The Effect of Career Development, Integrity, and Work Motivation on Employee Performance

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ABSTRACT

This achievement of career development indicators backgrounds this research aims to 1) analyze the influence of career development on employee performance and 2) to analyze the influence of integrity on employee performance. 3) To analyze the influence of work motivation on employee performance. 4) To analyze the influence of career development on work motivation. 5) To analyze the effect of integrity on integrity on work motivation. The population is not larger than 100 respondents, so the researchers took 100% of the total population in the Padang Panjang City BKPSDM, namely 42 respondents with saturated sampling techniques. The data analysis technique used in this study is quantitative analysis. The data collected in this study were taken from two sources, namely primary and secondary data. Hypothesis testing in this study was carried out by path analysis. Based on the analysis and discussion results, it is known that 1) Career development has a positive and significant effect on employee performance and 2) Integrity has a positive and significant effect on employee performance. 3) Work motivation positively and significantly affects employee performance at the Development Personnel Agency. 4) Career development positively and significantly affects employee work motivation.5) Integrity has a positive and significant effect on employee work

Keywords: career development; integrity; work motivation; employee performance

INTRODUCTION

The Indonesian nation in the current era of development is faced with various future challenges and problems that are not only limited to rapid and limitless changes in economic and social structures (Forss et al., 2021; Hanafizadeh et al., 2012; Kalkavan et al., 2015). One of the problems faced by the Indonesian nation is the quality of human resources, which is the key to all development efforts in all fields. Human resource management is a movement of recognition of the importance of the human element as a resource that is quite potential and very dominant in every organization (Fernández-Pérez de la Lastra et al., 2017; Lehman, 2017; March, 1991). Therefore, human resource management is the entire process of planning, organizing, directing and supervising the procurement activities of selection, training, placement, compensation, development, integration, maintenance and release of human resources to achieve various goals of individuals, communities, government customers and the organization concerned (Sinambela, 2016).

In Government Regulation Number 11 of 2017 concerning Civil Servant Management, in article 1 paragraph 4, it is stated that Civil Servants, starting now abbreviated as PNS, are Indonesian citizens who meet certain conditions and are appointed as ASN employees permanently by a civil service supervisory official to occupy a government position (Andi et al., 2018; Limpo et al., 2015; Souisa et al., 2019; Syam et al., 2018). Civil Servants are human resources in an agency and are one of the determining factors in a dynamic development process. A greater role is needed, especially in implementing the government. The smooth implementation

of the government and the implementation of development requires guidance from the state apparatus Civil Servants, as the main element of human resources of the state apparatus, have an important role in determining the success of the implementation of development government. Therefore, it is undeniable that the human factor is the main capital that needs to be considered in a government. This is very important because no matter how successful or performing an organization in achieving goals is determined by the ability and competence of human resources (Akib et al., 2015; Papilaya et al., 2015; Zainal et al., 2018).

Employee performance is the result that a person has achieved in carrying out work activities and his responsibilities in an organization. Employee performance is not only the result of work performed by a person carrying out the duties and responsibilities charged but includes how the work takes place to achieve the results. In achieving good performance, work motivation and qualified abilities are needed for every employee. Because if an employee already can complete his tasks, it can produce good work achievements, and organizational goals will be achieved.

The Civil Service and Human Resources Development Agency (BKPSDM) is a government agency formed after regional autonomy in 1999. Before the implementation of regional autonomy, all personnel affairs were in the central government, which existed in the regions only as the executor of the personnel administration of the central government policy. The Padang Panjang City Personnel and Human Resources Development Agency is a regional technical institution in the form of an agency and is an implementing element of local government in the field of personnel with the main task of carrying out part of the city household authority (decentralization) in the area of regional personnel. The Padang Panjang City Civil Service and Human Resources Development Agency (BKPSDM) currently have 42 employees.

Based on the results of observations that have been carried out at the Padang Panjang Human Resources Development Personnel Agency Office, it can be seen that the employee's work motivation is still low, this can be seen in some employees who do not carry out their duties as well as possible, and there are often delays in completing work that is an obligation as an employee. And some employees do not comply with the rules of working hours, in this case, it can be seen that there are employees who come not on time, during working hours there are still some employees who are in the office yard, and this does not indicate that employees are doing a job, and using rest time beyond working hours, employees tend to spend time relaxing and not being disciplined at work. It is something like this that shows that there is no discipline towards working time or the regulations that have been set so that a good or bad disciplinary attitude can also determine work results that are following the attitude shown by employees.

The objectives of this study are 1) To analyze the effect of career development on employee performance at BKPSDM in Padang Panjang City. 2) To analyze the effect of integrity on employee performance at BKPSDM in Padang Panjang City. 3) To analyze the effect of work motivation on employee performance at BKPSDM in Padang Panjang City. 4) To analyze the effect of career development on work motivation at BKPSDM in Padang Panjang City. 5) To analyze the effect of integrity on integrity on work motivation at BKPSDM in Padang Panjang City.

METHOD

This research uses an associative quantitative approach. The quantitative approach is used in research proposals, processes, hypotheses, downgrading, data analysis and data conclusions until writing. It uses aspects of measurement, calculation, formulas and numerical data certainty (Creswell & Clark, 2017; Creswell & Creswell, 2017; Fetters et al., 2013). Associative type because this study investigates the relationship between two or more variables (Sugiyono, 2018).

This research was carried out at BKPSDM Pandang Panjang City, located at Jl. Prof. M. Yamin No.88, Pasar. Obsolete, West Padang Panjang District, Padang Panjang City. The reason researchers chose this location for various reasons, including the following: closer to the place of residence, easy to reach and economical. In addition, the research conducted at the BKPSDM of Pandang Panjang City wanted to know how far the implementation of human resource development was at the Regional Personnel Agency. This research is planned to last for 3 (three) months.

The population is a generalization area consisting of objects/subjects with certain characteristics the researcher has determined to study and draw conclusions (Sugiyono, 2009). This study's population was all Civil Servants at BKPSDM Padang Panjang City.

Sample, according to Sugiyono (2018), is a part of the number of characteristics possessed by a population. Samples taken from the population must be *strictly representative*. The population is not larger than 100 respondents, so the researchers took 100% of the total population in the Padang Panjang City BKPSDM, which was 42 respondents. Thus, using the entire population without having to withdraw the research sample as an observation unit is a census or saturated sample.

RESULTS AND DISCUSSION

Result

The classical assumption test conducted in this study is as follows:

1. Normality Test

A normality test is performed to check whether the data coming from a distributed population is normal. This testing is necessary for the use of path analysis technicians. This normality test uses *Kolmogorov-Smirnov* with test criteria at alpha = 0.05.

1) If the value is *Sig*. *The Kolmogorov-Smirnov test* > 0.05 means that the distribution of sample data is declared normal.
2) If the value is *Sig*. The *Kolmogorov-Smirnov* test < 0.05 means that the distribution of sample data is declared abnormal.

The results of data processing for the normality test can be seen in the following table:

Table 1
Normality Test Results

No	Variable	Sig.	Alpha	Distribution
1	Career Development (X_1)	0,137	0,05	Normal

2	Integrity (X_2)	0,140	0,05	Normal
3	Work Motivation (X_3)	0,200	0,05	Normal
4	Employee Performance (Y)	0,200	0,05	Normal

In table 22 above, it is known that the significant value for the employee performance variable (Y) is 0.200, the career development variable (X_1) is 0.137, the integrity variable (X_2) is 0.140, and the work motivation variable (X_3) is 0.200 which is greater than 0.05. From the data processing results, it can be seen that the significant value of all variables is greater than the significant level used, *alpha* 0.05. Thus, it can be concluded that all the variables in this study have been normally distributed, and then the path analysis can be carried out.

2. Heterochemedasticity Test

The Heteroskedasticity Test aims to test whether, in a research model, there is an inequality of variants from the residual of one observation to another. A good research model is if there is no occurrence of heteroskedasticity. To detect the presence of heteroskedasticity can use glacier tests. The results of the heteroskedasticity test can be seen in the following table:

Table 2
Heteroscedasticity Test Results

No	Variable	Sig.	Alpha	Information
1	Career Development (X_1)	0,296	0,05	No Heteroskedasticity
2	Integrity (X_2)	0,505	0,05	No Heteroskedasticity
3	Work Motivation (X_3)	0,123	0,05	No Heteroskedasticity

Based on table 23 above, it is known that the significance value for the career development variable is 0.296, the integrity variable is 0.505, and the work motivation variable is 0.123. The three significance values are greater than *alpha* ($\alpha = 0.05$). Thus, the heteroskedasticity test has been fulfilled, and the data can be carried out with the processing of path analysis.

3. Multicollinearity test

The multicollinearity test aims to test whether the regression model found any correlations between free variables. If free variables correlate, then these variables are not orthogonal. An orthogonal variable is a free variable whose correlation value between fellow free variables equals zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

Table 3
Multicollinearity Test Results

No	Variable	VIF Value	Tolerance	Border VIF	Information
1	Career Development (X_1)	1,829	0,547	10	No Multicholinearity Occurs
2	Integrity (X_2)	1,754	0,570	10	No Multicholinearity Occurs
3	Work Motivation (X_3)	2,002	0,500	10	No Multicholinearity Occurs

The result of calculating the tolerance value shows that no free *variables* have a tolerance value of less than 10%, which means that there is no correlation between free variables whose value is more than 90%. The calculation of *the variance inflation factor* (VIF) value also shows that there is not one free variable with a VIF value of more than 10. So it can be concluded that there is no multicollinearity between free variables in the regression model.

4. Linearity Test

Furthermore, the linearity test is used to see whether the model's specifications are correct. Whether the function used in an empirical should be linear, quadratic or cubic. With this test, information will be obtained on whether the practical model should be linear, squared or cubic.

Table 4
Linearity Test Results

No	Variabel	Sig.	Alpha	Information
1	Career Development (X_1)	0,601	0,05	Linear
2	Integrity (X_2)	0,296	0,05	Linear
3	Work Motivation (X_3)	0,087	0,05	Linear

Following the results of the linearity tests that have been carried out, it is seen that the significant value is large from 0.05, which means that the relationship is linear. This shows that career development, integrity and work motivation are linear in pattern to employee performance.

5. Path Analysis Results

The path analysis in this study was grouped into three sub-structure paths. The influence of career development on integrity will be seen in the analysis of the first substructure. In the second substructure's research, career development and integrity will be seen in work motivation. In the study of the third substructure, the influence of career development, integrity and work motivation will be seen on employee performance. The following will be described the results of data analysis for each substructure:
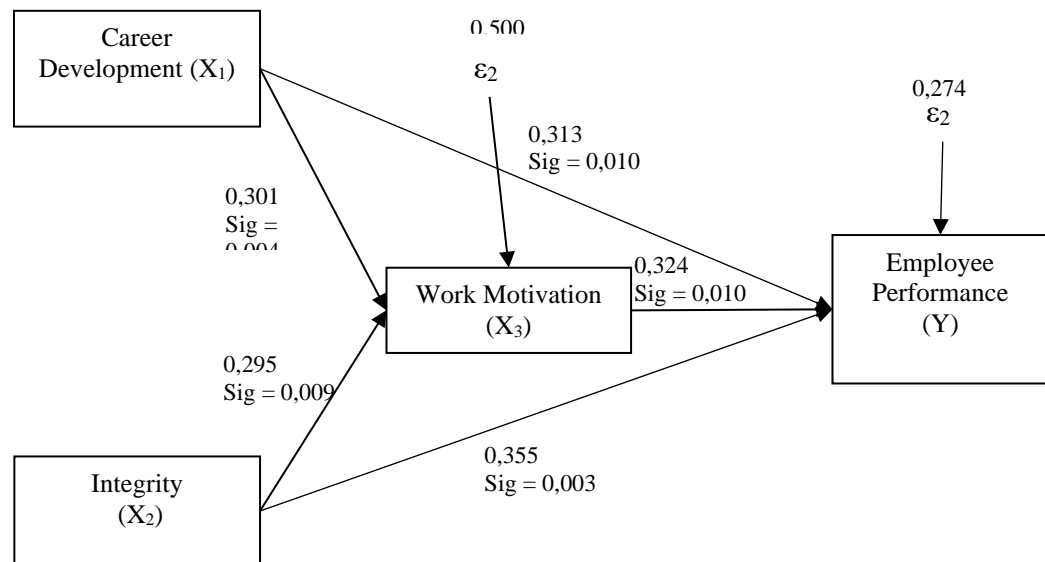
Figure 1. SubStructure Path Analysis Result Chart

Discussion

1. The Effect of Career Development on Employee Performance at the Padang Panjang City Human Resources Development Personnel Agency

Based on the results of the track analysis test shows that career development variables have a significant influence on employee performance at the Padang Panjang City Human Resources Development Personnel Agency ($Sig = 0.010 < 0.05$), so the first hypothesis is accepted that career development directly affects the performance of employees of the Padang Panjang City Human Resources Development Personnel Agency. The higher the career development, the more employee performance will increase or vice versa. The lower the career development, the employee's performance will decrease. Career development is a formal approach taken by the organization to ensure that people have the qualifications, abilities and experience that are suitable when needed. Therefore, organizations must manage careers and develop well to maintain employee productivity and encourage employees always to do their best and avoid work frustrations related to declining organizational performance.

2. The Effect of Integrity on Employee Performance in the Padang Panjang City Human Resources Development Personnel Agency

Based on the results of the track analysis test shows that the integrity variable has a significant influence on employee performance at the Padang Panjang City Human Resources

Development Personnel Agency ($Sig = 0.003 < 0.05$), so the second hypothesis is accepted that integrity directly affects the performance of employees of the Padang Panjang City Human Resources Development Personnel Agency. The higher the integrity, the more employee performance will increase or vice versa. The lower the integrity, the lower the employee performance, where integrity is very important to pay attention to in every company with human resources. With employees with high integrity at work, it is expected to be able to make the company continue to be consistent in operational activities and achieve its company goals.

3. **The Effect of Work Motivation on Employee Performance at the Padang Panjang City Human Resources Development Personnel Agency**

Based on the results of the track analysis test shows that the work motivation variable has a significant influence on employee performance at the Padang Panjang City Human Resources Development Personnel Agency ($Sig = 0.010 < 0.05$), so the third hypothesis is accepted that work motivation directly affects the performance of employees of the Padang Panjang City Human Resources Development Personnel Agency. The higher the work motivation, the employee's performance will increase or vice versa. The lower the work motivation, the employee's performance will decrease, where motivation encourages the passion of subordinates so that they are willing to work hard by providing all the abilities and skills to realize company goals. The organization's success is largely determined by the results of the work done by others.

4. **The Effect of Career Development on Employee Work Motivation at the Padang Panjang City Human Resources Development Personnel Agency**

Based on the results of the track analysis test shows that career development variables have a significant influence on the work motivation of employees at the Padang Panjang City Human Resources Development Personnel Agency ($Sig = 0.004 < 0.05$), so the fourth hypothesis is accepted that career development directly affects the work motivation of employees of the Padang Panjang City Human Resources Development Personnel Agency. The higher the career development, the employee's work motivation will increase or vice versa. The lower the career development, the employee's work motivation will decrease.

According to (Abedi, 2019; Edwards, 2017; Pollitt, 2009), career development is a personal improvement that a person makes to achieve a career plan. While motivation, according to Clayton Alderfer in Prananda & Silvianita (2016), is a derivative of Maslow's theory which states that motivation is a driving factor or driving force to work for employees in a company. If Maslow has 5 categories, it is different from Alderfer, who classifies them into 3 categories: *existence needs*, *relatedness needs* and *growth needs*. These two variables affect each other. Career development has a positive and significant effect on work motivation.

5. **The Effect of Integrity on Employee Work Motivation in the Padang Panjang City Human Resources Development Personnel Agency**

Based on the results of the track analysis test, it shows that the integrity variable has a significant influence on the work motivation of employees at the Padang Panjang City Human

Resources Development Personnel Agency (*Sig* = 0.004 < 0.05), so the fifth hypothesis is accepted that integrity has a direct effect on the work motivation of employees of the Padang Panjang City Human Resources Development Personnel Agency. The higher the integrity, the employee's work motivation will increase or vice versa. The lower the integrity, the employee's work motivation will decrease.

Integrity requires an employee to be honest and transparent, courageous, wise and responsible in carrying out duties, so that employee performance will be determined by how much integrity he has. So it can be understood that the inherent integrity of employees will be reflected in optimal organizational performance. The various needs, desires and expectations contained in the person of person compose the person's internal motivations. Such desires and expectations influenced his person in determining various views to lead behaviour in certain situations.

CONCLUSION

This study aims to determine the influence of career development, integrity and work motivation on employee performance at the Padang Panjang City Human Resources Development Personnel Agency. Based on the results of the study, the conclusions of this study can be described as follows:

1. Career development has a positive and significant effect on employee performance at the Padang Panjang City Human Resources Development Personnel Agency with a path coefficient value of 0.313 with a significance of 0.010. If the significance value is compared with the significant alpha level (α=0.05), then it is proved that the significance value is smaller than the significant level used (0.010<0.05). This means that the better career development is given, the better the employees' performance.

2. Integrity has a positive and significant effect on employee performance at the Padang Panjang City Human Resources Development Personnel Agency with a path coefficient value of 0.355 with a significance of 0.003. If the significance value is compared with the significant alpha level (α=0.05), then it is proved that the significance value is smaller than the significant level used (0.010<0.05). This means that the better the integrity is given, the better the performance of the employees produced.

3. Work motivation has a positive and significant effect on employee performance at the Padang Panjang City Human Resources Development Personnel Agency with a path coefficient value of 0.324 with a significance of 0.010. If the significance value is compared with the significant alpha level (α=0.05), then it is proved that the significance value is smaller than the significant level used (0.010<0.05). This means that the better the work motivation is given, the better employee performance.

4. Career development has a positive and significant effect on employee work motivation at the Padang Panjang City Human Resources Development Personnel Agency with a path coefficient of 0.423 with a significance of 0.004. If the significance value is compared with the significant alpha level (α=0.05), then it is proved that the significance value is smaller than the significant level used (0.004<0.05). This means that the better the career development is given, the better the employee's work motivation will be produced.

5. Integrity has a positive and significant effect on employee work motivation at the Padang Panjang City Human Resources Development Personnel Agency, with a path coefficient value of 0.376 with a significance of 0.009. If the significance value is compared with *the* significant alpha level (α=0.05), then it is proved that the significance value is smaller than the significant level used (0.009<0.05). This means that the better the integrity is given, the better the employee's work motivation will be produced.

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