

The Influence of Career Development and Organizational Culture toward the Employee Performance with a Motivation as the Intervening Variable at the Cooperative Office and Lubuklinggau's UKM

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Abstract

Researchers see a problem of poor communication between leaders and subordinates because there is still an attitude of not caring about fellow employees. The aim is to see whether career development and organizational culture have an effect on performance, and whether motivation as an intervening variable is able to mediate career development and organizational culture on performance. Observation and interviews were used as data collection methods with career development variables (X1) and organizational culture (X2). The results show that both variables affect the performance (Y) of an employee, so the value of $F_{count} = 13,781$ while $F_{table} = 2.85$, simultaneously significant $0.000 < (\alpha) = 0.05$, $df = n - k = 42 - 2 - 1 = 39$ of $F_{table} = 2.85$. This causes H_0 to be rejected and H_a accepted. And the results of the Path analysis of motivation (Z) mediate the effect of the two variables on (Y) that there is a significant effect. It is obtained that $F_{count} = 12.060$, $F_{table} = 2.85$, significance is $0.000 < (\alpha) = 0.05$, $df = n - k = 42 - 2 - 1 = 39$ of $F_{table} = 2.85$. So H_0 is rejected and H_a is accepted. So it is evident that the relationship that this study has is positive and significant.

Keywords: career development, organizational culture, employee motivation, performance.

1. Introduction

In the employment, there is a high spirit to provide a positive attitude for the employees to reach a higher level, namely a career development to increase self-confidence. Not only a career development is to be a reference in performance, there are organizational cultural factors which is the most give the effect toward the performance, one of them is the booster factor to improve the quality of an employee in increasing their commitment and their cohesiveness in achieving goals, and the motivation is able to stimulus the employee's performance to be more positive and better.

The situation with an enhancement in the individual status of an organization in a career that has been determined is called the career development (Pardamean, 2021). Many aspects which is meant here, one of them is doing the independent activities with the aim by achieving a plan that has been made.

(Zamrodah, 2016) explained that the organizational culture is to regulate a role how the employees of an organization solve the opportunities problems based on the values and assumptions, if the organizational culture is well, then it will also influence toward the good performance, and vice versa. Because the important function of the organizational culture is mutual understanding, mutual supervision and to improve social relations.

According to (Mangngi et al., 2018) with the encouragement of the leader's motivation to the employees can improve the employee performance. This is because the motivation has the function is as an aspect that moves a person to be better in achieving a goal.

The purpose of this research is to know about how the influence of a career development and the organizational culture toward an employee's performance, and whether the motivation can increase an employee's self-confidence in increasing the career and creating a good environment.

Based on the results of the research here, I see a problem in how the communication is really influences toward the employees, the communication between both the employees or to a leader towards the subordinates. Because there is still an attitude that is not care between the employees, for example, if a leader is outside the office, the employee is busy with himself. On the other hand, a leader is less attention to his subordinates, it causes the development can be obstructed in the performance so the employee is become lazy and less effective. It is because of a lack of communication between the subordinates and the leaders. The performance is more decreasing, lack of comfort in the work environment, quality of work and lack of organizational in the work environment of the employees with each other are busy with themselves/individually which cause the cooperation is not formed in the organization, the lack of motivation is in the employees' self-make the performance isn't more show the positive results.

2. Literature Review

The situation with an enhancement in the individual status of an organization in a career that has been determined is called the career development (Pardamean, 2021). (Zamrodah, 2016) explained that the organizational culture is to regulate a role how the employees of an organization solve the opportunities problems based on the values and assumptions, if the organizational culture is well, then it will also influence toward the good performance, and vice versa. According to Robbins (2018), the performance indicators are work quality, quantity, punctuality, effectiveness, independence. Employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees can be used to measure the quality of work. The quantity produced is measured in terms of the number of units and activity cycles completed. To measure employee performance, quantity (unit/cycle) is a measure of the number of work units and activity cycles completed by employees. Employees performance can also be assessed based on the time the employees completes their work that has been given to them so that as not to interfere with other work that is part of the employee's responsibilities. Effectiveness is the extent to which organizational resources—people, money, technology, and raw materials—are took advantages maximum to increase the results are achieved by each unit. A person's independence level is how far a person will do his or her job responsibilities without supervision or assistance. That is, self-employed workers, or workers who do their own work, do not need to be supervised and can do their own work. tasks without asking for help, direction, or supervision.

Adha dkk. (2019) said that motivation is the provision of a driving force that arouses enthusiasm for working, allows one to collaborate effectively, work with integrity, and make every effort to achieve satisfaction. The main factors that motivate individuals to work include the following indicators of work motivation: Physical needs, such as the

need for facilities that can be found in the workplace, such as facilities that make it easy to complete work in the office. The need for security includes physical security, stability, dependability, security, and freedom from threatening forces such as danger, fear, and anxiety. The social needs, needs that must be met based on shared interests in society—fulfilled together, such as good interpersonal relationships. The need is to be appreciated, or the need is to be noticed, is synonymous with the need is for a status, fame, attention, and reputation. The requirement of encouragement to achieve the goals, the encouragement requirement to achieve something you want, such as a leadership motivation.

3. Research Method

The Cooperatives and UKM Office of Lubuklinggau City is the location of this research. The address is on Garuda Merah Street No. 252a at Bandung Kanan of the 2nd west Lubuk Linggau in Lubuklinggau city, South Sumatra 31613, Indonesia, contact number. (0733) 451759. All the employees of the Cooperatives and UKM office, which is amounts to 42 the employees, 30 people are the civil servant, and 12 people are the volunteer labor were used as the research population. While the sample was used is amount to 42 the employees of the Cooperatives office and of Lubuklinggau City. The saturation sampling technique was used as the sampling technique of this research.

4. Findings and Discussions

The distribution of questionnaires to the 30 employees of the Cooperatives and UKM Office of Musi Rawas Regency did to examine the validity of the research. If the results are valid and reliable, then continue with the distribution of the sample to the 42 employees of the Cooperatives and UKM office of Lubuklinggau city. By using the Enther method and SPSS Version 22 tools for the validity testing, the correlation value of each indicator will be seen later. While the reliability analysis is showed by the indicator correlation value. Then doing a comparison is made with the r_{table} value using a significant level ($\alpha = 5\%$) and $N = 30$ with a r_{table} value = 0.361. It is said to be valid if $r_{count} > r_{table}$. Vice versa. (Sugiyono, 2017). The 1st table following is the result of testing the validity of the variables Career Development (X^1), the Organizational Culture (X^2), the Motivation (Z), and the Performance (Y):

Table 1. Validity Test Results for Career Development Variables (X^1), the Organizational Culture (X^2), the Motivation (Z), and the Performance (Y)

Variabel	Items Pernyataan	Value R_{count}	Value r_{table}	Description
Career Development (X^1)	X1.1	0.764	0,361	Valid
	X1.2	0.835	0,361	Valid
	X1.3	0.817	0,361	Valid
	X1.4	0.836	0,361	Valid
	X1.5	0.848	0,361	Valid
	X1.6	0.774	0,361	Valid
	X1.7	0.668	0,361	Valid
	X1.8	0.791	0,361	Valid

Organizational Culture (X ²)	X2.1	0.688	0,361	Valid
	X2.2	0.661	0,361	Valid
	X2.3	0.765	0,361	Valid
	X2.4	0.695	0,361	Valid
	X2.5	0.713	0,361	Valid
	X2.6	0.673	0,361	Valid
	X2.7	0.635	0,361	Valid
	X2.8	0.686	0,361	Valid
	X2.9	0.683	0,361	Valid
	X2.10	0.610	0,361	Valid
	X2.11	0.601	0,361	Valid
	X2.12	0.473	0,361	Valid
Motivation (Z)	Z.1	0.510	0,361	Valid
	Z.2	0.499	0,361	Valid
	Z.3	0.497	0,361	Valid
	Z.4	0.521	0,361	Valid
	Z.5	0.646	0,361	Valid
	Z.6	0.670	0,361	Valid
	Z.7	0.607	0,361	Valid
	Z.8	0.550	0,361	Valid
	Z.9	0.512	0,361	Valid
	Z.10	0.665	0,361	Valid
	Z.11	0.482	0,361	Valid
	Z.12	0.418	0,361	Valid
Performance (Y)	Y.1	0.364	0,361	Valid
	Y.2	0.700	0,361	Valid
	Y.3	0.432	0,361	Valid
	Y.4	0.470	0,361	Valid
	Y.5	0.431	0,361	Valid
	Y.6	0.466	0,361	Valid
	Y.7	0.429	0,361	Valid
	Y.8	0.617	0,361	Valid
	Y.9	0.468	0,361	Valid
	Y.10	0.491	0,361	Valid

The 1st table above shows that based on the results of calculating the validity test conducted on 30 respondents at the Cooperative and UKM Office of the Musi Rawas Regency with the statements submitted. The smallest value 0.364 by rtable 0.361 is above. This means that all indicators are valid and appropriate because $r_{count} > (CITC)$ rtables is at a significant 5%.

Table 2. The Result of Reliability Career Development Variable(X_1), the Organizational Culture (X_2), the Motivation (Z), and the Performance (Y) Test

Variables	Cronbach's Alpha	r_{table} product moment	Description
Career Development (X_1)	0.940	0,361	Reliabel
Organizational Culture (X_2)	0.914	0,361	Reliabel
Motivation (Z)	0.866	0,361	Reliabel
Performance(Y)	0.801	0,361	Reliabel

The 2nd above explains that the forth variables have a Cronbach's Alpha value = 0.361 which is declared reliable. R_{table} value $n = 30$, $\alpha = 5\%$ of 0.361.

The Influence of Career Development toward the Performance. The results of the rsearch is the correlation coefficient between a career development variables (X_1) and the performance (Y) have a significant connection toward the performance (Y) with a significant level = $0.000 < (\alpha) 0.05$, $df (n-2) 42 - 2 = 40$, $t_{count} > t_{table}$, namely $4,162 > 1,684$. This causes H_a to be accepted, and H_1 to be rejected. This research is based on the research of (Wiliandari, 2019), concerning the influence of career development toward the employee's job satisfaction of PT. Nusantara Plantation II at Tanjung Morawa. Obtained $t_{table} < t_{count}$, namely $1.739 < 2.659$, $df = 17$, and a significant 5%. then H_a is accepted and H_0 is rejected.

The Influence of Organizational Culture toward the Performance. The resultof this research is the correlation coefficient between the organizational culture variables (X_1) and the performance (Y) have a significant connection toward the performance (Y) with a significant level = $0.001 < (\alpha) 0.05$, $df (n-2) 42 - 2 = 40$, $t_{count} > t_{table}$, namely $3,534 > 1,684$. It causes H_a to be accepted, and H_1 to be rejected. This result are consistent with research (Wardani et al., 2016), regarding the influence of the principle of familiarity (X_1) with the Employee Performance (Y) obtained sig t (0.002) $< \alpha = 0.05$ so the influence of the X_1 variable toward Y is significant. Meanwhile, the influence of integrity principle (X_1) toward the employee performance is sig t (0.000) $< \alpha = 0.05$. So the influence of variable X_1 is also significant.

The Influence of Career Development and the Organizational Culture toward the Performance. The results of this research is the correlation coefficient between a career development variables (X_1) and a organizational culture (X_2) toward the performance (Y) have a significant connection simultaneously. Obtained $F_{count} = 13.78$, $F_{table} = 2.85$, Significance Level $0.000 < (\alpha) = 0.05$, $df = n - k = 42 - 2 - 1 = 39$ is equal to $F_{table} = 2$. It cause H_0 to be rejected, H_a accepted and it was proven that H_3 was accepted as true at the Lubuk Linggau City. These results are consistent with research (Winarno, n.d.) concerning the significant influence of career development and organizational culture toward the performance of Telkom Pension Fund employees. Obtained $F_{count} > F_{table}$ ($24.118 > 3.14$), significance level $0.000 < 0.05$. Then H_a is accepted and H_0 is rejected.

Motivation Mediates Career Development toward Performance. The results of the research is the correlation coefficient between motivation variables (Z) mediates the career development (X1) have a significant influence toward the performance (Y) with a significant level = $0.000 < (\alpha) 0.05$, $df (n-2) 42 - 2 = 40$, $t_{count} > t_{table}$, namely $3.916 > 1.684$. It caused H_a to be accepted, and H_4 Motivation has an influence on X1 and Y. These result is based on the research of (Putri & Frianto, 2019) regarding the career development at PT. Baraya Indonesia (Persero) has a positive and significant influence toward the motivation at the PT. It was found that H_3 was accepted with a probability of $0.000 < 0.05$, $t_{count} > t_{table}$ ($5.363 > 1.65$), the Standardized and Unstandardized Estimates values were 0.905 and 1.13 respectively. It means that, the motivation of company employees also increase when the employee's career development increases.

The Motivation Mediates Organizational Culture toward the Performance. The results of the research is the correlation coefficient between motivation variables (Z) and mediates organizational culture (X2) have a significant influence toward the performance (Y) with a significant level = $0.007 < (\alpha) 0.05$, $df (n-2) 42 - 2 = 40$, $t_{count} > t_{table}$, namely $2.839 > 1.684$. It causes H_a to be accepted, and H_5 Motivation has an influence on X2 and Y. This result is based on the research of (Zamrodah, 2016) which stated that the organizational culture has a significant positive influence toward the work motivation, it means that the work motivation is very influenced by the culture which is there in the work environment.

The Motivation Mediates Career Development and Organizational Culture toward the Performance. The results of the research is the correlation coefficient between the motivation variables (Z) mediates career development (X1) and the organizational culture (X2) have a significant influence toward the performance (Y) simultaneously. It was found that the significance level was $0.000 < (\alpha) = 0.05$, $df = n - k = 42 - 2 - 1 = 39$, $F_{count} > F_{table}$, namely $12.060 > 2.85$. It causes H_0 to be rejected, H_a accepted and it was proven that H_6 was accepted as true at the Cooperatives and UKM Office in Lubuk Linggau City. These result is true based on with research of (Pardamean, 2021) which stated that the career development and organizational culture have an influence toward the work motivation. Supported by other descriptive research, that at KPP Pratama Bandung Ciradas a career development and organizational culture are good. So these two variables have influence toward the employee performance.

5. Conclusion

The conclusions of this research are: (1) The results of the analysis had done to be found that the positive and significant correlation which is had by the career development variable has an influence toward the performance, as evidenced by $t_{count} > t_{table}$. That is true if these variables affect performance. (2) The results of the analysis was done to be found that the positive and significant correlation which is had by the organizational culture variable that have an influence toward the performance, as evidenced by $t_{count} > t_{table}$. That is true if these variables affect performance. (3) The results of the analysis was done to be found that the positive and significant correlation between the career development and the organizational culture variables have an influence toward the performance, as evidenced by $F_{count} > F_{table}$. That is true if these variables influence the performance. (4) The results of the analysis is proved that the performance is mediated by the career development toward the variable motivation is significant which is $t_{count} > t_{table}$. It means that the motivation mediate the career development toward performance

has a positive and significant correlation. (5) The results of the analysis is proven that the organizational culture-mediated the performance toward the motivation variable is significant which is $t \text{ count} > t \text{ table}$. It means that the motivation mediates the organizational culture and has a positive and significant correlation toward performance. (6) The results of the analysis is proven that the performance is mediated by the career development and organizational culture toward the variable motivation is significant which is $F \text{ count} > F \text{ table}$. It means that the motivation mediates the career development and organizational culture and has a positive and significant correlation toward performance.

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