

The Effect of Career Development and Employee Involvement on Employee Performance through Job Satisfaction as a Mediation Variable at the Aceh Population Registration Office

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Abstract

This study aims to examine the career development and employee involvement contribution to employee performance through job satisfaction at the Aceh Population Registration Office. The population is Aceh Population Registration Office employees with a total of 81 people. The number of respondents was determined by the census method where the entire population members were the respondents in this study. Data were collected by distributing questionnaires. Data were analyzed using SEM-AMOS. The results reveal that in Aceh Population Registration Office the career development, employee involvement, satisfaction, and the employee performance are good, career development affects satisfaction, involvement affects satisfaction, career development affects the Office's employee performance, employee involvement affects the Office's employee performance, satisfaction affects the Office's employee performance, career development affects the Office's employee performance through satisfaction, and involvement affects the Office's employee performance through Satisfaction. The findings also explain satisfaction as a partial mediator in the model. The result explains the employee performance improvement model of the Aceh Population Registration Office is a function of increasing satisfaction based on career development and employee involvement.

Keywords: Career Development, Employee Involvement, Job Satisfaction, Employee Performance.

1. Introduction

The Aceh Population and Registration Office (DRKA) is a government institution in Aceh, Indonesia, that was formed with regulatory tasks in the field of population administration and civil registration. The success of the Aceh Population Registration Office's performance is very dependent on the performance produced by every employee in the environment. Especially for government employees, performance appraisal is regulated in Indonesia Government Regulation (PP) No 30/2019 regarding performance appraisal of civil servants (PNS). Many factors affect employee performance, one of which is job satisfaction, as positive feeling on a job (Robbins & Judge, 2017).

Apart from satisfaction, another factor that affects employee performance is career development. Career development rules are contained in Government Regulation no. 100 of

2000 concerning the Appointment of Civil Servants in Structural Positions. In government organizations, the rank of an employee with a higher rank is given the first opportunity to occupy a vacant position. Therefore, the leadership needs to be able to provide career development for their employees fairly and equitably based on years of service, a performance produced, and education.

Based on the results of interviews with human resources (HR) officers, the Aceh Population Registration Office revealed the low involvement of employees in completing tasks, for example, permanent employees expect their tasks to be completed by contract workers without involving themselves such as giving directions to contract employees or assistance. In addition, some employees do not share work experience or help other employees when the employee needs it, then employees are too relaxed in completing tasks, and the longer the tasks are given by the leadership these employees find it difficult to complete the task. Then the purpose of the low involvement of employees in this problem is in the organization of different employee opinions and each defending their own opinions, even though if they work together, different opinions can be united so that they become the best regulations/agreements such as opinions between leaders. With subordinates and this has an impact on employee satisfaction. Therefore, with low career development initiatives, it becomes a problem in employee career paths, the level of employee cooperation in completing tasks is still not compact, and task completion is still lacking enthusiasm which can cause employee performance to be lower in the Aceh Population Registration Office.

2. Literature

Employee Performance

Employee performance is the value of a group of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals (PP No 30/2019). (Mangkunegara, 2013) argues that employee performance is the result of one's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. According to (Hasibuan, 2016) performance is work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity, and time. Meanwhile, according to (Soetrisno, 2016) Performance or work performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work (Winardi, 2006) and (Robbins & Judge, 2017) define performance is a result achieved by employees in their work according to certain criteria that apply to a job. According to (Sedarmayanti, 2016) good performance can be influenced by skills and motivation. In this study, employee performance will often be referred to as “performance” only.

Job Satisfaction

Job satisfaction is a favorable or unfavorable emotional state in which employees view their work (Handoko, 2016). (Mangkunegara, 2013) argues that job satisfaction is a feeling of support or not support experienced by employees at work. According to (Mathis & Jackson, 2019) no matter how perfect the plans, organization, supervision, and research are, if they are not able to carry out their duties with interest and joy then a company will not achieve as many results as it can achieve. (As'ad, 2012) revealed that job satisfaction is closely related to the

attitude of employees towards the work itself, work situations, and cooperation with leaders and with fellow employees. (Strauss & Sayles, 2016) said employees who do not get job satisfaction will never reach psychological maturity and in turn, will become frustrated. In this study, job satisfaction will often be referred to as "satisfaction" only.

Career development

(Sulistiyani & Rosidah, 2009), (Handoko, 2016) and (Simamora, 2015) explain the career development process in a formalized approach, is to ensure that people with the right qualifications and experience are available when needed. Career development is implemented and developed in the HR apparatus (PNS) through career development and performance appraisal systems. According to (Siagian, 2014) and (Eko, 2015), Career development is a lifelong set of activities that contribute to the exploration, establishment, success, and fulfillment of one's career. Career development model based on Indonesian Government Regulation no. 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions, including (1) tiered formal education; (2) In-service education and training (diklatpim); (3) Working period; (4) Rank and class; (5) Position (6) Performance indicators (DP3); and (7) Rank Order (DUK).

Employee Involvement

Job involvement is a form of employee behavior who has a high commitment to carrying out the duties and responsibilities where they work and has a sense of belonging, trust and support which has an impact on increasing individual satisfaction and increasing performance within the organization (Septiadi, Sintaasih, & Wibawa, 2017); (Robbins & Judge, 2017) Job involvement is the involvement of an individual's ego with work. (Prasetya & Achmad, 2021). Job involvement refers to a state of psychological identification with work or the degree to which work is central to one's identity (Susilowati & Azizah, 2020). Employee involvement is a process to involve employees at all levels of the organization in decision-making and problem-solving (Indayati, Thoyib, & Rofiaty, 2012); (Stevanie, Armanu, & Aisjah, 2015). Involvement is the strongest predictor of improving organizational performance and shows the relationship between subordinates and leaders (Indayati et al., 2012). In this study, work involvement will often be referred to simply as "involvement".

Research Model and Hypotheses

The author formulates the following study model framework and hypotheses.

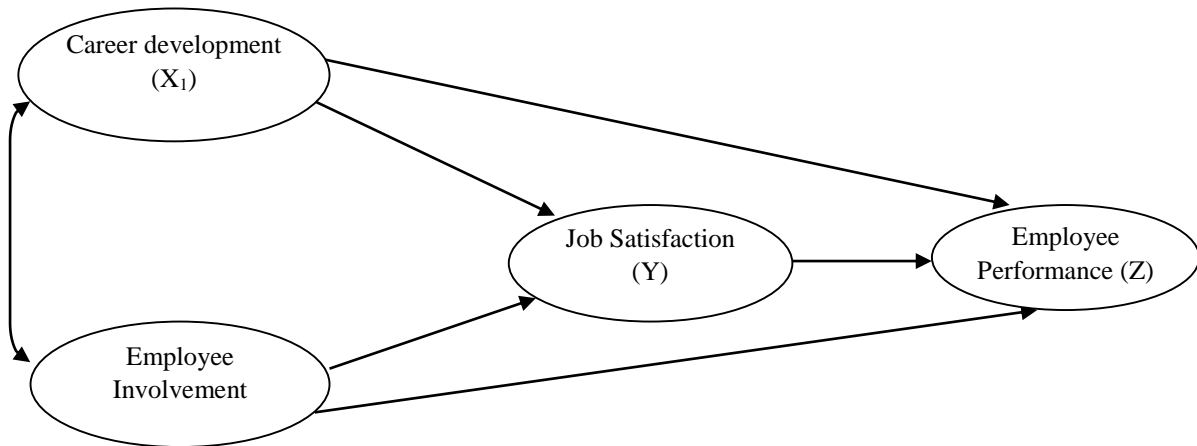


Figure 1. Model

H1: Career development, Employee involvement, Satisfaction, and Aceh Population Registration Office's employee performance are good

H2: Career development affects satisfaction in Aceh Population Registration Office.

H3: Employee involvement affects satisfaction in Aceh Population Registration Office.

H4: Career development affects Aceh Population Registration Office's employee performance.

H5: Employee involvement affects Aceh Population Registration Office's employee performance.

H6: Satisfaction affects Aceh Population Registration Office's employee performance.

H7: Career development affects Aceh Population Registration Office's employee performance through satisfaction.

H8: Involvement affects Aceh Population Registration Office's employee performance through Satisfaction.

3. Method

This study determined the causes of the problems that occur. The type of investigation carried out was a causal study. Researchers conducted a direct survey at the Aceh Population Registration Office. The objects were career development, job satisfaction, and employee performance. The population was the employees of the Aceh Population Registration Office, a total of 81 people. Due to the population < 100 people, the method of determining the respondents is to use the census, the entire population is used as respondents. The number of respondents consisting of civil servants and contract workers is presented in Table 1.

Table 1. Respondent

No	Position	civil servant	non-civil servant	Sample
1	Head of Department	1	-	1
2	Secretary	16	14	30
3	Residential Registration Facilitation	8	3	11
4	Civil Registration Facilitation	8	4	12
5	Population Administration Information Management Dept.	9	4	13
6	Institutional Field	10	4	14
Jumlah		52	31	81

Source: Aceh Population Registration Office (2022)

Collecting data using a questionnaire that has been adapted from previous research. Data was measured using a Likert scale. The measurement indicators are::

- 1) To measure employee performance, used indicators as stated in Government Regulation (PP) No. 30 of 2019 namely: a) work quality, b) measurable, c) realistic, d) has a deadline for achievement, and e) adjusts internal and external conditions organization.
- 2) To measure job satisfaction, used indicators as expressed by (Handoko, 2016) namely a) perceived happiness, b) peer-to-peer relationships, c) relationships with leaders, d) employees can overcome boredom, and e) employees have an attitude of respect.
- 3) To measure career development, used indicators as disclosed by (Sulistiyani & Rosidah, 2009) namely a) organizational policies, b) performance, c) educational background, d) training, and e) work experience.
- 4) To measure employee involvement, used indicators as disclosed by (Septiadi et al., 2017) namely a) actively participating, b) showing work, c) seeing work as important, d) mental involvement, and e) Responsibility

The analytical equipment used is using SPSS statistical equipment, to test the hypothesis directly using AMOS SEM statistical equipment with the criteria disclosed by (Ferdinand, 2014), and to test indirect or mediation hypotheses using the Sobel calculator (Sobel, 1982).

4. Result

H1: Descriptive Hypothesis

Descriptive hypothesis of each variable is shown below.

Table 2. Recap of Perceptions

No	Variable	Average	Cut off	Information
1	Employee Performance	3.88	3.41	Good
2	Job Satisfaction	3.87		Good
3	Career Development	3.73		Good
4	Employee Involvement	3.78		Good

Table 2 reveals respondents' perceptions of all research variables. Furthermore, statistical testing used one sample T-test ($\alpha = 5\%$) with a cut-off value of 3.41. The following table shows the test results.

Table 3. One Sample Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Performance	52.438	80	.000	3.88642	3.7389	4.0339
Job Satisfaction	45.185	80	.000	3.87407	3.7034	4.0447
Career Development	47.526	80	.000	3.73086	3.5746	3.8871
Employee Involvement	38.045	80	.000	3.78519	3.5872	3.9832

Table 3 above concludes the one sample test results with a test value of 3.41. The table above explains the value of df is 81, this value is revealed from $n-1$ ($81-1=80$). The Sig. (2-tailed) all are $0.000 < 0.05$. These all conclude the descriptive H1 is good where H_a is accepted. This explains the implementation of variables related (career development, employee involvement, satisfaction, and employee performance) in the Aceh Population Registration Office has been good.

Direct Effect Hypothesis

After a series of feasibility tests of the structural equation model has been carried out, the result of direct hypothesis testing is shown below.

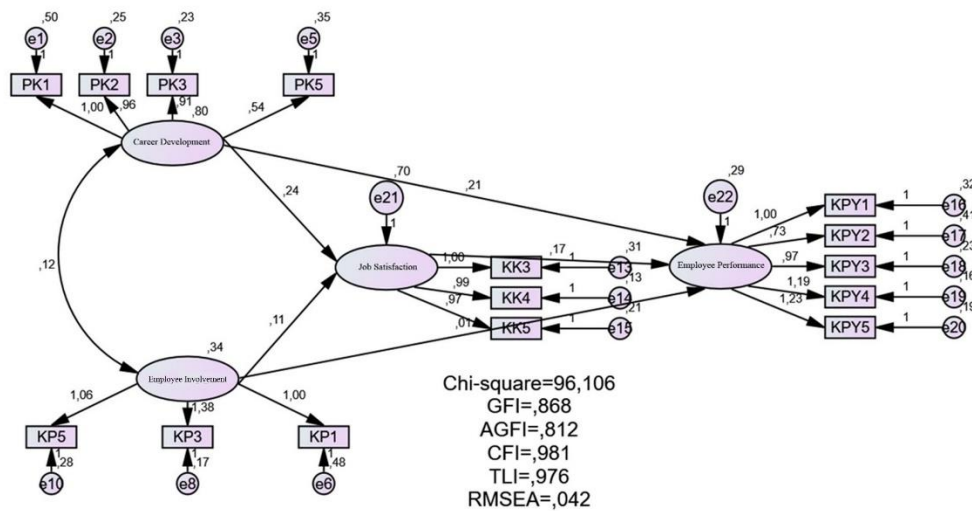


Figure 2. Structural Model

The result is provided in the following table.

Table 2. Regression

			Estimate	S.E.	C.R.	P
Job Satisfaction	<---	Career Development	,259	,126	2,056	,041
Job Satisfaction	<---	Employee Involvement	,314	,109	2,881	,004
Employee Performance	<---	Career Development	,206	,088	2,346	,019
Employee Performance	<---	Employee Involvement	,306	,111	2,757	,006
Employee Performance	<---	Job Satisfaction	,173	,085	2,036	,042

H2: Testing the Contribution of Career Development to the Satisfaction in the Aceh Population Registration Office

The career development effect test on satisfaction provides the critical ratio (C.R) value of 2.065 > the cut-off value of 1.96. The significance value (p) is 0.041 < 0.05. The career development contribution coefficient to satisfaction is 0.259 or 25.9%. So the test resulted in Ha2 being accepted, which means that career development contributes significantly to satisfaction. These results indicate that career development is something that can determine job satisfaction at the Aceh Population Registration Office, which also means that the better career development at the Aceh Population Registration Office, the higher the employee job satisfaction.

H3: Testing the Contribution of Employee Involvement to the Satisfaction in the Aceh Population Registration Office

The employee involvement effect test on satisfaction provides C.R 2.881 > 1.96. The significance is 0.004 < 0.05. The employee involvement contribution coefficient to satisfaction is 0.314 or 31.4%. So the test resulted in Ha3 being accepted. This reveals employee involvement significantly affects satisfaction. These results also illustrate that employee involvement in various official activities has a direct impact on satisfaction where the more involvement of employees in official activities, the more the capacity of the employee will increase. Therefore, the level of employee involvement in an activity is strongly influenced by the ability and level of loyalty possessed by the employee.

H4: Testing the Contribution of Career Development to the Aceh Population Registration Office's employee performance

The career development effect test on Aceh Population Registration Office's employee performance produces C.R 2,346 > 1.96. The significance is 0.019 < 0.05. The career development contribution coefficient to performance is 0.206 or 20.6%. So the test resulted in Ha4 being accepted. This illustrates that career development variable contribute significantly to employee performance at the Aceh Population Registration Office.

These results illustrate that even though career development at the Aceh Population Registration Office is good and conducive, it cannot be a factor in creating employee performance.

H5: Testing the Contribution of Employee Involvement to the Aceh Population Registration Office's employee performance

The employee involvement effect test on Aceh Population Registration Office's employee performance produces C.R $2.757 > 1.96$. The significance is $0.006 < 0.05$. The employee involvement contribution coefficient to performance is 0.306 or 30.6%. So the test resulted in Ha5 being accepted. It is hereby revealed that employee involvement variables contribute significantly to employee performance at the Aceh Population Registration Office.

H6: Testing the Contribution of Satisfaction to the Aceh Population Registration Office's employee performance

The satisfaction effect test on Aceh Population Registration Office's employee performance produces C.R $2.036 > 1.96$. The significance is $0.042 < 0.05$. The contribution coefficient of satisfaction on performance is 0.173 or 17.3%. So the test resulted in Ha6 being accepted. These results explain that the satisfaction variable significantly contributes to the performance of employees at the Aceh Population Registration Office.

Mediation Hypothesis

H7: Testing the Contribution of Career Development to the Aceh Population Registration Office's employee performance using Satisfaction as a mediator

To find out the significance of satisfaction mediation effect on the career development contribution to performance, this study used the Sobel test, as described below:

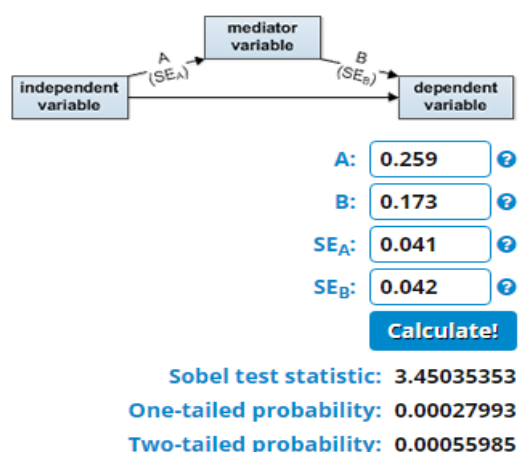


Figure 3. Sobel Calculation of H7

Testing the mediation as shown in Figure 3 shows the result of the indirect contribution of career development to the Aceh Population Registration Office's employee performance through satisfaction produces a statistical test $3.450 > 1.96$, $p 0.000 < 0.05$. So hereby the H7 test proves that the indirect effect is significant or Ha7 is accepted.

Based on the significance for path C' (Sobel test result), then the resulting chart for all A, B, C, and C' regarding the model of career development contribution to employee performance through satisfaction is shown below.

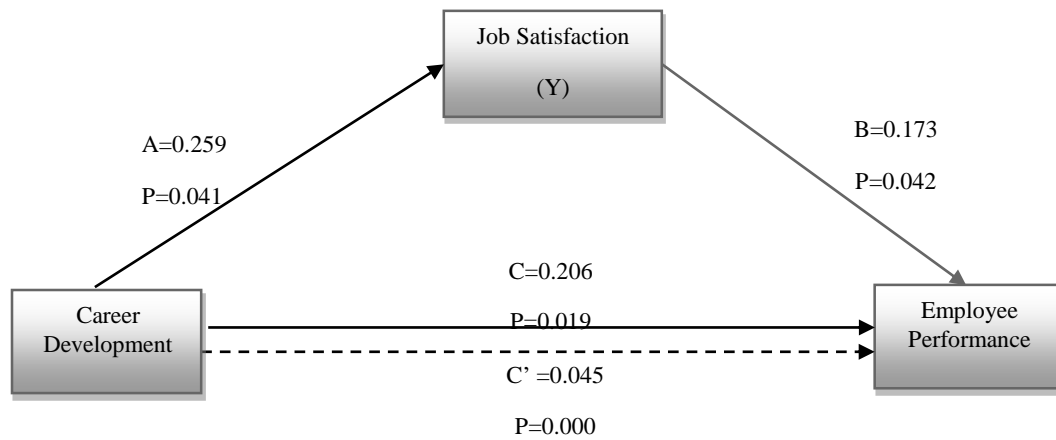


Figure 4. H7 Mediation Test

Figure 4 explains the career development variable contributes significantly to satisfaction by explaining the path (coefficient) $A = 0.259$, $p = 0.041 < 0.05$, and Path $B = 0.173$, $p = 0.042 < 0.05$. From the paths A and B it concludes they are significant, while path $C = 0.206$, $p = 0.019 > 0.05$ and $C' = 0.045$ ($0.259 \times 0.173 = 0.045$), $p = 0.000 < 0.05$. This value explains that paths A, B, C, and C' are significant and the mediation effect is referred to as partial mediation. So this satisfaction variable fully mediates the contribution of career development to the performance of the Aceh Population Registration Office employees. The contribution coefficient of satisfaction in the H7 model is 0.045 or 4.5%.

H8: Testing the Contribution of Employee Involvement to the Aceh Population Registration Office’s employee performance using Satisfaction as a mediator

To find out the significance of the Satisfaction mediation effect on the employee involvement contributes to the Aceh Population Registration Office’s employee performance, this study used the Sobel test value as explained below:

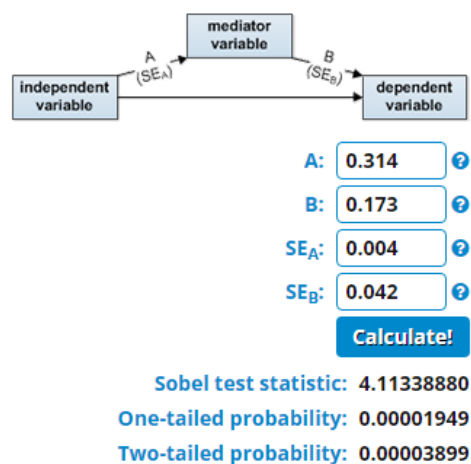


Figure 5. Sobel Calculation of H8

Testing the mediation effect for H8 as shown in Figure 5 above shows the employee involvement indirect effect on the Aceh Population Registration Office's employee performance through Satisfaction provides a statistical test $4.113 > 1.96$, $p = 0.000$ where this value is < 0.05 . So hereby the H8 test proves that the indirect effect is significant or Ha8 being accepted.

Based on the calculation for path C' using the Sobel test, then the resulting chart for all paths A, B, C, and C' for testing the employee involvement indirect effect on performance through satisfaction is shown below.

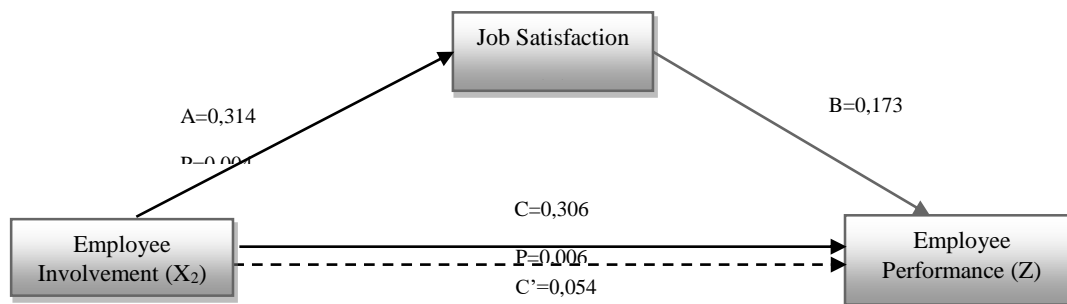


Figure 6. H8 Mediation Effect

Figure 6 explains the career development variable contributes significantly to satisfaction by explaining the path (coefficient) $A = 0.314$, $p = 0.004 < 0.05$, and Path $B = 0.173$, $p = 0.04200 < 0.05$. Meanwhile, path $C = 0.306$, $p = 0.006 < 0.05$ and $C' = 0.054$ ($0.314 \times 0.173 = 0.054$). This value describes the paths A, B, C, and C' which are significant and the mediation effect is referred to as partial mediation. So, it reveals the satisfaction mediates the employee involvement contributes to the Aceh Population Registration Office's employee performance. The contribution coefficient of involvement in the H8 model is 0.054 or 5.4%.

5. Conclusion

The results reveal that in Aceh Population Registration Office the career development, employee involvement, satisfaction, and the employee performance are good, career development affects satisfaction, involvement affects satisfaction, career development affects the Office's employee performance, employee involvement affects the Office's employee performance, satisfaction affects the Office's employee performance, career development affects the Office's employee performance through satisfaction, and involvement affects the Office's employee performance through Satisfaction. The findings also explain satisfaction as a partial mediator in the model. The result explains the employee performance improvement model of the Aceh Population Registration Office is a function of increasing satisfaction based on career development and employee involvement. This reveals an academically proven model as a premise.

The facts of the study also succeeded in mapping out several recommendations for research subjects, namely for employees of the Aceh Population Registration Office. Currently, employee performance can be measured properly and Aceh Population Registration Office employees can complete tasks within the deadline, but the quality of employee work can be improved and it is necessary to supervise employees who have low work quality and can

provide job training to employees at least twice. in a year. Employee career development is getting better with work experience, then the Aceh Population Registration Office needs to improve employee work experience such as employees sharing work experience and others with good policies from the Aceh Population Registration Office to employees and able to provide support to employees in enhance career development.

The mental involvement of employees in an organization is getting better, then the Aceh Population Registration Office needs to be considered increasing the mental involvement of employees in a job, namely involving employees more often in every activity which will ultimately achieve success in every job and it is hoped that employees can participate in a job organization. Employee satisfaction in terms of mutual respect between fellow employees, it is recommended to the Aceh Population Registration Office to provide opportunities for every employee to participate in career development recruitment, placing employees in certain positions according to their abilities and skills so that they will be well motivated which will ultimately increase satisfaction employee. Then can maintain good relations between fellow employees in achieving common goals. If those who excel are rewarded, in addition to the satisfaction they will get, employees will also improve their performance to achieve goals.

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