

The Effect of Career Development and Leader-Member Exchange (LMX) on Employee Performance of Padang City PDAM with Motivation as Intervening Variables

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Abstract

This study aims to explain the effect of career development and Leader-Member Exchange (LMX) on employee performance with motivation as an intervening variable for PDAM Kota Padang employees. The population of this study were employees of PDAM Kota Padang, with a total sample of 161 respondents. The analysis technique used in this study is mediation regression analysis. The results showed that career development and Leader-Member Exchange had a positive and significant effect on employee performance. Career development, Leader-Member Exchange, and work motivation have a positive and significant effect on work motivation. Motivation becomes mediation in the influence of career development on employee performance. Motivation becomes mediation in the influence of Leaders Exchange on the performance of employees of PDAM Kota Padang.

Keywords: career development, leader-member exchange (LMX), motivation

Introduction

Employees are assets that must be improved in order to achieve these goals. According to Colquit in Kasmir (2016: 183) performance is a set of employee behaviours that contribute, either positively or negatively to the fulfilment of organizational goals. Thus the employee is considered a valuable asset for the company to achieve company goals, and employee management must be an important concern for managers.

Employee performance can be interpreted as work performance, the work quality and quantity achieved by a workforce in carrying out their duties in accordance with the responsibilities given to him (Gibson: et al, 2003). With good employee performance, it will benefit the company and make the company have a positive image in the eyes of the community.

There are several factors that can affect employee performance. According to Wibowo (2013) employee performance can be influenced by several factors, namely individual factors such as motivation, leadership factors such as leader support, co-worker factors, system factors, and situational factors. In achieving high employee performance, employees must have high motivation so the main objectives of the company can be achieved. In this case, motivation is thought to be one of the factors that influence the good or bad performance of employees. According to Miner in Maharjan (2012), motivation is an important element in shaping employee behaviour. Based on the results of research Zameer (2014) and Arifin (2015) show work motivation affects employee performance.

According to Rivai (2009) stated that career development is a process of increasing individual work abilities achieved in order to achieve the desired career. Mondy (2008: 362) states career development includes activities to prepare an individual for the progress of a planned career path. Based on some results of previous research shows that good career development can affect employee performance (Mohamad, 2017; Nasution, 2015; Oduma, 2014).

Career development followed by increased career opportunities in the future is more likely to have a positive impact on employee motivation. Lower opportunities for career advancement have a lower influence on motivation. Based on the results of Napitupulu's research (2017) shows career development can affect employee performance if it can motivate employees to work better.

Career development is basically oriented towards developing organizations in the future. Every organization must be aware of the fact that to maintain its existence and want to achieve competitive advantage in the future depends on competitive human resources. This condition requires the organization to carry out career guidance for employees, which must be carried out in a planned and sustainable manner. Coaching and providing opportunities in career development is one of the company's activities in the field of human resources that must be implemented in an integrated and sustainable manner. Therefore, with a clear career development, it can certainly affect employee motivation.

Leader-Member Exchange (LMX) is also suspected to be one of the factors that can affect career development, work motivation and employee performance. According to Liang (2010) states that Leader-Member Exchange (LMX) has a significant positive relationship to employee performance. According to Welliam (2003), the theory of Leader-Member Exchange (LMX) places the concept of relationship as the basis for evaluating the occurrence of Leader-Member Exchange (LMX). So, Leader-Member Exchange (LMX) is a relationship of mutual influence between superiors and subordinates who do not pay attention to the behaviour of their superiors or subordinates, but rather the quality that is formed in the relationship. This means that in an organization, there may be different relationships between superiors and employees.

In connection with the concept, it can be seen that in the Leader-Member Exchange (LMX) found differences in attitudes received by subordinates from their superiors. The difference forms a separate group that explains the relationship between superiors and subordinates called in-groups and out-groups. In in-group, leaders entrust the task to them more often, interact more often, for example if there is an important news or incident, the subordinates included in the in-group will be called first and give a lot of dispensation on the existing provisions. This tends to be done by superiors because subordinates have similar attitudes and personal characteristics with superiors, or subordinates who are members of this in-group have better competencies than subordinates who are members of the out-group.

Based on the existing background, the writer is interested in studying more deeply to see "The Effect of Career Development and Leader-Member Exchange (LMX) on Employee Performance of Padang City PDAM with Motivation as an Intervening Variable"

Methods

The type of research is causative descriptive research. This study aims to explain the effect of career development and Leader-Member Exchange (LMX) on employee performance with motivation as an intervening variable for PDAM Kota Padang employees. Population of this study is employees of PDAM Kota Padang with a total sample of 161 respondents. The sampling method used for this research is Proportional Random Sampling.

Results

Career development has a positive and significant effect on the Employee Performance of Padang City PDAM.

The first hypothesis in the study is that career development variables (X1) have a positive and significant effect on the performance of employees (Y) of PDAM Kota Padang. With testing using a significant level of = 5% obtained a significance level of 0,000. Thus (0,000 < 0,05) then Ho is rejected and Ha is accepted, meaning that the career development variable partially has a significant influence on employee performance.

The Leader-Member Exchange (LMX) has a positive and significant effect on the Employee Performance of the Padang City PDAM.

The second hypothesis in the study is the Leader-Member Exchange variable (X1) has a positive and significant effect on the performance of employees (Y) PDAM Kota Padang. With testing that uses a significant level of = 5% obtained a significance level of 0,000. Thus (0,000 < 0,05) then Ho is

rejected and H_a is accepted, meaning that the Leader-Member Exchange variable partially has a significant influence on employee performance.

Career Development has a positive and significant effect on the Motivation of Employees of PDAM Kota Padang.

The third hypothesis in the study is that career development variables (X_1) have a positive and significant effect on the work motivation (X_3) of Padang City PDAM. With testing using a significant level of $\alpha = 5\%$ obtained a significance level of 0,000. Thus ($0,000 < 0,05$) then H_0 is rejected and H_a is accepted, meaning that the career development variable partially has a significant influence on work motivation.

The Leader-Member Exchange (LMX) has a positive and significant effect on the Motivation of Employees of PDAM Kota Padang.

The fourth hypothesis in the study is the Leader-Member Exchange variable (X_2) has a positive and significant effect on the work motivation (X_3) of PDAM Kota Padang. With testing using a significant level of $\alpha = 5\%$ obtained a significance level of 0,000. Thus ($0,003 < 0,05$), H_0 is rejected and H_a is accepted, meaning that the Leader-Member Exchange variable partially has a significant influence on work motivation.

Motivation has a positive and significant effect on the Employee Performance of Padang City PDAM.

The fifth hypothesis in the study is that the Work Motivation variable (X_3) has a positive and significant effect on the performance of employees (Y) of PDAM Kota Padang. With testing using a significant level of $\alpha = 5\%$ obtained a significance level of 0,000. Thus ($0,000 < 0,05$) then H_0 is rejected and H_a is accepted, meaning that the variable Motivation work partially has a significant influence on employee performance.

Motivation becomes mediation in the influence of Career Development on Employee Performance of PDAM Kota Padang.

The sixth hypothesis in the study is the motivation variable as a mediation on the influence of career development on the performance of the employees of PDAM Kota Padang. Career development has a significant effect on motivation with a significance level of 0,000 on the regression coefficient (a) = 0.390; the results of the second regression found that career development has a significant effect on employee performance with a significance level of 0,000 on the regression coefficient (c) = 0.484; and the third regression results found that work motivation had a significant effect on employee performance with a significance level of 0,000, after controlling for career development variables with regression coefficient (b) = 0.303. Then found direct effect c' of 0.222 which is smaller than $c = 0.484$. The influence of independent variables on career development on the dependent variable employee performance is reduced and significant, after controlling the work motivation mediator variable, it can be concluded that the meditational hypothesis is supported.

Motivation becomes mediation on the influence of Leader-Member Exchange (LMX) on Employee Performance of PDAM Kota Padang

The seventh hypothesis in the study is the motivation variable as mediation on the influence of the Leader-Member Exchange on the performance of the employees of PDAM Kota Padang. The Leader-Member Exchange has a significant effect on motivation with a significance level of 0,000 on the regression coefficient (a) = 0.763; the results of the second regression found that the Leader-Member Exchange had a significant effect on employee performance with a significance level of 0,000 on the regression coefficient (c) = 0.743; and the third regression results found that work motivation had a significant effect on employee performance with a significance level of 0,000, after controlling for career development variables with regression coefficient (b) = 0.303. Then found the direct effect c' of 0.496 which is smaller than $c = 0.743$. The influence of independent variables leader-Member Exchange (LMX) on the dependent variable employee performance is reduced and significant, after controlling the work motivation mediator variables, it can be concluded that the meditational hypothesis is supported.

Career development has a positive and significant effect on the Employee Performance of Padang City PDAM.

The results of the first hypothesis testing state that career development (X1) has a positive and significant effect on the performance of employees (Y) PDAM Kota Padang. This means that career development contributes to employee performance. The better the career development, the employee's performance will increase.

Good career development in PDAM Kota Padang will improve employee performance in work. Career development is important in a company because it can improve employee work, improve employee attitudes towards work and build higher performance. This is in line with the research conducted by Regina (2013) stating that career development has a significant positive effect on employee performance.

Some of the results of previous studies showed that there was an effect of career development received by employees influencing employee performance, namely Oduma (2014), Mohamad (2017), Novitri (2016), and Nasution (2018) which showed that there was an effect of career development on employee performance.

The Leader-Member Exchange (LMX) has a positive and significant effect on the Employee Performance of the Padang City PDAM.

Based on the results of testing in the second hypothesis, the Leader-Member Exchange (X1) has a positive and significant effect on the performance of employees (Y) of PDAM Kota Padang. This means that Leader-Member Exchange contribute to employee performance. The better the Leader-Member Exchange will improve employee performance.

Some research results show that there is an influence of Leader-Member Exchange (LMX) on employee performance. Wang's (2005), Park (2017), and Berdicchia (2015) research shows that Leader-Member Exchange (LMX) affects employee performance. Furthermore, Casimir's research (2014) shows that Leader-Member Exchange (LMX) affects employee performance if it can affect affective commitment. While Breevaart's (2013) research shows that Leader-Member Exchange (LMX) can influence performance if it is able to improve employee work engagement.

Career Development has a positive and significant effect on the Motivation of Employees of PDAM Kota Padang.

Based on the results of testing on the third hypothesis, it was found that career development (X1) had a positive and significant effect on the work motivation (X3) of PDAM Kota Padang. This means that career development contributes to employee motivation. The better career development will improve employee performance.

Career progress is very important for every employee, including the PDAM in Padang City. Career progress is a source of motivation at work. Employees, especially at a young age, feel apathetic when they feel there are few personal growth opportunities in their careers. Career progress will allow steps to reach better motivated employees and high-performing organizations.

Career development affects work motivation. Mondy (2008: 362) states career development includes activities to prepare an individual for the progress of a planned career path. Career development led by increased career opportunities in the future is more likely to have a positive impact on employee motivation. Conversely, lower opportunities for career advancement have a lower influence on motivation. Based on the research of Ismajli (2015), Pillay (2015), and Puji (2013) concluded that career development influences employee motivation. This research is in line with Niken's Research (2014) employee career development has a significant effect on employee motivation through the development of the company.

The Leader-Member Exchange (LMX) has a positive and significant effect on the Motivation of Employees of PDAM Kota Padang.

Based on the results of testing in the fourth hypothesis, the Leader-Member Exchange (X2) has a positive and significant effect on the work motivation (X3) of Padang City PDAM. This means that the Leader-Member Exchange contributes to employee work motivation. The better the Leader-Member Exchange can increase employee motivation.

Leader-Member Exchange (LMX) can affect employee motivation. Wibowo (2013: 227) states that Leader-Member Exchange (LMX) is based on the assumption that leaders develop unique relationships one by one with each direct subordinate. Gomez & Rosen (2001) states that Leader-Member Exchange (LMX) influences employee motivation at work. Furthermore, Selvarajan's research (2018) states that high Leader-Member Exchange (LMX) is related to employee motivation that can improve employee performance. In addition, Erin's (2013) research also states that Leader-Member Exchange (LMX) has a positive and significant effect on employee motivation.

Amah (2015) and Selvarajan (2018) research shows that there is a relationship between Leader-Member Exchange (LMX) and work motivation. While the Susha (2013) study shows there is a relationship between the Leader-Member Exchange (LMX) and the inspirational motivation of employees at the leadership.

Motivation has a positive and significant effect on the Employee Performance of Padang City PDAM.

Based on the results of testing on the fifth hypothesis, it is found that Work Motivation (X3) has a positive and significant effect on the performance of employees (Y) PDAM Kota Padang. This means that work motivation contributes to employee performance. The better the work motivation, the more employee's performance will improve.

High and low employee motivation can affect the high and low performance achieved by employees. Employees can carry out their duties optimally, among others, determined by the motivation that encourages the employee to work diligently, and discipline so as to achieve the company's goals. Based on the research of Zameer (2014), Arifin (2015), Aima (2017), and Nadeem (2014) show motivation affects performance.

Motivation becomes mediation in the influence of Career Development on Employee Performance of PDAM Kota Padang.

Based on the results of testing on the sixth hypothesis, the motivation becomes mediation on the influence of career development on the performance of employees of PDAM Kota Padang. This means that motivation contributes to the influence of career development on employee performance.

Winardi (2002: 6) states motivation is a potential force that exists within a human being, which can affect the results of their performance positively or negatively, which depends on the situation and conditions faced by the person concerned. Taghipour (2013) states that when people are motivated at work, performance will increase. So motivation is significantly related to employee performance. Furthermore, Napitupulu's (2017) study states that motivation mediates the relationship between career development and employee performance. In addition, Afriadie (2017) also stated that career development influences motivation and work motivation affects employee performance variables, where the effect is significant, so this indicates that the variable work motivation as an intervening variable has a partially mediated role between variables compensation for employee performance variables.

Motivation becomes mediation on the influence of Leader-Member Exchange (LMX) on Employee Performance of PDAM Kota Padang

Based on the results of testing on the seventh hypothesis resulted that the Leader-Exchange Members mediated on the influence of career development on the performance of the employees of PDAM Kota Padang. This means that motivation contributes to the influence of Exchange Leaders on employee performance.

Leader-Member Exchange (LMX) influences employee performance mediated by work motivation. Riggio (2008) states that Leader-Member Exchange (LMX) has a different approach and argues that effective supervisors are determined by the quality of interaction between superiors and their subordinates. A good relationship between superiors and subordinates will increase employee motivation. This is consistent with the research of Asis (2017) which states that employee motivation and career development have a significant positive effect on employee performance. Furthermore, Tri (2017) also states that employee motivation has a positive and significant effect on employee performance. In addition, Erin's research (2013) states that Leader-Member Exchange (LMX) has a

positive and significant effect on employee motivation. Selvarajan Research (2018) shows that Leader-Member Exchange (LMX) affects motivation that can improve employee performance.

Conclusions

Based on the results of research and testing hypotheses, the conclusions that can be taken in this study are: (1). Career development has a positive and significant effect on employee performance; (2) Leader-Member Exchange have a positive and significant effect on employee performance; (3). Career development has a positive and significant effect on work motivation; (4). The Leader-Member Exchange has a positive and significant effect on employee work motivation; (5) Work Motivation has a positive and significant effect on employee performance; (6). Motivation becomes mediation in the influence of career development on employee performance; (7). Motivation becomes mediation in the influence of Leaders-Member Exchange on the performance of employees of PDAM Kota Padang.

Based on the above conclusions, suggestions can be submitted to improve the performance of employees of the Padang City PDAM, namely: (1). Improve employee career development by increasing promotional opportunities by making employees believe that promotion must be done on the basis of work experience, improving employee skills by increasing employee confidence because it is an important factor in career improvement; (2). Increasing the Leader-Member Exchange by increasing the loyalty factor, namely by the boss who is able to defend the actions of its members to higher employers and defend if its members are attacked by other employees, increasing the contribution factor by making all employees willing to work more and more than job descriptions for employers, increasing the influence factor that makes all employees like the boss's personal, increasing professional respect that is making employees respect their superiors because of their competence, knowledge and skills; (3). Increasing employee work motivation by increasing employee extrinsic motivation by making employers able to assist in resolving disputes with colleagues and customers, increasing employee intrinsic motivation by making all employees see themselves as important employees in the company.

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