange Members (in units) are the different types of relationships established between the leaders and members or members. The relationship is either physical or mental characteristics, material resources, information and emotional support that reciprocity between the two parties (Liden *et.al.*, 1997). Leader-member exchange was measured with 11 items belonging to Liden and Maslyn (1998) using a Likert scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = disagree and 5 = strongly agree.

RESULT AND DISCUSSION

Validity Test

Convergent validity test was measured using a loading factor value. Convergent validity is said to be valid if the value of the loading factor> 0.70. According the test results, there is two item on the question of trust in coworkers variables, two item question on the proactive personality, and four item on the question of leader-member exchange variables. Thus, on 8 items are eliminated and testing back. The test results show the value of the loading factor> 0.70, so that all items after retesting declared invalid

Dekriminan validity testing is measured by using the value of cross loading and comparison with the square root of AVE AVE. In the calculation of the value of cross loading declared invalid if the value of cross loading> 0.70. Testing can also be assessed convergent validity memalui comparison AVE and the square root AVE. The calculation is considered valid if the value of the square root of a value greater AVE.

Table 1. Value of AVE and Square Root AVE

Variables	AVE	Square Root AVE
TC	0.624	0.789
PP	0.586	0.765
LMX	0.689	0.830
CC	0.621	0.788

Based on Table 1, are known in the construct has a value greater square root AVE AVE value so that the construct is said to be valid.

Reliability Test

Reliabillitas test is the test done to prove the accuracy, consistency and permanence of instruments to measure the construct (Ghozali & Latan, 2015), The value of the instrument in measuring the construct is said to be valid if cronchbach alpha's value more than 0.70.

Table 2. Composite Reliability

Variables	Composite Reliability
TC	0.850
PP	0.930
LMX	0.939
CC	0.891

Based on the test results in Table 2, it can be seen that each composite reliability value has a value above 0.70, so that each instrument in measuring the construct said to be reliable.

Determination Test (R^2)

Determination test aims to determine the influence of the independent variable on the dependent variables simultaneously.

Table 3. R-Square Value

Variables	R^2
Leader-Member Exchange	0.631
Career satisfaction	0.691

Based on table 3, it is known that the R-Square value of leader-member exchanges is 0.631. That is, leader-member exchange can be explained by the trust in coworkers and proactive personality amounted to 63.1% and the rest can be explained by other constructs out of the study. While the R-square value amounted to 0.691 career satisfaction. That is, the career satisfaction can be explained by the trust in coworkers, proactive personality and leader-member exchange amounted to 69.1% and the rest can be explained by other constructs beyond this study.

Hypothesis Testing

Hypothesis testing is based on test results Inner model (structural model) can be carried out with due regard to the t-statistics and p-values. This value can be seen through the results of bootstrapping. Rules of thumb used in this study is the t-statistic> 1.96 with a significance level of p-value of 0.05 (5%) and the beta coefficient is positive or negative.

Effect of Trust in Coworkers on Career Satisfaction

Results of testing by using Partial Least Square (PLS) shows trust in co-worker does not significantly influence career satisfaction. This is indicated by the results of a trust in coworkers test in career satisfaction with an original sample value of 0.057 and a t-statistic 0.811 at a significant level of p-value of 5%. This figure means that the trust in coworkers has no influence on the career satisfaction of employees of bus assembly companies.

The trust of coworkers is important to build within the scope of the organization. For the achievement of organizational goals and job satisfaction,

Table 4. Path Coefficient Result

	Original Sample (O)	Samples Mean (M)	Standard Deviation	T-Statistics	P-Values
PP-> LMX	0.405	0.407	0.061	6.833	0.000
PP -> CC	0.448	0.446	0.073	6.578	0.000
TC -> LMX	0.484	0.486	0.064	7.688	0.000
TC -> CC	0.057	0.055	0.075	0.811	0.418
LMX -> CC	0.409	0.414	0.087	5.217	0.000
PP -> LMX -> CC	0.166	0.167	0.044	3.926	0.000
TC -> LMX -> CC	0.198	0.202	0.047	4.248	0.000

even career satisfaction of the employees themselves. However, in the results of research conducted at bus assembly companies, the trust of coworkers has not been able to influence employee career satisfaction. When employees only rely on or trust coworkers, this is not enough to increase satisfaction achievement while working employees.

Based on this, the researchers made further observations and conducted interviews with several employees and HRD leaders at the bus assembly company. From the observations and interviews of researchers it was found that not all employees who have a sense of trust towards their colleagues are able to increase their career satisfaction. This is because their trust is not matched by a reciprocal relationship with fellow employees. For example, they want to spend extra effort to advance the interests of their work groups, willing to work beyond the usual jobdesc done by employees.

So that even though employees have trust in their coworkers, when not balanced with a good reciprocal relationship will not be able to increase the career satisfaction of those employees. So these results do not support the research conducted by Han (2010) and Saputro (2016) that the trust in coworkers effect on employee career satisfaction.

Effect of Proactive Personality on Career Satisfaction

Results of testing by using Partial Least Square (PLS) shows the proactive personality significantly influence career satisfaction. This can be seen by the results of proactive personality test in career satisfaction with the value of the original sample of 0.448 with a t-statistic of 6, 578 at significance level of 5% p-value. This figure can be interpreted that the proactive personality has a significant influence on the career satisfaction of employees of bus assembly companies.

Personality is always in contact with individuals and their development is always observed, especially the employee's personality. Employees who have high proactive personalities will increase the career satisfaction of these employees. A proactive personality reflects an individual who is always trying to get better and is always looking for opportunities to develop his abilities. Most employees already have enough proactive personalities because they always strive to be better and they feel satisfied with their achievements, in this case is career satisfaction.

Employees who have a proactive personality make it easier for them to look for career opportunities that exist within the organization, whether it is an opportunity to achieve a higher career level, greater wages or opportunities for more

development in the organization. Employees who are easier to find career opportunities in the organization tend to feel more satisfied with their careers. The results of this study support Seibert *et.al.* (1999), Barnett and Bradley (2007), Joo and Ready (2012), and Yang and Chau (2016), who found that high employee proactive personality would increase career satisfaction felt by employees.

Effect of Leader-Member Exchange on Career Satisfaction

Results of testing by using Partial Least Square (PLS) indicates that the leader-member exchange significantly influence career satisfaction. It can be seen from the results in test leader-member exchange on career satisfaction with a value of 0.409 with the original sample t-statistic value of 5.217 at significance level of 5% p-value. This figure can be interpreted that the leader-member exchange has a significant influence on the career satisfaction of employees of bus assembly companies.

A good relationship between a leader with a good subordinates will support each other in achieving employee career satisfaction. As said by Lau and Liden (2008) leader-member exchanges themselves illustrate the different types of relationships that are built between leaders and subordinates. So that each employee will have a different quality relationship with the leader. Employees who have a higher quality of leader-member exchange will have an easier chance of achieving the desired career, so they will be satisfied with their careers compared to employees whose exchange quality of leaders-members is lower.

A high quality leader-member exchange will make it easier for the bus assembly company employee to find information that will support the employee in achieving career satisfaction. These results are consistent and support the research Han (2010), Joo and Ready (2012), and Yang and Chau (2016) which states that the high quality of leader-member exchange between leaders and subordinates will increase the career satisfaction felt by employees.

Effect of Trust in Cowowrkers on Leader-Member Exchange

The test results using the Partial Least Square (PLS) showed that trust in coworkers significantly influence the leader-member exchange. This is evidenced by the test results trust in coworkers on leader-member exchange with a value of 0.484 with the original sample t-statistic value of 6.578 at significance level of 5% p-value. This figure means that the trust in coworkers has a significant influence on leader-

member exchanges in employees of bus assembly companies.

Trust is a central concept of the leader-member exchange theory. When leaders and subordinates feel mutual trust, one another will build good quality relationships. Trust that is built among co-workers will have a positive impact on performance and encourage individuals to communicate more openly and are willing to share their feelings and ideas. When an employee puts high trust, this will have an infectious effect on other colleagues, including his superiors, because he considers his partner as someone who can be trusted.

Employees will try harder to help their colleagues, because they believe the assistance provided will be appreciated and rewarded in the future. With this, good relations between fellow employees based on trust will lead to trust from leaders towards their employees. These results support the research conducted by Han (2010) and Saputro (2016) that high trust among employees will improve the quality of leader-member exchange within the organization.

Effect of Proactive Personality on Leader-Member Exchange

The test results using the Partial Least Square (PLS) showed that proactive personality have a significant effect on the leader-member exchange. This is evidenced by the results of proactive personality test on the leader-member exchange with a value of 0.405 with the original sample t-statistic value of 6.833 at significance level of 5% p-value. This figure can be interpreted that the proactive personality has a significant influence on the leader-member exchange of employees in bus assembly companies.

Employees who have a proactive personality are needed in the organization in an effort to achieve organizational goals. Because a proactive personality is a reactive personality. When bus assembly company employees have a proactive personality, they will tend to be active in finding opportunities in the organization by establishing good relations with their leaders. By actively asking questions, making more contributions and actively giving input to the organization's progress, the leader will pay more attention to the employee. So that the leader will build and improve relationships with these employees because they feel good for the organization.

The leader will build a good quality leader-member exchange (inner group) with employees who have high proactive personalities. With the hope that the employee will bring up new inno-

vations and regard as competent resources for the organization. These results support the research of Ng *et.al.* (2005), Li *et.al.* (2010), Zhang *et.al.* (2012), and Yang and Chau (2016) that employees with high proactive personalities tended to increase the quality of leader-member exchanges between leaders and employee.

Effect Trust in Coworkers on Career Satisfaction through Leader-Member Exchange

Results of testing by using Partial Least Square (PLS) showed trust in coworkers significantly influence career satisfaction through leader-member exchange. This is evidenced by the confidence test trust in coworkers on career satisfaction through leader-member exchange with a value of 0.166 with the original sample t-statistic value of 3.296 at significance level of 5% p-value. This figure means that trust in coworkers has a significant influence on career satisfaction through leader-member exchange in employees of bus assembling companies.

Trust of employees against co-workers can build good relationships within the organization. As believe that the associates can assist and reliable when it is in trouble, trusting in the skills of his colleagues, and believes that his colleagues will continue to work even though unattended leaders. It will be transmitted to other colleagues, including his boss. Around this time, creating a good relationship between management and employees with a basis of trust for employees can be trusted by his superiors.

By creating a good relationship with the boss, will allow employees to pursue opportunities in the development and achievement of career satisfaction. These results support the research conducted byHan (2010) and Saputro (2016) that high trust in coworkers can increase career satisfaction through quality of leader-member exchange of the good and reject the results of research conducted by Kurniadi (2013) that the leader-member exchange is not able to mediate the relationship between trust in coworkers and career satisfaction.

Effect of Proactive Personality on Career Satisfaction through Leader-Member Exchange

The test results using the Partial Least Square (PLS) showed that proactive personality affect career satisfaction through leader-member exchange. This is evidenced by the results of proactive personality test to career satisfaction through leader-member exchange with a value of 0.198 with the original sample t-statistic value of 4.248 at significance level of 5% p-value. This

figure means that proactive personality has a significant influence on career satisfaction through leader-member exchange in employees of bus assembling companies.

When employees have a proactive personality, they will always try to look for opportunities and the chance to always play an active role for the benefit of himself and his company. In accordance with the statement Vandenberghe & Basak (2013) that employees are focused on career achievement has a proactive personality, then the employee will actively seek information and opportunities for an active role in the organization. So the employees who have a proactive personality will have a better contribution to the company, sharing new ideas to his boss, would resolve the issue outside the responsibilities given, or give a good change for the company.

This is why leaders pay more attention to employees who have a high proactive personality. Leaders will make approaches to the employee by asking her open discussion of jobs and give employees the opportunity to provide input to improve company performance. On the employee side, they will feel the quality of the leader-member exchange with his boss going well and will make it easier for them to seize career opportunities in the bus assembly company. These results support previous research conducted by Yang and Chau (2016) states that proactive personality positive effect on career satisfaction through leader-member exchange.

CONCLUSION AND RECOMMENDATION

Based on the results of research and discussion, it can be concluded that, Trust in coworkers did not affect the Company's employee career satisfaction bus assembly. This is because there are many employees who believe only coworkers only to the extent of the employment relationship and finish the job, without any effort to support each other to obtain satisfaction in career achievement.

Proactive personality has a positive and significant effect on career satisfaction of bus assembly company employees. That is, when employees have a high proactive personality will increase the career satisfaction of employees of bus assembly companies.

The leader-member exchange has a positive and significant effect on the career satisfaction of bus assembly company employees. That is, when a good relationship exists and improving the quality of leader-member exchange between leaders and subordinates will affect the career satisfaction felt by employees of bus assembly companies.

Trust in coworkers is positive and significant effect on leader-member exchanges in bus assembly company employees. That is, when employees put trust in coworkers, this will spread including to superiors who will then affect the quality of leader-member exchanges felt by employees of bus assembly companies.

Proactive personality has a positive and significant effect on leader-member exchanges in bus assembly company employees. That is, when employees have a high proactive personality will foster a good quality leader-member exchange between leaders and subordinates in the bus assembly company.

Leader-member exchange mediates the relationship between trust in coworkers in career satisfaction of bus assembly company employees. That is, when employees put high trust in their colleagues will foster a good quality leader-member exchange between leaders and subordinates and will increase the career satisfaction of these employees.

The leader-member exchange mediates the relationship between proactive personality and career satisfaction of bus assembly company employees. That is, when employees have a high proactive personality will increase the quality of the leader-member exchanges they feel which can then increase the career satisfaction of employees of bus assembly companies.

Some suggestions are given by the author for further research is expected to expand the research object and subject of study so that the results be generalized, is expected to develop a variable that can mediate the relationship between the dependent variable and the variable of the independent and are expected to do research on different objects to generalize research result.

Suggestions for company management, company leaders could better address the assembly bis career satisfaction subordinates. Because at the time of interviewing one of the staff, these employees have not felt the career satisfaction in terms of career development because the employee has not had time to get training to support its performance in the company. Company Leadership bus assembly can also improve the quality of its relationship with a subordinate who will have a direct impact on company performance.

For the employees bus assembly can increase trust among co-workers not only for a working relationship and finish the job. However, further improved to achieve their career satisfacti-

on. In addition, a bus assembly company employees can maintain and grow a proactive personality trait, so it will be easier to get informsai and opportunities to develop the ability to achieve their career satisfaction.

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