

The Influence of Career Development and Work Culture on Employee Performance with Work Motivation as Moderation at the Regional Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of career development and work culture on employee performance with motivation as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. The test shows that the first hypothesis, namely career development, has an effect on employee performance. The second hypothesis is that work culture influences employee performance. The third hypothesis is that work motivation can moderate the effect of career development on performance. The fourth hypothesis of work motivation can moderate the effect of work culture on employee performance.

Keywords: performance, career development, work culture, work motivation.

1. Introduction

The success of an organization, both large and small, is largely determined by the quality of human resources (HR) whose role is to plan, implement and control the organization concerned (Bukit et al., 2017). The success of the organization depends on the quality of the human resources that run it. The potential of existing employees in an organization must be utilized as well as possible so as to provide maximum results.

Human resources are central in organizations and companies, because the quality of the organization itself is very dependent on the quality of human resources as employees and service providers. In an organization of human resources in accordance with the needs, a strategy is needed in managing human resources. Good human resource management will provide progress for agencies, especially in dealing with situations and conditions that are always changing and developing.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

Efforts to improve employee performance can be pursued by developing employee

capabilities with career development opportunities, because employee development is a form of attention and recognition from the organization or leadership to employees who demonstrate work ability, diligence and work compliance and discipline. Employee performance is very important in government agency organizations to achieve its goals, so every government organization makes various efforts to improve it by increasing the competence of each employee.

Career development is very influential which is very large for encouraging the performance of employees who are able to contribute to the development and progress of an organization. A boss needs to pay close attention to career development to encourage his subordinates. Career development is the process of increasing individual work ability achieved in order to achieve the desired career (Alif, 2015).

To improve employee performance, agencies should also pay attention to the work culture contained in these agencies. Culture in an organization, both government and private organizations reflects the image of the organization. Organizations that have a positive culture will show a positive image, and vice versa if the work culture is not going well it will give a negative image to the organization.

Work culture becomes a value that is very necessary in encouraging employees to carry out their activities and solving problems they face in achieving the final results expected by the organization. Work culture cannot be separated from human resources (HR) itself, because work culture is very closely related to attitudes/behaviors and human thinking paradigms in creating adequate work productivity. So as a state apparatus, every human being who is/works in government agencies should be able to create a conducive work culture, where this is a basic requirement in creating modern (effective) performance.

At present the demand to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to get employees who are highly motivated to carry out their duties as optimally as possible so that employee performance can increase. Without employees who have high motivation in the field of work and their responsibilities, an agency will fail to realize its existence. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it affects the achievement of organizational goals (Rivai, 2016).

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet performance standards which was characterized by a lack of employee attention to agency goals, employee work results did not meet the standards contained in agencies, responsibilities in each job given still lacking, there is work that is not in accordance with predetermined standards.

Based on data from the Office of the Regional Secretariat of the City of Lubuklinggau, it shows that the motivation of employees in the general section of the Regional Secretariat of the City of Lubuklinggau is low, this is evidenced by the lack of interest of employees to increase their level of education. The data shows that there are 12 staff who still have high school education. In addition, motivational problems are also characterized by employees not having high enthusiasm and responsibility in carrying out each of their duties, employees also still do not meet standards, and motivation from superiors to improve employee performance is still very weak.

Based on data on the rank and class of employees at the Regional Secretariat of Lubuklinggau City, it can be seen that the level of career development for employees is still low, due to the minimum level of education of employees so this can certainly affect employee career development delays. This phenomenon is caused by a lack of employee attention to career planning and development, a lack of organizational support and attention in career development, the lack of organizational roles in providing feedback on good performance in career development.

Problems found regarding work culture, namely the lack of implementation of result orientation, people orientation, team orientation, this can be seen from the cohesiveness of employees who are still lacking in collaborating to complete the work given, the lack of employee innovation in completing work and hesitation in decision making, there are still employees who do not have aggressiveness in working both individually and in teams.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. By paying attention to factors that can affect employee performance including motivation, career development and work culture of each employee. Because these factors have a strong influence in improving employee performance.

Previous research on the influence of work attitudes and organizational culture on performance with work motivation as a moderating variable explains that the existence of a moderating variable, namely the motivational variable, further strengthens the interaction of the influence of organizational culture variables on performance (Rayyani, 2021). Other studies regarding the influence of career development and HR planning on employee performance through work motivation as a moderating variable show the results that motivation moderates the effect of career development on employee performance (Manu et al., 2022).

Subsequent research explaining the influence of organizational culture and employee mutations on employee performance with work motivation as a moderator variable through organizational commitment shows the results that motivation is able to moderate the effect of organizational culture on performance (Aditianto et al., 2020). Research on the influence of career development on employee performance through the mediation of work motivation shows the result that motivation moderates the influence of career development on performance (Dewi & Utama, 2016).

2. Literature Review

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017).

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic objectives, customer satisfaction and economic

contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or the performance of an organization if there are no benchmarks for success (Danuarta, 2017).

Motivation is an encouragement for someone to do work (Kasmir, 2016). Motivation is the impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016). Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018). Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand. Motivation comes from the Latin word *movere* which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020). Motivation is the desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort) and from a passive perspective (motivation as a stimulus and need) (Sedarmayanti, 2016).

Career development is the process of increasing individual work ability achieved in order to achieve the desired career. The goal of career development is to match the needs and goals of employees with the career opportunities available in this organization and in the future (Alif, 2015). Career development is a condition that indicates an increase in the serious improvement of a person in an organization in a predetermined career path in the organization concerned (Wirotomo & Pasaribu, 2015). Career development is basically an increase in employee work in this case money can reflect someone's ability in the organization at work, meaning that performance can be measured or determined by the value that has been determined in the organization (Prakoso & Farida, 2018). Career development is a staffing activity that helps employees plan their future careers at the company so that the company and the employee concerned can develop themselves optimally (Pardamean, 2021). Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). The development of an individual's career path in a position or rank that can be achieved during work in an organization (Sutrisno, 2017).

Work culture is a system of shared values in an organization that determines the level of how employees carry out activities to achieve organizational goals (Robbins, 2015). Work culture, namely habits that are carried out repeatedly by employees in an organization, violations of these habits do not have strict sanctions, but morally organizational actors have agreed that these habits are habits that must be obeyed in the context of carrying out work to achieve goals (Nawawi, 2017). Work culture is a common perception held by members of an organization, a system of shared meaning (Wibowo, 2018). Work culture is about how people feel doing a good job what makes equipment and people work together in harmony (Danuarta, 2017). Work culture is the informalization of a set of values and norms that become a control tool for employees within the organization in

interacting with the environment (Tampubolon, 2015). Work culture is a pattern of basic assumptions to act, determine, or develop organizational members in overcoming problems by adapting them from outside and integrating into the organization so that employees can work calmly and thoroughly, and also benefit employees (Arta, 2018).

3. Research Method

This study uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, motivation, career development and work culture. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether work motivation variables can strengthen or weaken the relationship between career development and work culture on employee performance.

4. Findings and Discussions

Test Results t. Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as shown in the following table:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.750	5.373		1.629	0.109
	Career development	0.638	0.079	0.623	8.040	0.000
	Work Culture	0.364	0.079	0.356	4.590	0.000

From the table above it is known that the value of t count (8.040) > t table (1.697) or Sig. (0.000) < 0.05. This means that the career development variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) career development has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted. It is known that the value of t count (4.590) > t table

(1.697) or Sig. (0.000) < 0.05. This means that the work culture variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) work culture influences employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.911 ^a	0.829	0.820	2.44054

From the table above, it shows that the coefficient of determination (R²) obtained is 0.829 which can be interpreted, changes in the value of the dependent variable on employee performance are explained by all independent variables, namely career development and work culture simultaneously by 82.9%. The rest (100% -82.9%), namely 17.1%, is influenced by other variables not examined in this study.

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

Table 3. F test results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1621.302	2	540.434	90.734	0.000 ^b
	Residual	333.548	27	5.956		
	Total	1954.850	39			

The table above shows, the F_{count} value obtained is 90.734 with a significant value of 0.000 < 0.05. This shows, simultaneously the independent variables of career development and work culture have a significant influence on the dependent variable of employee performance.

The results of the calculation of the *Moderated Regression Analysis* (MRA) test can be seen as follows:

Table 4. *Moderated Regression Analysis Results*

	Unstandardized	Standardized		
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Model	Coefficients		Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.174	5.579		.210	0.834
Pengembangan Karir	0.303	0.098	0.244	3.088	0.003
Motivasi Kerja	0.498	0.087	0.486	5.738	0.000
PK*MK	0.312	0.076	0.305	4.111	0.000

From the table above it is known that $t \text{ count } (4.111) > t \text{ table } (1.697)$ and $\text{Sig. } (0.000) < 0.05$. The table above shows that the career development variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 0.312 and is positive. This means that the value of the employee performance variable will increase by 0.312 if the value of the career development variable moderated by the work motivation variable increases and the other independent variables have a fixed value. It can be concluded that work motivation moderates the relationship between career development and employee performance. Where work motivation can strengthen the influence of career development on employee performance. This proves that good career development can improve employee performance. This means that the more career development owned by employees with moderated work motivation, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) work motivation can moderate the influence of career development on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.901 ^a	0.923	0.807	1.19842

From the table above it is known that the R square value is 0.923, which means that the influence of career development on performance with work motivation as a moderating variable is 92.3%.

Table 6. Results *Moderated Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.495	8.435		2.074	0.048
Work Culture	0.830	0.230	0.458	3.613	0.001
Work motivation	0.829	0.208	0.506	3.988	0.000
BU*MK	1.409	0.158	0.860	8.922	0.000

From the table above it is known that t count (8.922) > t table (1.697) and Sig. (0.000) < 0.05. The table above shows that the work culture variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 1.409 and is positive. This means that the value of the employee performance variable will increase by 1.409 if the value of the work culture variable is moderated by the work motivation variable and the other independent variables have a fixed value. It can be concluded that work motivation commitment moderates the relationship between work culture and employee performance. Where work motivation can strengthen the influence of work culture on employee performance. This means that the higher the work culture with moderated work motivation, the employee's performance will increase. Thus it can be concluded that the fourth hypothesis (H4) work motivation can moderate the influence of work culture on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.895 ^a	0.910	0.793	2.61695

From the table above it is known that the R square value is 0.910, which means that the influence of work culture on performance with work motivation as a moderating variable is 91.0%.

The Effect of Career Development on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of career development on employee performance. This shows that the higher the opportunity in career development owned by employees, the employee's performance will also increase. The results of this study support the theory that career development is basically an increase in employee work in this case money can reflect someone's ability in the organization at work, meaning that performance can be measured or determined by the values that have been determined in the organization (Prakoso & Farida, 2018). The results of this study are in line with research conducted by (Putri & Frianto, 2019) and

(Wiliandari, 2019) This study states that career development has an effect on employee performance.

The Influence of Work Culture on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of work culture on employee performance. This proves that the higher the level of work culture, the higher the performance. The results of this study support the theory (Nawawi, 2017) who said that work culture is a habit that is carried out repeatedly by employees in an organization, violations of this habit do not have strict sanctions, but morally organizational actors have agreed that these habits are habits that must be obeyed in the context of carrying out work to achieve objective. Work culture is a pattern of shared basic assumptions learned by certain groups to overcome problems of external adaptation and internal integration. The results of this study support research conducted by (Adha et al., 2019) which states that work culture has a significant effect on employee performance.

The Effect of Career Development on Employee Performance in Moderation of Work Motivation at the Lubuklinggau City Regional Secretariat Office. The results of the study indicate that there is a significant influence of career development moderated by work motivation on employee performance. This means that work motivation can moderate the effect of career development on employee performance. Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). In accordance with the theory that career development is a condition that indicates an increase in the serious increase of a person in an organization in the career path that has been set in the organization concerned (Wirotomo & Pasaribu, 2015). The results of this study are supported by research conducted by (Herningsih & Purwanti, 2020) and (Natalia & Netra, 2020), The research results show that work motivation can moderate the effect of career development on employee performance.

The Influence of Work Culture on Employee Performance in Moderation of Work Motivation at the Regional Secretariat Office of Lubuklinggau City. The results of the study show that work motivation moderates the relationship between work culture and performance, this is because a work culture supported by work motivation can improve performance. This shows that the increasing work culture that is supported by work motivation will also increase the performance at the Lubuklinggau City Regional Secretariat Office. A work culture is built and maintained, shown from the philosophy of the founders and leaders (Robbins, 2015). Furthermore, this culture is strongly influenced by the criteria used in hiring employees. The actions of the leader will greatly influence the behavior that is acceptable and which is not. How the form of socialization will depend on the success achieved in applying the values in the selection process. A work culture is built and maintained, shown from the philosophy of the founders and leaders (Robbins, 2015). Furthermore, this culture is strongly influenced by the criteria used in hiring employees. The actions of the leader will greatly influence the behavior that is acceptable and which is not. How the form of socialization will depend on the success achieved in applying the values in the selection process.

The results of this study are also supported by previous studies related to the influence of work culture on employee performance with work motivation as a moderating variable

by (Rayyani, 2021) and (Aditianto et al., 2020) which shows that work culture is strengthened by the support of work motivation has a close relationship with improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test indicate that career development has a significant effect on employee performance. The results of testing the second hypothesis indicate that work culture has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of career development and work motivation has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of career development and work motivation influences employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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