

THE EMPLOYEE PERFORMANCE: CAREER DEVELOPMENT, WORK MOTIVATION, AND JOB SATISFACTION

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Abstract—*This research aimed to empirically determine the direct effect of career development on the employee's performance, work motivation on the employee's performance, career development on the employee's job satisfaction, work motivation on the employee's job satisfaction, and job satisfaction on the employee's performance. Also, how to empirically determine the indirect effect of career development on the employees performance by job satisfaction and work motivation on the employees performance by job satisfaction. This research took sample of 160 employees related to the Regional Government of Riau Islands Province. The data were analyzed using "Path Analysis" of the statistical software SPSS 20. The results of this research are as follows career development had direct influence on the employees performance, work motivation had direct influence on the employees performance, career development had direct influence on job satisfaction, work motivation had direct influence on job satisfaction, job satisfaction had direct influence on the employees performance, career development had indirect effect on employees performance through job satisfaction, and work motivation had indirect effect on employees performance through job satisfaction.*

Keywords—*Career Development, Work Motivation, Job Satisfaction, Employee Performance*

I. INTRODUCTION

The implementation of the Asian Economic Community which began in 2015 has been very influential in the development of human resources in the Riau Islands Province, which is bordered by neighboring countries like Singapore, Malaysia, Thailand, Vietnam and the Philippines. Therefore, it is proper to carry out human resource development efforts to improve the performance of employees of the Regional Government of Riau Islands Province in order to provide better services to the public, and to be able to compete with public services delivered by our neighboring countries. In the development of the globalization era, the challenges for government institutions are getting bigger. The government is

required to increase its role as a public institution, especially in the demand for increasingly expected performance improvements.

Performance is a very important thing in an organization so that it can achieve its goals. Employee performance is one of the most dominant factors in improving organizational performance. According to Mathis (2006) there are three main factors that influence performance, (1) abilities, which include talents, interests, personality factors; (2) efforts devoted, including motivation, work ethics, attendance, assignment design; and (3) organizational support, including training and development, equipment and technology, performance standards, and management and coworkers.

To achieve organizational goals, human resources need to be given enough encouragement, thus can be motivated, In doing so, they need to be rewarded in the form of career development, promotion, and provision of bonuses that are able to provide satisfaction for employees. In addition, achieving good quality human resources cannot be separated from the motivation of someone to work. Without positive motivation the quality itself will not be achieved. Motivation is an activity that encourages a person or oneself to take a desired action. Sufficient motivation will manifest in an increasingly good working spirit in employees.

Based on the background above, the formulation of the problems are:

- Does career development affect employee performance?
- Does work motivation affect employee performance?
- Does career development affect job satisfaction?
- Does work motivation affect work satisfaction?
- Does job satisfaction affect employee performance?
- Does career development affect employee performance?
- Does work motivation affect employee performance with job satisfaction as an intervening variable?

II. LITERATURE REVIEW

A. Employee Performance

Performance is the result of work in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Robbins, 2010).

B. Job satisfaction

Rue and Byars (2008) in Priansa (2014) said that high job satisfaction will encourage the realization of organizational goals effectively. While a low level of job satisfaction is a threat that will bring destruction or setback to the organization, quickly and slowly.

C. Career Development

Robbins (2010) stated that career development consists of personal enhancements made by a person in achieving his personal career plan.

D. Work Motivation

Guay et.al. (2010) stated that motivation refers to the reasons underlying behavior. Armstrong (2009) stated that motives are reasons for doing things. Motivation is related to the strength and direction of behavior and the factors that influence a person to behave in a certain way.

III. RESEARCH HYPOTHESIS

1. Career development affects employee performance.
2. Work motivation influences employee performance.
3. Career development influences job satisfaction.
4. Work motivation has an effect on job satisfaction.
5. Job satisfaction influences employee performance.
6. Career development influences employee performance.
7. Work motivation affects employee performance with job satisfaction as an intervening variable.

IV. CONCEPTUAL FRAMEWORK

A. *The effect of Career Development on Employee Performance*

Employee performance is the result of cooperation in quality, quantity, timeliness, and attendance. It has an interpersonal impact in carrying out its duties in accordance with the responsibilities given to him. Based on the fact that an employee will need a range of knowledge, skills and abilities that develop to work well, career development is an important thing to do to change the organization's human resources, from one situation to another better one through long term education and learning experience in preparing future responsible employees, Robbins (2010).

B. *The effect of Work Motivation on Employee Performance*

Gibson, Ivancevich and Donnely (2010) stated that the factors that have influenced employee performance are individual variables, psychological variables, and organizational variables. Motivation can be said as a giving direction, encouragement or enthusiasm to employees to be able to work in accordance with the expected goals, in order to achieve organizational goals, effectively and efficiently.

C. *The effects of Career Development on Job Satisfaction*

Abonam (2011) suggested that career development is important, in which management can increase productivity, improve employee attitudes towards their work and build higher job satisfaction. Some of the strategic benefits that may be obtained from training and development include employee satisfaction, increased enthusiasm, higher retention rates, lower turnover, improvements in employee withdrawals, better outcomes, and the fact that satisfied employees will produce satisfied customers (Armstrong, 2009).

D. *The effect of Work Motivation on Job Satisfaction*

According to Masydzulhak and Anggraeni (2016) there are two types of factors that encourage someone to try to achieve satisfaction and distance themselves from dissatisfaction. These two factors are called factor hygiene and motivator factors. Hygiene factors motivate someone to get out of dissatisfaction, these external factors include salary, job security, working conditions, supervision, interpersonal relations, policy and administration. Meanwhile, motivator factors motivate someone to try to achieve satisfaction, which include the achievement or completion of a job, introduction to completing work, the nature of work and the task itself, as well as as the continuity and growth in job skills.

E. *The effect of Job Satisfaction on Employee Performance*

Job satisfaction received and felt by someone's employee will influence the results obtained from his work. By obtaining job satisfaction, either by giving appropriate salary, giving the work according to his expertise, and establishing good relationship with his or her superior, will improve the performance of the employees (Robbins, 2010). Job satisfaction is one of the factors that plays a role in increasing the performance of an employee. Job satisfaction is the emotional state of employees where there is or there is no meeting point between the value of service given by employee benefits from companies or organizations and the level of remuneration that is indeed desired by the employees concerned.

F. The effect of Career Development on Employee Performance with Job Satisfaction as an Intervening Variable

Individual and organizational careers are inseparable and no differently. An employee whose individual career plan cannot be pursued in the organization, sooner or later will likely leave the organization. Therefore, organizations need to help employees in career planning so that they can meet their needs with each other. The career path is a flexible line of progression that is followed by an employee throughout the span of his or her period of employment.

G. The effect of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable

Employee's high motivation is an asset for a company to be able to actualize high job satisfaction as well. This is certainly an expectation to be achieved by the organization. Organizations can choose how to appropriately motivate employees according to the situation and condition of the organization. Masydzulhak and Anggraeni (2016) said that the influence of Motivation on job satisfaction is when individuals are motivated, thence they will make positive choices to do something as they can satisfy their desires.

V. RESEARCH MODEL

This research model can be seen in Figure 1 below:

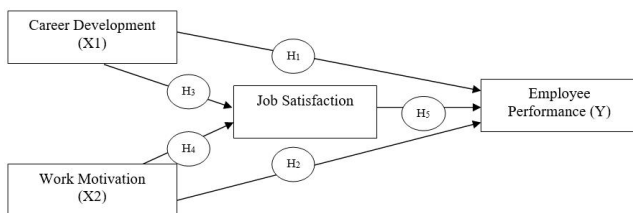


Fig. 1. Research Model

Definition of Key Terms

A. Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Robbins, 2010).

B. Job satisfaction

Rue and Byars (2008) said that high job satisfaction will encourage the realization of organizational goals effectively. While a low level of job satisfaction is a threat that will bring destruction or setback to the organization, quickly and slowly.

C. Career development

Robbins (2010) stated that career development consists of personal enhancements made by a person in achieving his personal career plan. Career development

is a formal approach that organizations use to ensure that people with the right qualifications and experience are available if needed.

D. Work motivation

Gibson (2011) suggested that "motive is defined as a tendency to activity, started by drive and ended by adjustment. The adjustment is said to satisfy the motive."

VI. METHODS

This research is a descriptive study with a quantitative approach. Descriptive research is an exposure aimed to provide a description of a problem, situation or event as it is to reveal facts.

A. Place of the Research

The location of this research was carried out in the Regional Government of the Riau Islands Province.

B. Population and Samples

The target population in this study were employees of the Regional Government of the Riau Islands Province. A sample of 160 people were selected by *proportionate stratified random sampling* using the *Slovin* formula.

C. Techniques for Collecting Data and Analyzing Data

The data collection were done in several ways, namely:

1. Observing directly to the research location. This observation directly to the research location. This observation was carried out to obtain an overview of the workplace atmosphere, work processes and other things needed.
2. Disseminating questionnaires to the respondents. The questionnaire used in this study contained employee perceptions relating to career development, work motivation, job satisfaction and employee performance.

This study used data analysis techniques with descriptive analysis, validity test, reliability test, multiple linear regression test (F Test and t test), the classic assumption test multiple regression models (multicollinearity assumption test, heteroscedasticity assumption test, autocorrelation assumption test, normality assumption test, linearity assumption test, and path analysis test). Hypothesis testing was done by using a computer, through the SPSS for Windows 20 program.

VII. RESULTS AND DISCUSSION

A. Respondent Demographics

Based on the employee data from the Regional Government of Riau Islands Province, which were 267 people to be taken as sample and after the distribution of the, it turned out that only 160 questionnaires were returned. This was due to the busyness and absence of

some employees concerned because he or she was on an official trip out of town.

The number of respondents by gender was 98 males and 62 females, whereas according to their education level of Master, there were 20 respondents, 120 Undergraduate respondents, 13 Diploma respondent, and were 7 Senior High School respondents. Of the 160 respondents, the youngest age was 22 years, i.e. 1 respondent, while the oldest age was 52 with the number of 2 respondents.

B. Validity Test

Based on the results of the validity test of career development, the questionnaire can be said to be valid if the r count is greater than r table. So for Questions 1 was (0.475 > 0.1543), Question 2 was (0.321 > 0.1543), Question 3 was (0.345 > 0.1543), Question 4 was (0.290 > 0.1543), Question 5 was (0.598 > 0.1543), Question 6 was (0.354 > 0.1543), Question 7 was (0.700 > 0.1543), and Question 8 was (0.409 > 0.1543), all questionnaires from career development questions were valid. It could be seen from the results of the work motivation validity test, all questionnaires from work motivation questions were valid, because the r count was greater than r-table.

Seeing from the results of the validity test of job satisfaction, all questionnaires from the job satisfaction question were valid, because the calculation was greater than the r-table, Question 1 was (0.470 > 0.1543), Question 2 was (0.207 > 0.1543), Question 3 was (0.335 > 0.1543), Question 4 was (0.493 > 0.1543), Question 5 was (0.551 > 0.1543), Question 6 was (0.342 > 0.1543), Question 7 was (0.277 > 0.1543), Question 8 was (0.375 > 0.1543), Question 9 was (0.267 > 0.1543), and Question 10 was (0.329 > 0.1543). It could be seen from the results of the employee performance validity test above that all questionnaires from employee performance questions were valid because the calculation was greater than r-table.

C. Reliability Test

Based on the results of the career development reliability test, the value of *Cronbach's Alpha* was greater than r-table (0.368 > 0.1543), so all career development questionnaire questions were reliable. For the results of the work motivation reliability test, the value of *Cronbach's Alpha* was greater than r-table (0.487 > 0.1543), so all questions of work motivation questionnaire were reliable. For the results of the reliability test of job satisfaction, the value of *Cronbach's Alpha* was greater than r-table (0.265 > 0.1543), so all questions of job satisfaction questionnaire were reliable. For the results of the employee performance reliability test, the *Cronbach's Alpha* value was greater than r-table (0.251 > 0.1543), so all questions of Employee Performance questionnaire were reliable.

D. Hypothesis testing

To find out the relationship between several independent variables and the dependent variables, thus a multiple regression analysis can be used here. Path analysis is used to test patterns of relationships that reveal the influence of variables or a set of variables on other variables, both direct influence and indirect influence.

Table 1. Result of Path Analysis – Career Development And Work Motivation on Job Satisfaction

Variable	B	Beta	t	Sig. t	Notes.
Constant	5.424		3.123	0.002	
Career Development	0.319	0.268	4.538	0.000	Significant
Work Motivation	0.609	0.655	11.077	0.000	Significant
R Square	= 0.768				
Adjusted R Square	= 0.765				
Sig F	= 0.000				

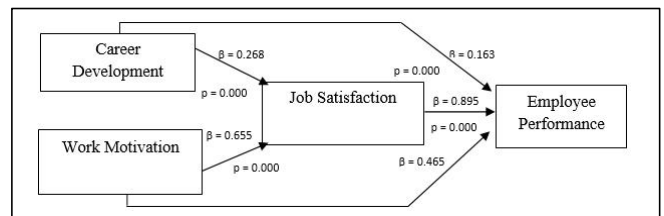
TABLE 2. RESULT OF PATH ANALYSIS –JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Variable	B	Beta	t	Sig. t	Notes
constant	-5.607		-2.838	0.005	
Job Satisfaction	1.135	0.895	25.214	0.000	Significant
R Square	= 0.801				
Adjusted R Square	= 0.800				
Sig F	= 0.000				

TABLE 3. RESULT OF PATH ANALYSIS – CAREER DEVELOPMENT, WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Variable	B	Beta	t	Sig. t	Notes
constant	-9.543		-5.937	0.000	
Career Development	0.245	0.163	3.656	0.000	Significant
Work motivation	0.549	0.465	8.331	0.000	Significant
Job Satisfaction	0.470	0.371	6.560	0.000	Significant
R Square	= 0.884				
Adjusted R Square	= 0.882				
Sig F	= 0.000				

So that the description of path can be obtained as



follows:

Fig. 2. Path Analysis

VIII. RESULTS AND DISCUSSION

A. First hypothesis

The results of the career development path analysis (X1) on employee performance obtained direct path

coefficient of 0.163 with t-count = 3.656 and was significant at $0.000 < 0.05$, it can be concluded that the path coefficient was significant. Sig value $0.000 < 0.05$, then H_0 was rejected so that career development had a significant effect on employee performance. This first hypothesis testing stated that there was a significant direct influence between career developments (X1) on employee performance.

B. Second hypothesis

The results of the work motivation path analysis (X2) on employee performance obtained the coefficient path analysis of 0.465 with t-count = 8.333 and was significant at $0.000 < 0.05$, it can be concluded that the path coefficient was significant. Sig value $0.000 < 0.05$, then H_0 was rejected so that the work motivation had a significant effect on the employee performance.

C. Third hypothesis

The results of the career development path analysis (X1) on job obtained the coefficient path analysis of 0.268 with t-count = 4.538 and was significant at $0.000 < 0.05$, it can be concluded that the path coefficient was significant. Sig value $0.000 < 0.05$, then H_0 was rejected so that the career development had a significant effect on job satisfaction.

D. Fourth Hypothesis

The results of the analysis of work motivation path (X2) on job satisfaction obtained the coefficient path analysis of 0.655 with t-count = 11.077 and was significant at $0.000 < 0.05$, it can be concluded that the path coefficient was significant. Sig value $0.000 < 0.05$, then H_0 was rejected so that the work motivation had a significant effect on job satisfaction. By testing of this fourth hypothesis, it can be stated that there was a significant effect between work motivations (X2) on job satisfaction.

E. Fifth Hypothesis

The results of the analysis of job satisfaction on employee performance which obtained the coefficient path analysis of 0.895 with t-count = 6.560 and was significant at $0.000 < 0.05$, it can be concluded that the path coefficient was significant. Sig value $0.000 < 0.05$, then H_0 was rejected so that the job satisfaction had a significant effect on employee performance. By testing this hypothesis, it can be stated that there was a significant effect between job satisfactions on employee performance.

F. Sixth Hypothesis

The effect of career development on employee performance through job satisfaction were: $0.268 \times 0.895 = 0.240$. Based on the results of indirect career development path analysis (X1) it gave an effect indirectly on employee performance through job satisfaction which was obtained from the results of multiplication between regression coefficients career development and employee performance, that was

equal to 0.240. The direct influence of career development on employee performance can be seen from the regression coefficients of career development values on employee performance which was equal to 0.163. Value $0.240 > 0.163$, this means that the coefficient of indirect influence is greater than the path analysis, then the career development influenced employee performance through job satisfaction. In other words, the job satisfaction is an intervening variable or the actual effect indirectly. By testing the sixth hypothesis, it showed that there was a direct influence on career development variables on employee performance through job satisfaction.

G. Seventh Hypothesis

Based on the results of the indirect path of work motivation (X2) it gave indirect effect on employee performance through job satisfaction, obtained from the results of multiplication between the regression coefficients of work motivation and employee performance that was 0.586. The direct effect of work motivation on employee performance seen from the regression coefficient of work motivation values on employee performance was 0.465. The value of $0.586 > 0.465$ means that the coefficient of indirect influence was greater than the direct effect, then work motivation influenced employee performance through job satisfaction. In other words, job satisfaction is an intervening variable or the actual effect is indirect. By testing this seventh hypothesis, it showed that there was a direct effect of work motivation variables on employee performance through job satisfaction.

IX. CONCLUSIONS

Based on the results of data analysis, hypothesis testing and findings from the questionnaire, it can be concluded as follows: Career development influences employee performance. Work motivation influences employee performance. These findings support the findings of Hidayat (2007), Prananta (2008), Hermawan (2008), Robbins (2010), Riyadi (2011), Susan (2012), Muogbo (2013), Zameer, Nisar, and Amir (2014), Syafii, Thoyib, Nimran, and Djumahir (2015), Tamarunday, Manneke, and Pandowa (2017), Martin and Bou-Llusar (2018), Mariati and Mauludin (2018), Ratnasari, Sutjahjo, and Yana (2018). Career development affects job satisfaction. Work motivation influences job satisfaction. These findings support the findings of Hermawan (2008), Teck and Waheed (2011), Maharjan (2012), Masydzulhak, Ali, and Anggraeni (2016). Job satisfaction influences employee performance. This finding supports the findings of Maharani, Troena, and Noermijati (2013), Mariati and Mauludin (2018). Career development has an indirect effect on employee performance through job satisfaction. Work motivation has an indirect effect on employee performance through job satisfaction.

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