

THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH WORK SATISFACTION AS A VARIABLE OF MEDIATION

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ABSTRACT

Employee performance is the result achieved by an employee both in quality and quantity that can be seen from the skills and abilities of employees in completing their work by standards set by the company by the responsibilities given. This study aims to explain the effect of career development on employee performance through job satisfaction as a mediating variable. The study was conducted at Inna Sindhu Beach Hotel & Resort with a total sample of 61 employees and all taken for the census. The data collection method is to use a questionnaire as a research instrument. Data analysis techniques used are path analysis (path analysis) and multiple tests. The results showed that all hypotheses were accepted. Career development has a positive and significant effect on job satisfaction, career development has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance and job satisfaction mediates the effect of career development on employee performance at Inna Sindhu Beach Hotel & Resort. The management of Inna Sindhu Beach Hotel & Resort is expected to better manage the career development system in the company so that employees are satisfied with their careers, also, the company is required to provide salaries by workload and employee responsibilities as well as increase the provision of training and employee development to increase employee performance.

Keywords: career development, employee performance, job satisfaction.

INTRODUCTION

Bali is one of the tourist destinations in the world, so many domestic and foreign visitors are on vacation in Bali. To provide the best service, several factors are affecting one of them is the human resources who work in the hotel. Employees are one of the resources owned by a company to achieve its goals. One such hotel is the Inna Sindhu Beach Hotel & Resort which is part of the Inna Group Hotel. Inna Sindhu Beach Hotel & Resort has 61 rooms. The hotel is located near the beach, so one of its attractions is the view that is closer to the beach. One of the services can be seen from the side of its employees. Employee performance plays an important role in achieving the objectives of an organization, including the hospitality sector, to support these activities, it is necessary to support employees who are competent in their fields. Based on interviews with Human Capital Manager at Inna Sindhu Beach Hotel & Resort, said that there were indeed some problems in the performance of employees at the hotel, namely the delay in guest services, where employees are less alert and quick in providing services for guests. This sometimes happens during high season with a large number of guests, employees do not provide services swiftly. Also, there is one complaint from guests regarding room cleanliness, where there are employees who are lacking in the procedure in cleaning the room. These things affect the performance of employees at the hotel.

As for the results of interviews with three employees, said that during high season with more than a usual number of visitors resulting in delays in serving guests, because of this the guests complained. The employees sometimes feel bored, tired, and lack of rest when doing more tasks than usual, sometimes employees in the restaurant must work full time. So employees are less focused on working and result in a decrease in the performance of these employees.

Performance is a result achieved by someone in carrying out tasks assigned to him based on skill, experience, and sincerity, and time (Hasibuan, 2001: 34). The employees usually have a good performance, if the company makes efforts to meet the needs of its employees through career development and employee job satisfaction. Employee career development in research Cedaryana et al., (2018) is a formal and continuous effort with a focus on increasing and adding the abilities, skills, and expertise of an employee so that changes in values, attitudes and motivation. Research by Nasution et al. (2018) revealed that career development affects the performance of employees who work in companies, the better the career development system that can be implemented it is expected that employee performance will also be greater. Higher performance is likely to emerge when the talents or competencies of employees are consistent with their personal needs and organizational environment (Trivellasa et al., 2015). In a study by Suyanto et al. (2018) shows that the higher the career development, the higher the employee's performance or the lower the career development, the lower the employee's performance.

Career development influences efforts to improve better performance (Alfa, 2018). So career development does not merely mean promotion to a higher position or position, but it is an encouragement or motivation to advance in working within an organization if a person's career goes well-meaning an increase will affect employee performance. According to Khan et al. (2016) by giving employees appropriate development and training programs can encourage employees to improve their skills and this will have an impact on their work results. The right career development program can help employees improve their performance.

Clear career development will also affect employee job satisfaction. According to Sujaat et al. (2013) employee job satisfaction depends on career development opportunities in the organization, by practicing all career development activities to increase employee job satisfaction which ultimately leads to higher work efficiency and productivity. This study found high efforts by

management to achieve satisfaction and attract existing employees. The better the career development of employees, it tends to increase employee satisfaction (Umar, 2015).

According to Jusuf, et al. (2016) the higher the employee is allowed to develop their career, the higher the employee satisfaction, which in turn will have a better job impact. Employees will work well and have high job satisfaction when employees are placed in positions that match their interests and abilities. According to Trivellasa, et al. (2015) an employee who has talent will reflect his values, vision, knowledge, competencies, interests, and style while career success and job demands are shaped by the roles of responsibilities and assigned tasks. So that a career development program can help employees to hone their talents and can improve employee competence at work and can achieve career success in the company. Research by Sudiarditha et al. (2019) and Sofyan et al., (2016) show that career development has a positive and significant influence on performance through job satisfaction. The results of research by Kriswanti (2017) also found job satisfaction can mediate the effect of career development on employee performance. However, a study by Diariani and Budiarta (2018) found that job satisfaction has not been able to mediate the relationship between career development and employee performance in LPD of Tegal Adat Village.

Research that discusses the influence of career development on job satisfaction and employee performance has been done a lot but there are still differences or research gaps from the results of previous research. Therefore this research is motivated by performance problems at Inna Sindhu Beach Hotel & Resort and several previous studies so the research on the effect of career development on employee performance through job satisfaction as a mediating variable..

LITERATURE REVIEW

Two-Factor Theory

Two-Factor Theory by Frederick Herzberg namely a theory that links intrinsic factors with job satisfaction and connects extrinsic factors with job dissatisfaction also called a theory of pure motivation (motivation-hygiene theory). According to Herzberg, the factors that lead to job satisfaction are separate and different from the factors that lead to job dissatisfaction. Herzberg in Robbins & Judge (2015: 130), categorizes conditions such as quality of supervision, salary, company policy, physical working conditions, relationships with others, and job security as a pure factor (hygiene factor). When those factors are adequate, employees will not be dissatisfied but also they will not be satisfied (or motivated). If you want to motivate employees for their work, Herzberg suggests an emphasis on factors related to the job itself or with results that can be directly obtained from the job, such as career opportunities, personal growth opportunities, recognition, responsibilities, and achievements.

Employee performance

Performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2013: 67).

Job satisfaction

According to Handoko (2014: 193) job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects one's feelings for their work. Hasibuan (2001: 202) states that job satisfaction is an emotional attitude that is fun and loves work. This attitude is reflected by work morals, discipline, and work performance.

Career development

Careers are all jobs or positions that are handled or held during one's work-life (Handoko, 2014: 123). Career development is the personal improvements made by someone to achieve a career plan. Career development according to Dessler (2014: 379) is defined as a series of lifelong activities (such as workshops) that contribute to the exploration, formation, success, and fulfillment of one's career.

HYPOTHESES

H1: Career development has a positive and significant effect on job satisfaction

H2: Career development has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive and significant effect on employee performance.

H4: Job satisfaction can mediate the influence of career development on employee performance positively and significantly.

RESEARCH METHODS

This research uses a quantitative approach in the form of associative. This study discusses how the influence of career development on employee performance through job satisfaction variables. The population in this study were all employees of Inna Sindhu Beach Hotel & Resort in 2020, amounting to 61 people and taken all for the census. So the sample used in this study is saturated because it uses all employees in the company. Data collection methods used in this study were interviews and questionnaires. There are two analytical techniques used in this study, namely descriptive statistics and inferential statistics. The Sobel test is used to test the mediating role of job satisfaction (M) on the effect of career development (X) on employee performance (Y).

RESULT AND DISCUSSION

Analysis to be able to compile the structural equation used, the data obtained are first processed and calculated using the SPSS program so that the analysis results obtained as in Tables 1 and 2

Table 1 Results of Regression Equation Path Analysis 1

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	Sig.		
1 (Constant)	0,327	0,192			1,699	0,095
Career Development	0,922	0,047	0,931		19,522	0,000
R1 ² : 0,866		F statistik: 381,117		Sig. F: 0,000		

Source: Data processed, 2020

Based on the results of the substructure 1 path analysis as presented in Table 1, the structural equation is as follows:

$$M = \beta_1 X + e_1$$

$$M = 0,931X + e_1$$

Table 2 Results of Regression Equation Path Analysis 2

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	Sig.		
1 (Constant)	0,120	0,188			0,637	0,527
Career development	0,352	0,123	0,344		2,861	0,006
Job Satisfaction	0,633	0,124	0,613		5,093	0,000
R2 ² : 0,887		F statistik: 228,431		Sig. F: 0,000		

Source: Data processed, 2020

Based on the results of sub-structure 2 path analysis as presented in Table 4.13, the structural equation is as follows:

$$Y = \beta_2 X + \beta_3 M + e_2$$

$$Y = 0,344X + 0,613M + e_2$$

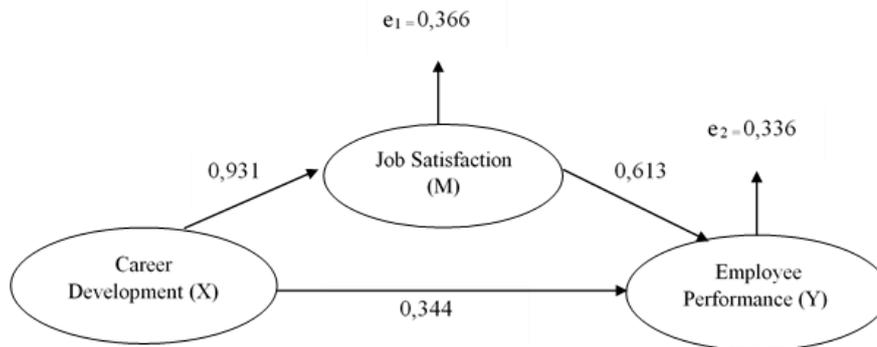


Figure 1 Final Path Diagram Model

Based on the path diagram in Figure 1, we can calculate the amount of direct influence, indirect effect, and the total effect between variables. The calculation of influence between variables is summarized in Table 3

Table 3 Direct Effects, Indirect Effects and Total Effects of Career Development (X), Job Satisfaction (M) and Employee Performance (Y)

Effects of Variables	Direct Effects	Indirect Effect On Job Satisfaction (M) = (β ₁ x β ₃)	Total Effect
X → Y	0,344	0,571	0,915
X → M	0,931	-	0,931
M → Y	0,613	-	0,613

Source: Data processed, 2020

The Sobel test is used by testing the strength of the indirect effect of career development variables (X) on employee performance variables (Y) through job satisfaction variables (M). The Sobel test is formulated with the following equation and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a 95 percent confidence level), the mediator variable is assessed to significantly mediate the relationship between endogenous variables and exogenous variables.

$$Sa2b = \sqrt{(a^2 Sb^2 + b^2 Sa^2 + Sa^2 Sb^2)}$$

Information:

a = 0,931

Sa = 0,047

b = 0,613

Sb = 0,124

$$Sa2b = \sqrt{[(0,931)^2 (0,124)^2 + (0,613)^2 (0,047)^2 + (0,047)^2 (0,124)^2]}$$

$$= \sqrt{(0,0133 + 0,0008 + 0,0000)}$$

= $\sqrt{0,0142}$

= 0,119127

Z =

=

= 4,7907

Based on the Sobel Test results in this study showed that the tabulation results $Z = 4.7907 > 1.96$ with a significance level of 0,000 < 0.05 which means that mediating variables namely job satisfaction are considered to be able to mediate the effect of career development on employee performance at Inna Sindhu Beach Hotels & Resorts.

Effect of Career Development on Job Satisfaction

Based on the analysis of the effect of career development on job satisfaction shows that career development variables have a positive and significant effect on job satisfaction. This means that the better the company manages employee career development, it will increase job satisfaction felt by employees in the company. Career development that is managed by the company fairly will make employees feel valued and satisfied with their work.

The results of this study are in line with the results of previous studies conducted by Oseanita et al. (2017) at PT. PLN (Persero) Malang shows that career development has a significant effect on job satisfaction, which means that the better career development provided by the company will result in better and higher job satisfaction. Cedaryana et al. (2018) in his research found that career development had a positive and significant effect on job satisfaction. Research by Sudiardhita, et al. (2019) also found that career development has a positive and significant effect on job satisfaction, where good career development can increase employee job satisfaction. The results of the study by Umar (2015) showed that better career development felt by employees, it would increase employee satisfaction as well. Work done because there is a feeling of satisfaction will make employees feel responsible, disciplined, and proud as employees and feel proud and respectful to superiors.

Effect of Career Development on Employee Performance

Based on the analysis of the effect of career development on employee performance shows that career development variables have a positive and significant effect on employee performance. These results indicate that better career development managed by the company will improve employee performance. Career development plays a role in providing development in the ability of employees to carry out work so that if employees can develop properly, it will always improve the performance of these employees. The results of this study are consistent with the results of previous studies conducted by Cedaryana et al. (2018) shows that career development has a positive and significant effect on employee performance. Dewi and Mudiarta (2016) support the statement which states that career development has a positive and significant influence on performance. Good career development will affect the performance of employees in carrying out their duties and responsibilities. This research is in line with research by Alfa (2018), stating that career development influences efforts to improve better performance. Employees who have high opportunities to improve their careers will stimulate motivation to work better to attain organizational goals.

Effect of Job Satisfaction on Employee Performance

Based on the analysis of the effect of job satisfaction on employee performance shows that job satisfaction variables have a positive and significant effect on employee performance. This means that the higher job satisfaction felt by employees, the employee's performance increases. Employees who are satisfied with their work will always do their jobs well, resulting in high employee performance.

The results of this study are in line with research conducted by Fadhil (2018) showing that finding that job satisfaction has a positive and significant effect on employee performance. According to Laan, et al (2016) shows that job satisfaction is one of the factors that play an important role in determining the level of performance of an employee, where the higher employee job satisfaction, the higher the performance. Research conducted by Nurcahyani and Adnyani (2016) at PT. Sinar Sosro Bali Factory also found that job satisfaction has a positive and significant effect on employee performance. Research by Shmailan (2016) also revealed that satisfied employees had better performance and contributed to the overall success of an organization. The same results also found in research by Pranita (2017) also show that job satisfaction has a positive and significant effect on employee performance, where employees who have high job satisfaction tend to give better work results compared to employees with low job satisfaction levels.

Effect of Career Development on Employee Performance Through Job Satisfaction as a Mediation Variable

Based on the Sobel test results showed that job satisfaction mediates the influence of career development positively and significantly on employee performance at Inna Sindhu Beach Hotel & Resort thus in the fourth hypothesis this study was accepted. This means that job satisfaction can partially mediate the effect of career development on job satisfaction. So the job satisfaction variable as a job satisfaction variable contributes to several relationships between career development and employee performance.

This means that good career development can increase employee job satisfaction which can further improve employee performance. So with a high level of job satisfaction, it will be able to increase the influence of career development on employee performance.

The results of this study are in line with research by Kriswanti (2017) who found job satisfaction can mediate the effect of career development on employee performance. Similar results were also found in the study of Meitisari et al. (2018) shows that job satisfaction as a partial mediation influences career development on employee performance. Research by Sofyan et al. (2016) found theoretical findings that show that there is a direct and significant positive effect of career development on performance through job satisfaction. So that it can be said that their employees are satisfied with what they get from the company, if employees are satisfied it can always foster morale in themselves so that employee performance will be by what the company wants.

CONCLUSSION AND SUGGESTION

Based on the results of the discussion of research that has been done, the following conclusions can be drawn: Career development has a positive and significant effect on employee job satisfaction at Inna Sindhu Beach Hotel & Resort. This means the better the career development of employees, it will increase job satisfaction. Career development has a positive and significant effect on employee performance at Inna Sindhu Beach Hotel & Resort. This means that the better management of employee career development, it will improve employee performance. Job satisfaction has a positive and significant effect on employee performance at Inna Sindhu Beach Hotel & Resort. This means that the higher job satisfaction, it will improve employee performance. Job satisfaction can mediate the influence of career development on employee performance. This means that with high job satisfaction can strengthen the influence of career development on employee performance at Inna Sindhu Beach Hotel & Resort.

Suggestions that can be given based on the conclusions obtained from the results of the study are as follows: For the management of Inna Sindhu Beach Hotel & Resort, it is expected that the career development system in the company needs to be managed better because there are still employees who are less satisfied with career development in the company. This can be done by providing transparent information in terms of promotional opportunities in the company to all employees. It is recommended that the company can review it for the provision of salary received by the employee so that it can be balanced with the workload that the employee bears. In addition to a career, employees also need compensation by their workload at the company. The company management is expected to be able to further enhance the provision of training and competency development to employees because there are still some employees who are lacking in receiving work instructions quickly and still lacking in completing work on time. So with the right training and development program in the future, it will always be able to improve the performance of employees.

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