

THE EFFECT OF CAREER DEVELOPMENT AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLE AT THE OFFICE OF AGRICULTURE AND LIVESTOCK IN ACEH

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Abstract

This study aims to examine the effect of career development and work environment on the performance of the Aceh Agriculture and Livestock Service Office employees. Data was obtained by distributing questionnaires to 100 employees. The data analysis method is Structural Equation Modeling (SEM). The results showed that career development and employee work environment had a significant effect on work motivation and employee performance. In addition, career development and work environment also have a direct effect on performance. Work motivation partially mediates the effect of career development, work environment on performance. The Department of Agriculture and Livestock is expected to improve career development in order to create a conducive work environment to improve employee performance at the Aceh Agriculture and Livestock Service Office.

Keywords: *Career Development, Work Environment, Motivation, Employee Performance.*

1. INTRODUCTION

Public organization and employee performance remain in the spotlight of human resource management experts. Newstrom and Davis (2002), stated that employee performance is influenced by the interaction between ability and motivation. This ability is formed from the interaction between knowledge and expertise, while motivation is formed from the interaction between attitudes and situations. Priyadharshany (2015) and Armstrong, (2016) say that employee performance is influenced by personal factors, work system factors, and internal and external factors. Meanwhile, Ulrich et al, (2012) stated that organizational performance is influenced by individual performance in each organization. Ricardo and Wade (2001) state that the factors that influence performance are individual behavior, education and training, concepts and instruments, and management development and training.

Human resources owned by the Aceh Agriculture and Livestock Service Office are very decisive for the realization of the organization's goals. Human resources not only act as objects that must always receive the attention and protection of the organization but also act as subjects that can determine the progress of the organization. To be able to realize this function, human resources need to be directed, fostered, and guided so that they can carry out their functions in accordance with organizational goals. Meanwhile, to get performance, it is necessary to have work motivation, career development, and the use of a comfortable work environment in order to improve performance to be very important to support the improvement of employee performance. Based on observations and interviews with several Aceh work unit leaders, it can be argued that the low work motivation of employees is the main factor in the low performance of employees at the Aceh Agriculture and Livestock Service Office. Each Aceh Satker does not yet have a section that deals with employee development including the provision of employee career development counseling institutions, except

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in the Personnel Agency, Education and Training which organizes career development for all employees within the Aceh Agriculture and Livestock Service Office .

Kariuki & Murimi, (2015), (Yu & Lee, 2015) explain that career development is a long-term process to improve the abilities and motivation of employees so that they can become members of organizations that have study values to explain the direct relationship between career development and employee performance. . In addition, there are several contradictory studies (Oduma, Caroline and Were, 2014), Duclos et al, (2012), Schmid et al, (2017), Caroline (2014) which show that there is a mediating variable that links career development with employees. performance.

Organizational management systems have to do with the work environment, Matthews et .I, (2002). Ortega et al, (2006), Renah & Setyadi, (2014), the results of the study show that good organizational culture, work environment, and motivational values have a significant relationship with performance. Malik et al, (2011), non-physical work environment is very important in an organization where non-physical work environment can unwittingly affect employee performance. Ortega, (2006), leadership strategy related to environment and innovation differentiation strategy related to structure, internal and external adjustment. Meanwhile, Imran (2012), Kayabasa (2015), Mutlub (2015), Jayaweera (2015), stated that the results of the study also showed a significant relationship between work motivation and work performance. Gunaseelan et al, (2013), made a theoretical contribution by developing a model related to the work environment and employee performance.

Based on the opinion above, it can be concluded that there are still differences of opinion among experts regarding the factors that affect performance. In addition, there are still differences in the views of experts regarding the theory that underlies individual career development in an organization. Western experts such as Armstrong (2015), Ulrich (2012) and Ricardo Khan (2013) and Mckinesy (2014), focus more on individual internal factors as the main factors affecting performance. Meanwhile, experts such as Bernardin (2013), Rampersad (2006), Prahalad (2006) focus more on external factors as variables that affect individual performance.

Empirically, previous studies have examined the effect of work motivation, which includes work environment and career development on performance, as done by Sharif, Ashraf, & Khan, (2013). Their findings indicate that work-life, training and extra-role behavior (OCB) policies have a significant influence on performance. Furthermore, Tutar et al, (2011), work environment and career development have a significant effect on employee performance. The same result was also found by Meyerson & Dewettick, (2012). Nzuve & Bakari, (2012) and Quigley & Jr, (2006), work environment and career development have a positive effect. Furthermore, Carrolin & Were (2014) found that quality of work life, training, and career development play an important role in improving employee performance.

Based on the empirical description above, it can be concluded that the findings of previous studies are still inconsistent and still different. Several studies found a positive and significant influence between work motivation, work environment, career development and talent on performance. Meanwhile, several other results reveal that there are differences in the direction of the relationship and the level of significance of the influence between work motivation, work environment, and career development on performance. As an important element in improving their performance. They also implement a restructuring strategy which is often referred to as downsizing or delayering, in which the practice is to reduce the number of workers, work units or divisions or

reduce the level of positions in the company's organizational structure. Reduction of corporate staff is necessary for efficiency and effectiveness, David (1997).

1.1 Problem Formulation

There are several problem formulations in this study. Namely 1) How is the influence of career development, work environment, on employee motivation at the Aceh Agriculture and Livestock Service Office , 2) How is the influence of career development, work environment on employee performance at the Aceh Agriculture and Livestock Service Office , 3). How motivation affects employee performance at the Aceh Agriculture and Livestock Service Office . 4) Does motivation mediate between career development, work environment, and employee performance at the Aceh Agriculture and Livestock Service Office ?

The purpose of this study was to examine 1) the effect of career development, work environment on employee motivation at the Aceh Agriculture and Livestock Service Office , 2) the effect of career development, work environment on employee performance at the Aceh Agriculture and Livestock Service Office . 3) the effect of motivation on employee performance at the Aceh Agriculture and Livestock Service Office . 4) mediating effect. Motivation mediates between career development, work environment and employee performance at the Aceh Agriculture and Livestock Service Office.

2. IMPLEMENTATION METHOD

2.1 Career Development

Career development is a matter in human resource research, and career management is a series of activities in attracting, developing and retaining high potential employees at all levels to achieve the strategic goals of the organization. Empirically there are several previous studies that examine the effect of career development on performance, for example the research of Orduma, (2014) Ming, (2015), career management practices or career development have a significant effect on employee performance. The relationship between employees in the work environment is still not harmonious. The authority given is still not realized by employees so that sometimes they do not make decisions that are their rights. In the ranks of the Aceh Agriculture and Livestock Service Office, there are already standards and procedures for employee organization in accordance with their respective fields of duty.

The limited position of the structure is one of the causes of the slow progress of the career development of regional employees even though their superiors support every policy set by their organization. Promotions that are limited and not fully promoted by the organization are obstacles to career development, Ming-Chu's, and Meng-Hsiu Lee (2015). Each Aceh Satker does not yet have a section that deals with employee development, including the provision of employee career development counseling institutions, except for the Aceh Education and Training Agency which manages the career development of all employees within the Aceh Agriculture and Livestock Service Office.

In addition, research conducted by Peter & Dabale, (2014) found that career development and employee motivation showed a positive and significant relationship to employee performance. Allen, Day, & Allen, (2016). The career development indicators in this study were taken based on the opinion of Veithzal (2009), which consisted of 6 indicators consisting of career choice, job opportunities (Mid Career), career support, career advancement, leader's willingness to promote, and leadership concern.

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2.2 Work Environment

The work environment is a situation where employees or workers do their daily work (Mardiana, 2005). A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work. The physical work environment at the Aceh Agriculture and Livestock Service Office is generally good, but has not been fully utilized by existing employees to support their performance. The existing work environment does not provide work comfort for employees. Kale & Mazaheri, (2014). The work environment is also an important factor affecting employee performance, this is in accordance with research conducted by Jayaweera, (2015), work environment and work performance have a significant effect on employee performance mediated by work motivation at hotels in Bristol England.

Furthermore, Imran et al, (2012) show that transformational leadership and work environment have a significant effect on employee performance in the manufacturing sector of the Pakistani economy. Meanwhile, other studies, namely Imran et al, (2015), Rashdi et al, (2014), Shahzadi et al, (2014), Malik, et al, (2011) and Malik et al (2011) still found differences in the level of significance and direction. influence. In this study, there are 6 indicators of the work environment based on the opinion of Herberg in Luthans (2003) which consists of working conditions, work safety and security, workplace conditions, status, organizational procedures, quality of technical supervision of the relationship between colleagues, superiors, and subordinates.

2.3 Motivation

Motivation is the process of psychological encouragement of individual needs as a comprehensive basic process based on competitiveness according to perception and personality. Luthans, (2012) asserts that motivation is a process to arouse and encourage behavior and performance. This means that motivation is a process of stimulating a person in carrying out a task in order to determine the intensity, direction, and provision of individuals in an effort to achieve performance. In addition, employee motivation is also an important factor that affects employee performance. This is in accordance with research conducted by Ayobami (2013), Khanam et al, (2014), Muogbo (2013), Woo (2014). Dobre, (2013), Mondy (2008) which states that there is a positive and significant effect of work motivation on employee performance. The work motivation indicators used in this study are in accordance with the opinion of Robbins (2007). They consist of aggressive, creative, qualified, disciplined, capable, high work initiative, willingness to succeed, persistent and skilled, and dare to accept challenges.

2.4 Show

Employee performance is influenced by personal factors, work systems, as well as internal and external factors (Priyadharshany, 2015), Armstrong (2015). Bastian, (2001:329), the performance of time distribution, the level of achievement of results on the implementation of certain tasks. In this case includes individual performance, group performance, organizational performance which is influenced by internal and external factors. According to Furtwengler (2002, 24) performance can be seen in terms of speed, quality, service, and value, which means speed in the work process that has

reliable quality, good service and the value seen from the achievement of employee performance can affect organizational performance.

Gomes (2003:134) uses eight employee performance indicators, namely: 1) Work Quantity, which means the amount of work done by the Aceh Agriculture and Livestock Service Office employees within a certain period of time. 2) Quality of work, which means the quality of work achieved by the employees of the Aceh Agriculture and Livestock Service Office based on conditions of suitability and readiness. 3) Creativeness means the originality of ideas raised by employees of the Aceh Agriculture and Livestock Service Office and actions to solve problems. 4) Cooperation, which means the willingness of employees of the Aceh Agriculture and Livestock Service Office to cooperate with other members of the organization. 5) Dependability, meaning the awareness and trust of the Aceh Agriculture and Livestock Service Office employees in terms of attendance and completion of work. 6) Initiative, namely the spirit of initiative of the Aceh Agriculture and Livestock Service Office employees to carry out new tasks and to enlarge their responsibilities. 7) Job knowledge, namely the breadth of knowledge about work and skills. 8) Personal qualities, which include personality, leadership, friendliness and personal integrity.

3. METHOD APPROACH

This is a quantitative study and uses a questionnaire as a tool to collect data and uses a modified Linkert scale of 1-5. The population in this study were all employees of the Aceh Agriculture and Livestock Service Office and the number of samples selected using the Census method was 150 employees. The analysis technique used is the Structural Equation Model (SEM) with the help of SPSS 16.0 and Amos 21.0. The instrument validity test was carried out using Confirmatory Factor Analysis (CFA) for each construct by looking at the Loading Factor value of each indicator. The result of each statement item has a value > 0.6. The reliability test uses the following formula:

$$\text{Build Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum e_i}$$

While the extract variance can be calculated using the following formula:

$$\text{Extracted Variance} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum e_i^2}$$

4. RESULTS AND DISCUSSION

The results of the full model 1 analysis (initial model) using SEM analysis are shown in Figure 1. The results of the calculation of the goodness of fit index show that only two criteria GFI and GFI have met the criteria of the eight criteria evaluated.

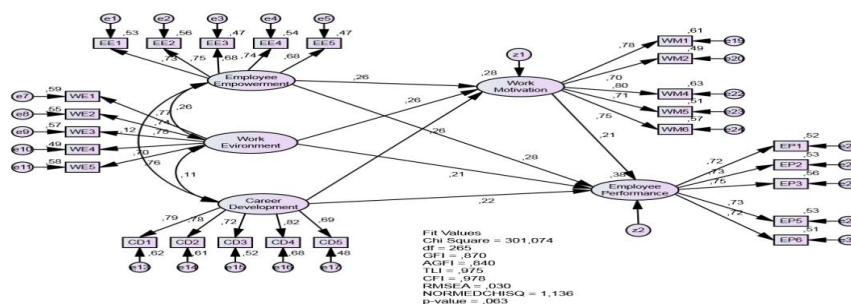


Figure 1 Complete Model Before Modification

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Table 1 Fit Index for Complete Model Before Modification

Match Index	Discount Value	Analysis results	Model Evaluation
2 - Chi-Square stats	Low value expected	301.074	Very nice
Possibility	≥0.05	0.063	Very nice
CMIN/DF	<2.00	265	marginal
GFI	≥0.90	0.870	marginal
AGFI	≥0.90	0.840	marginal
TLI	≥0.95	0.975	Very nice
CFI	≥0.95	0.978	Very nice
RMSE	≤0.08	0.030	Very nice

The results of the goodness of fit analysis show that the overall model evaluation has met the specified criteria, except for CMIN/DF, GFI, and AGFI which are still marginal. To increase the goodness of fit value, modifications need to be made by connecting the errors suggested by Amos in the modification index (Ghozali, 2013). Figure 2 below is a complete picture of the modified research model, which is as follows :

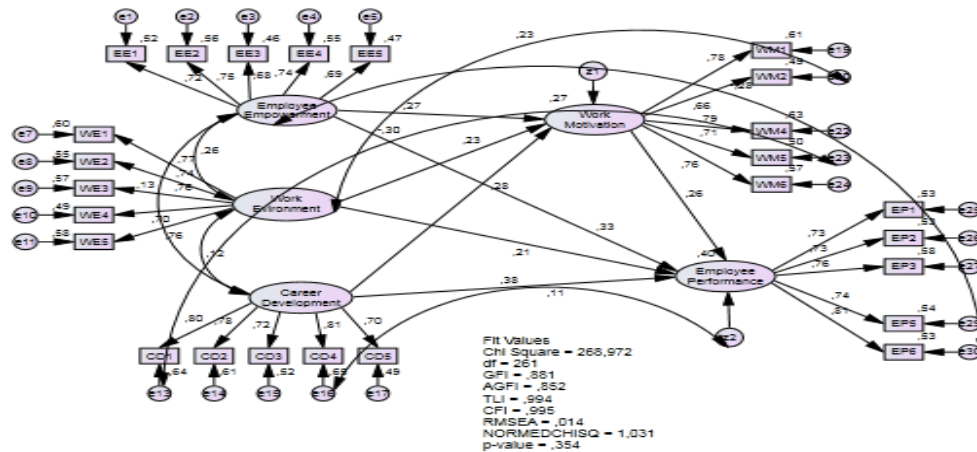


Figure 2 Complete Model After Modification

Table 2 Compatibility for Full Model after Modification

Conformity Index	Discount Value	lysis result	Evaluation of Model
² Chi-Square Stats	Expected low	268,972	Very nice
Possibility	>0.05	0.354	Very nice
CMIN/DF	<2.00	261	Very nice
GFI	>0.90	0.881	marginal
AGFI	>0.90	0.852	marginal
TLI	>0.95	0.994	Very nice
CFI	>0.95	0.995	Very nice
RMSE	<0.08	0.014	Very nice

The results of the goodness of fit analysis after modifying all the criteria, the value set is better than before, except for the GFI and AGFI values which are still marginal. Thus the overall model is

fit. To see the effect of oxygen variables (career development, work environment) on intervening variables (motivation) and endogenous variables (employee performance) are shown in Table 3:

Table 3 Effect of Exogenous Variables on Endogenous Variables

	Laten		Estimatin	SE	C	P
Work	<---	Work	,290	0.09	2.92	,003
Work	<---	Caree	,269	0.09	2.99	,003
Employe	<---	Work	,186	0.09	2,06	,039
Employe	<---	Caree	,201	,082	2.44	0.01
Employe	<---	Work	,208	0.09	2.30	,021

The results of data analysis as shown in Table 3 can be seen that all exogenous variables (career development, work environment) have a significant direct effect on employee motivation and performance, and motivation has a significant effect on employee performance.

4.1 Mediation Effect Test

To see the mediating effect, we have to look at the number of direct effects, indirect effects, and total effects. Based on testing using Amos. 21.0, then the results can be obtained as in Table 4:

Table 4. Direct, Indirect & Total Standard Effects

	Career	Work	Work	Employee
Live Effect				
Work	0.262	0.264	0	0
Employee	0.221	0.210	0.214	0
Indirect				
Work	0	0	0	0
Employee	0.056	0.057	0	0
Total Effect				
Work	0.262	0.264	0	0
Employee	0.277	0.266	0.214	0

The results of the test of the influence of the intervention on the relationship between empowerment and employee performance mediated by motivation are shown in Figure 3:

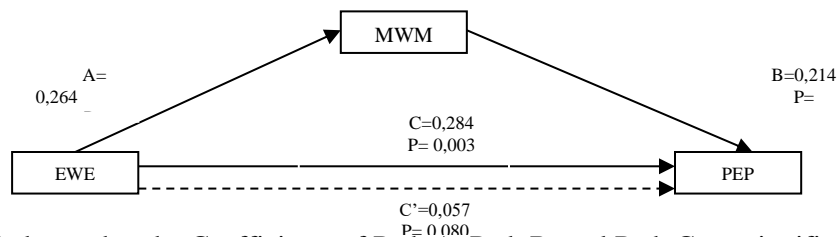
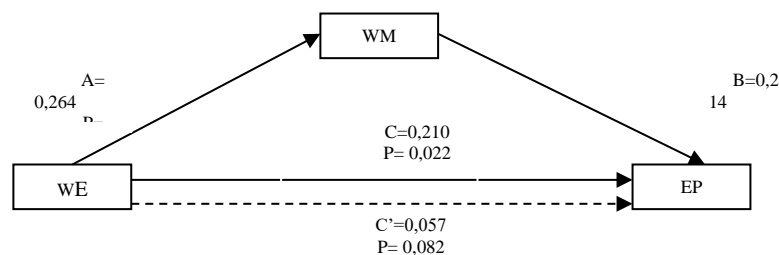


Figure 3 shows that the Coefficients of Path A, Path B, and Path C are significant but path C is not significant. So it can be concluded that there is a motivational relationship that fully mediates between career development, work environment and employee performance at the Aceh Agriculture and Livestock Service Office . The results of the intervening effect test on the relationship between the work environment and employee performance mediated by motivation are shown in Figure 4 :



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Figure 4 reveal that the coefficients of path A, path B, and path C, are significant but path C is insignificant. Therefore, it concludes that there is a relationship of full mediation or Motivation fully mediates between the work environment and employee performance at the Aceh Government Planning Agency. Intervening effect tests results of Career Development with employee performance are mediated by Motivation which is displayed in Figure 5:

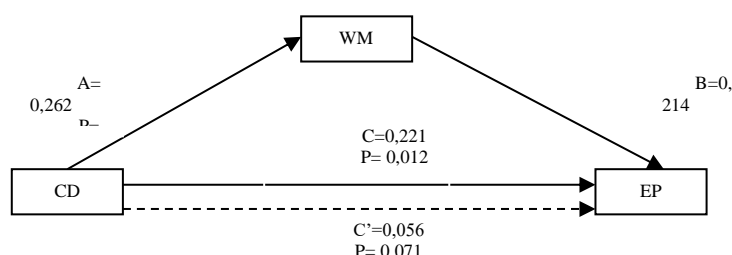


Figure 5 explains that the coefficients of path A, path B, and path C are significant but the value of path C is not significant so it can be said that there is a full mediation relationship or it can be said that motivation fully mediates between Career Development and employee performance at the Aceh Agriculture and Livestock Service Office.

Hypothesis Statement	Estimated	SE	CR	P	Conclusion
The work environment has a positive and significant effect on work motivation	0.264	0.099	2,923	0.003	Accepted (Data)
Career development has a positive and significant effect on work motivation	0.262	0.090	2,999	0.003	Accepted (Data)
The work environment has a positive and significant effect on employee performance	0.210	0.090	2,068	0.039	Accepted (Data)
Career development has a positive and significant effect on employee performance	0.221	0.082	2,448	0.014	Accepted (Data)
Work motivation has a positive and significant effect on employee performance	0.214	0.090	2,304	0.021	Accepted (Data)
Work Motivation fully mediates between the work environment and employee performance	0.057	0.032	1,735	0.082	Accepted (Data)
Work Motivation fully mediates between career development and employee performance.	0	056	0	056	Accepted (Data)

5. CONCLUSION

This study concludes that career development has a positive and significant effect on the performance of the Aceh Agriculture and Livestock Service Office Employees, the work environment has a positive and significant impact on the performance of the Aceh Agriculture and Livestock Service Office Employees, Career Development has a positive and significant impact on the Motivation of the Agriculture and Livestock Service Office Employees. Aceh, the work environment has a positive and significant effect on the motivation of the Aceh Agriculture and Livestock Service Office employees, motivation has a positive and significant impact on the Aceh Agriculture and Livestock Service Office employee performance. In addition, motivation to mediate perfectly (full/perfect mediation) on career development, work environment with the performance of the employees of the Aceh Agriculture and Livestock Service Office.

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