

The Influence of Work Motivation, Work Discipline, and Career Development on Employee Performance with Organizational Culture as an Intervening Variable at the Regional V Makassar Airport Authority Office

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Abstract

Often the presence of human resource planning is the key to encouraging the success of a company. Then employee development is an important foundation in effective human resource management. Employee performance can provide an understanding of productivity and efficiency. Meanwhile, motivation can have a big impact on employee performance. This research was then carried out to see how work motivation, work discipline, and career development influence employee performance with organizational culture as an intervening variable. The results of this research then found that work motivation has a significant and positive influence on organizational culture and employee performance. Then there is a significant and positive influence of Work Discipline on Organizational Culture and Employee Performance. Furthermore, Career Development has a significant and positive influence on Organizational Culture and Employee Performance. Apart from that, organizational culture has a significant and positive influence. Then work motivation has no influence on employee performance through organizational culture. However, Work Discipline and Career Development have a significant and positive influence on Employee Performance through Organizational Culture.

Keywords: Employee Performance; Organizational Culture; Work Motivation; Work Discipline; Career Development

1. Introduction

Human resource planning is described as the strength of a company's success and employee development is considered one of the most important aspects of effective resource management. In line with this, Mangkunegara also explained that human resources have the main function of determining the progress of a company and often have to be managed directly by managers. This is intended to ensure that work results are good in terms of quantity and quality so that employees can carry out their responsibilities well [1].

Budihardjo also explained that companies have an interest in always improving the performance of all their employees. This must be done so that selected human resources who have been trusted to start the company can improve employee performance. This is necessary so that employees can be more productive and professional when completing their work. Employee performance is a demand that companies need to carry out so that their activities can be guaranteed [2].

Employee performance explains the productivity and efficiency of the way they achieve company goals. To increase employee performance, companies can motivate their employees by observing the needs of these employees to have good performance at their jobs [3].

Motivation has a big influence on the performance produced by employees at work. So employees need the motivation to be able to carry out their work enthusiastically,

enthusiastically, and with dedication. The level of employee performance achievement cannot be separated from internal or external factors. This is because motivation is an individual's encouragement to be able to carry out an activity well (Bakker, 2022). So, it's not surprising that highly motivated employees are often also high performers. For this reason, it is necessary to increase employee morale and let them do their best. This can be explained if increased employee motivation can affect improving employee performance [4].

Several other factors can influence employee performance, such as work discipline. Employees who have high discipline when working can carry out their activities by adapting to the responsibilities, rules, standards, and tasks that have been assigned to them properly. Compliance with rules and standards from management can ensure that individuals in an organization achieve their goals and ultimately influence organizational performance standards [5].

Discipline is related to employee attitudes and behavior in following company regulations. To create discipline, it is necessary to instill the values of discipline in employees. Employee discipline can be observed based on the responsibilities, attitudes, behavior, and actions of employees to comply with all existing rules and norms, as well as all forms of regulations while they work at the company [6]. When an employee carries out his duties and authority without a superior, the employee is aware of his responsibilities. This means that employees can carry out their duties and appreciate their potential and abilities. To obtain or maintain an existing job, a person needs career competence in managing their intended career [7].

Career development ranges from needs related to employee activities and interests. Career advancement is an increase in an individual's career with a predetermined career plan. Career development can also encourage employees to improve their competence in the workplace according to the attitudes, knowledge, and skills they have mastered [8]. Therefore, companies need to pay attention to the importance of providing facilities that support the utilization of employee potential, so that the company's business activities have difficulty running normally. Companies also need to be aware that the company's existence in the future is closely related to current employee performance so that if it is not understood and evaluated, the company cannot grow or may experience destruction [9].

Another factor that can influence performance is organizational culture. Organizational culture can influence performance because it can provide rules and ways of behaving for its employees. In other words, the aggregate effect of organizational culture at the individual level influences the organizational level. Organizational culture can have an influence on employee performance, commitment to the organization, and job satisfaction. Additionally, the culture of an organization influences employees' readiness to change [10].

Seeing this explanation above, the researcher will research the Influence of Work Motivation, Work Discipline, and Career Development on Employee Performance with Organizational Culture as an Intervening Variable at the Regional V Makassar Airport Authority Office.

2. Methodology

In this research, the research methodology chosen is associative research which uses quantitative methods. [11] explained that associative research centers on examining the

relationship between several variables. This research is associative research to evaluate the influence of organizational culture (Z) on variable Y, namely employee performance (Y). The independent variables variable X consist of Work Motivation (X1), Work Discipline (X2), and Career Development (X3). The aim is to find out the extent to which organizational culture influences variable X and subsequently influences employee performance. As stated by [12], quantitative research is a research methodology that is firmly rooted in the principles of positivism. The aim is to examine a specific population or selected sample through the use of research tools in collecting data. Next, the data is analyzed quantitatively and statistically to be able to test the hypothesis that has been formulated.

3. Result and Discussion

Indicator Validity and Internal Reliability Test

To be able to test the validity of indicators, you can use the outer loading value. The indicator can be said to have good criteria if the value of outer loading is > 0.7 . Based on the calculation results, it was explained that of the 77 indicators in the research, all of them had an outer loading value of > 0.7 with values ranging from 0.700 - 0.871. So it can be interpreted that the 18 indicators have a good correlation with the construct or that all indicators can be declared valid because the conditions for indicator validity have been met.

The reliability test is carried out by calculating the Composite Reliability value, where the reliability value of the variable indicators is tested. Apart from that, the reliability test can use the Cronbach alpha value.

Ghozali also stated that the variable had met the composite reliability value if the value was > 0.6 and the Cronbach alpha value was > 0.7 .

Table 1. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0.950	0.954	Reliable
Work Discipline	0.964	0.967	Reliable
Employee Performance	0.928	0.938	Reliable
Work motivation	0.927	0.938	Reliable
Career Development	0.920	0.933	Reliable

Looking at this explanation, it can be explained that the composite reliability value for all variables exceeds the 0.6 requirement, namely between 0.933 and 0.967. Meanwhile, the Cronbach's alpha value of all variables is > 0.7 or ranges between 0.920 – 0.964. These results show that all variables have met the criteria, and conclusions can be drawn if all variables have good reliability values. The AVE (Average Variance Extracted) value for each variable is explained in the table below:

Table 2. Average Variance Extracted

Variable	Average Variance Extracted (AVE)	Description
Organizational Culture	0.510	Reliable
Work Discipline	0.539	Reliable
Employee Performance	0.557	Reliable
Work motivation	0.604	Reliable
Career Development	0.581	Reliable

Based on this table, it can be explained that the AVE value for all variables exceeds 0.5 with a value of around 0.510 - 0.604. So it can be explained that each variable has convergent validity which is considered good.

Discriminant Validity Test and Inner Model Evaluation

From the AVE value that has been obtained, a discriminant validity test is carried out which explains that an indicator is declared to meet discriminant validity if the square root of the AVE of the variable is the largest compared to other variables. Apart from that, it can also be observed from the cross-loading values between indicators and latent variables which exceed the values of other variables. Looking at the calculation results, it was found that all indicators met the criteria and could be said to be good and could be continued for further analysis.

Evaluation of the Coefficient of Determination (R^2) is used so that researchers can show how much effect or influence the independent variable has on the dependent variable.

Table 3. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Organizational Culture	0.462	0.451
Employee Performance	0.820	0.815

Looking at the table, it can be explained that in this study there are 2 dependent variables: the Organizational Culture variable (Z) which is influenced by the variables Work Motivation (X1), Work Discipline (X2), and Career Development (X3); as well as the Employee Performance variable (Y) which is influenced by the variables Work Motivation (X1), Work Discipline (X2), Career Development (X3) and Organizational Culture (Z).

- a. In the Intervening Organizational Culture (Z) variable, an R-squared value of 0.462 was obtained. This explains that the large percentage of predictor variables, namely Work Motivation (X1), Work Discipline (X2), and Career Development (X3) can explain Organizational Culture (Z) worth 46.2%. And the remaining percentage of 53.8% ($100\% - 46.2\% = 53.8\%$) is influenced by other factors that were not researched.

- b. In the dependent variable Employee Performance (Y), the R-Square value is 0.820. This explains that the percentage of predictor variables, namely Work Motivation (X1), Work Discipline (X2), Career Development (X3), and Organizational Culture (Z) can explain 82% of Employee Performance (Y). And the remaining percentage of 18% ($100\% - 82\% = 18\%$) is influenced by other factors not discussed.

Q-square predictive relevance measures the observed values of the model and estimates parameters using a blindfolding procedure by observing the Q-square value of the dependent variable. If the Q square value > 0 , then it can be explained that the predictive relevance value is good.

Table 4. Q-Square predictive relevance

	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Organizational Culture	2960.000	1580.985	0.466
Work Discipline	3700.000	1836.501	0.504
Employee Performance	1776.000	920.958	0.481
Work motivation	1480.000	712.931	0.518
Career Development	1480.000	761.269	0.486

Based on the output above, we obtained a Q2 value of 0.466 from the Organizational Culture variable (Z), a Q2 value of 0.504 from the Work Discipline variable (X2), a Q2 value of 0.481 from the Employee Performance variable (Y), The Q2 value is 0.518 in the Work Motivation variable (X1), and the Q2 value is 0.486 in the Career Development variable (X3). So it can be concluded that this research has observation values that fall into the good category because the Q2 value is > 0 .

4. Conclusion

This research concludes that work motivation has a significant and positive impact on organizational culture and employee performance. The findings show that there is a strong relationship between the level of work motivation strengthening organizational culture and increasing employee performance. On the other hand, research also reveals that Work Discipline has a significant and positive influence on Organizational Culture and Employee Performance. By maintaining a level of work discipline, organizations can form a strong culture and increase employee productivity. Furthermore, Career Development has also been proven to have a significant positive impact on Organizational Culture and Employee Performance. Organizational efforts in facilitating employee career development not only contribute to improving culture but also provide a positive boost to employee overall performance. In this context, Organizational Culture is identified as a key factor that has a significant and positive influence. The existence of a strong culture can create a positive work environment, increase employee engagement, and overall strengthen organizational performance. Interestingly, although work motivation does not directly influence employee performance through organizational culture, work discipline, and career development emerge as the main drivers in improving employee performance through the formation of a positive culture. Therefore, organizations need to consider the importance of work motivation, work

discipline, and career development as integral strategies in forming a culture that supports and improves employee performance.

5. Reference

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