

THE INFLUENCE OF THE WORK ENVIRONMENT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN PT. PLN (PERSERO) ULP MUARA LABUH IN SOUTH SOLOK

Rahma Putri Agustin ¹⁾, Robby Dharma²⁾, Indriyenni ³⁾

1,2,3 Faculty of Economics and Business, Universitas Putra Indonesia "YPTK" Padang

Corresponding Email: author rahmaputriagustin@kmail.com

ARTICLE INFO

Article History:

Received February 24, 2024

Revised March 05, 2024

accepted March 11, 2024

KEYWORDS:

Working environment, Career development, Employee performance, Job satisfaction



This is an open article under Cc By-SA license

Copyright© 2023 by Author. Published by Sinergi Indonesia Research

Abstract. PT. PLN (PERSERO) ULP Muara Labuh in South Solok, West Sumatra is one of the state-owned enterprises (BUMN) engaged in electricity. The purpose of this study is to determine and analyze the Effect of Work Environment and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable. The research method used was quantitative research, with a sample of 58 respondents. In this study using SEM analysis tools using SmartPLS 3. The results showed that directly the most dominant variable, namely Career Development, had a positive and significant effect on Job Satisfaction, as evidenced by the company having various good career development programs so that it could affect employee job satisfaction in carrying out their duties. And Job Satisfaction has a positive and significant effect on Employee Performance, as evidenced by employees who already feel safe and comfortable at work. Where the better the Job Satisfaction, it will have an impact on improving the Performance of these Employees. While indirect testing for the most dominant variables states that Career Development has a positive and significant effect on Employee Performance through Job Satisfaction.

Keywords: Working environment, Career development, Employee performance, Job satisfaction

Introduction

The success of an organization or company in running its business cannot be separated from human resource factors. Human resources are one of the main factors that have an important role to achieve organizational goals. The role of human resources includes planning, implementing, supervising, and controlling the organization or company to achieve the goals of an organization or company. Human resources can contribute good performance to support organizational activities. The goals of an organization itself will not be realized without the active role of employees (human resources) in the organization, where employees are the main assets in an organization that have an important role, namely as planners, thinkers, and also as controllers of organizational activities (**Avengalista et al., 2022**). Therefore, without the role of employees the organization will not be able to run well. In HR management, one of the factors that is considered is the performance of the employees themselves. Performance is commonly referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been set (**Putri & Rambe, 2022**). A number of factors can affect employee performance, including the work environment and *career development*. In addition, job satisfaction also plays an important role in an organization because it can mediate the relationship between the work environment, career development, and employee performance. This phenomenon is of great concern in the context of this study because it bridges the relationship between the work environment, career development, and employee performance.

Employee performance is a force that moves from within and has an impact on the overall performance of the company. According to **Meithiana Indrasari, (2017)** In his book entitled *Job Satisfaction and Employee Performance*, performance is defined as the result of a person's efforts achieved by ability and action in certain situations. Employee performance is the result of work achieved by a person in carrying out the tasks given to him to achieve work targets (**Nabawi, 2019**). The work environment is one of the factors of performance which means everything related to employee activities in the office ranging from company culture, physical environment, to supporting facilities such as health insurance, parking, and so on (**Putri & Rambe, 2022**). According to (**Darmawan et al., 2021**) , the work environment is all work equipment and materials used, around the environment where individuals work, how to work, work management individually or as a group.

According to (**Putra, 2020**), *career development* From Employee is a formally structured approach or activity to increase employee growth, job satisfaction, knowledge, and ability so that the organization can ensure that people with suitable qualifications and experience are available in the organization. *Career development* Having an existence in the future that depends on the quality and performance of its human resources, therefore the organization must carry out career coaching for workers that is carried out in a planned and sustainable manner. According to **Anastasia Sri Maryatmi, (2021)** in his book entitled *Well-Being in the World of Work*, *career development* is all the efforts of an employee aimed at carrying out his career plan through training, planning, and obtaining work and work experience.

In addition to the work environment and *career development*, job satisfaction is also something that needs to be considered in work activities in an organization or company. According to (**Nabawi, 2019**), Work satisfaction is a feeling that supports or does not support in an officer who is related to his work and his condition.

The reasons for this research are: 1) the first reason is because of the discovery of several phenomena related to human resources in this company. Related, with the physical work environment, namely in the form of work facilities received by employees, it still needs to be considered, where there are differences in office equipment received by each employee, such as employee tables and chairs that differ from one another. Another phenomenon was also found to be related to the non-physical work environment, namely the hot room temperature due to the lack of air conditioning (AC) in the employee's workspace. In case of *career development*, that is, there is still a gap in the utilization of career opportunities. One of these phenomena is reflected in participation in company policies through job training that is still lacking so that some employee performance is still found that can still be said to be not optimal overall. In addition, the efficiency of employee performance is declining, this can be seen from the number of employees who are still absent on time and there are still many employees who do not come to work until the leave deadline set by the company. In terms of job satisfaction, people still complain a lot such as frequent power outages, slow customer service, unstable electricity quality and so on, resulting in less than optimal service provided. 2) The next reason is the inconsistency with the results of previous studies. Results of research conducted by (Pratama & Pasaribu, 2020) states that career development has an insignificant effect on employee performance and job satisfaction has an insignificant effect on employee performance. 3) Another reason is because researchers want to know how much influence the work environment and career development have on employee performance mediated by job satisfaction.

The reason for this research was conducted at PT. PLN (PERSERO) ULP Muara Labuh in South Solok, because there are still many problems that occur related to the services provided by the company, thus having a detrimental impact on customers or the community as users of these services. And by conducting research on this company, it is hoped that later the results of the research can be the basis for decision making that will be carried out by the company, especially in an effort to support the development of its human resources, so that later human resources in this company can be maximized, as well as to find out the extent of the relationship between the work environment, career development, employee performance, and job satisfaction in this company.

The basic theory used in this study is to use the theory of Human Resource Management (HRM), where this theory focuses on the role of human resources in achieving organizational goals. Effective management of the work environment and appropriate career development offerings can be considered as HRM strategies (*Human Resource Management*) in improving employee performance and job satisfaction. Previous research conducted by (Muntu et al., 2018), shows that the work environment has a positive and significant effect on employee performance and career development has a positive and significant effect on employee performance. While research is being conducted (Rozy, 2021) shows that the work environment has a significant effect on employee performance. Both variables have a positive relationship. If the work environment improves, it will be followed by an increase in employee performance. Vice versa, if the work environment decreases, it will be followed by a decrease in employee performance. While career development does not have a significant effect on employee performance. Similarly, research conducted by (Safitri, 2022) states that *career development* has a significant positive influence on employee performance.

Based on the factors and results of previous research described above, it is necessary to pay attention to an organization to further strengthen its organizational position in facing organizational competition in the era of rapidly developing technology. Especially in the field of telecommunications and information, where almost everyone depends on their activities with the internet and information technology. This study aims to determine and analyze the influence of the work environment and *career development* on employee performance with job satisfaction as an intervening variable. On the basis of the various problems and descriptions above, and based on the research gap found in previous studies, researchers are interested in examining more deeply about the "Influence of Work Environment, *Career Development* on Employee Performance with Job Satisfaction as an Intervening Variable at PT. PLN (PERSERO) ULP Muara Labuh in South Solok.

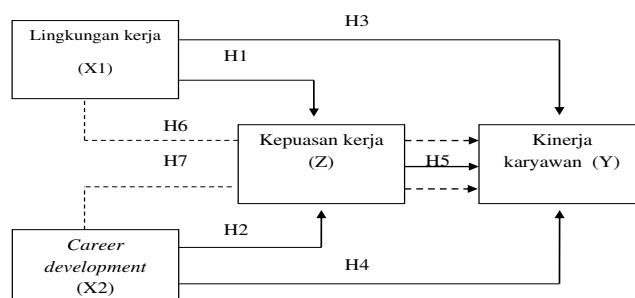


Figure 1.1 Mindset

Research Methodology

The research methodology used is a descriptive and quantitative approach, where to determine the relationship between Work Environment (X1) and *Career Development* (X2) as an independent variable, Employee Performance (Y) as a dependent variable, and Job Satisfaction (Z) as an intervening variable. The population in this study is all employees of PT. PLN (PERSERO) ULP Muara Labuh in South Solok. In this study, the sampling technique or sampling method used was saturated sampling or census. Saturated sampling or census is a sampling technique when all members of a population are used as samples. From this understanding, this study used the same sample with members of the population, which was as many as 58 people. The research instrument used the Likert scale, and data were collected through field research involving observation, interviews, and completion of questionnaires. Data analysis was performed using *Structural Equation Modeling* (SEM) with *Partial Least Squares* (PLS), allowing for evaluation of measurements and structural models.

Results and Discussion

Validity Test

Hasil test vapass prograSmalrtPLS 3.0 dimadidalpaltkaln bascore damalsings indika show a > 0.5 dadalpalat concludedbalhwal indikayalng amerupalkaln indikayalng va. Based on the results of outer *model* testing using *SmartPLS*, the correlation value between the research variable statement items was obtained as follows:

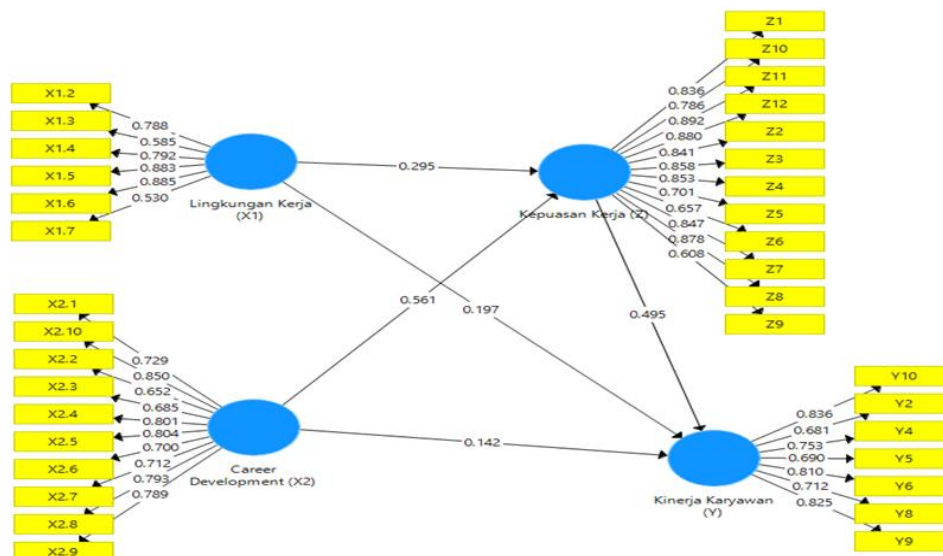


Figure 4.1
Outer loadings after elimination

Based on the figure above it can be seen that the value of each indicator or value *convergent validity* Already above 0.50 because previous elimination has been carried out, so there are no indicators that need to be eliminated again because all indicators already have values above 0.50 (Rulianti & Nurlilah, 2020).

Reliability Test

After knowing the level of validity of the data, the next step is to know the level of data reliability or the level of reliability of each construct or variable. This assessment is by looking at *composite reliability* and cronbach alpha value. The construct standby value is said to be reliable if it gives a *cronbach alpha value* of > 0.70.

Table 4.1 Construct Reliability and Validity Values

Construct (Variable)	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Environment (X1)	0,847	0,877	0,886	0,573
Career Development (X2)	0,915	0,923	0,929	0,568
Employee Performance (Y)	0,877	0,887	0,905	0,578
Job Satisfaction (Z)	0,950	0,954	0,957	0,653

Source: Olahan SmartPLS

Based on the data above, it has been found that the value of composite reliability and the value of Cronbach alpha each construct or large variable of 0.70. Thus it can also be concluded that the level of data reliability has been good or reliable.

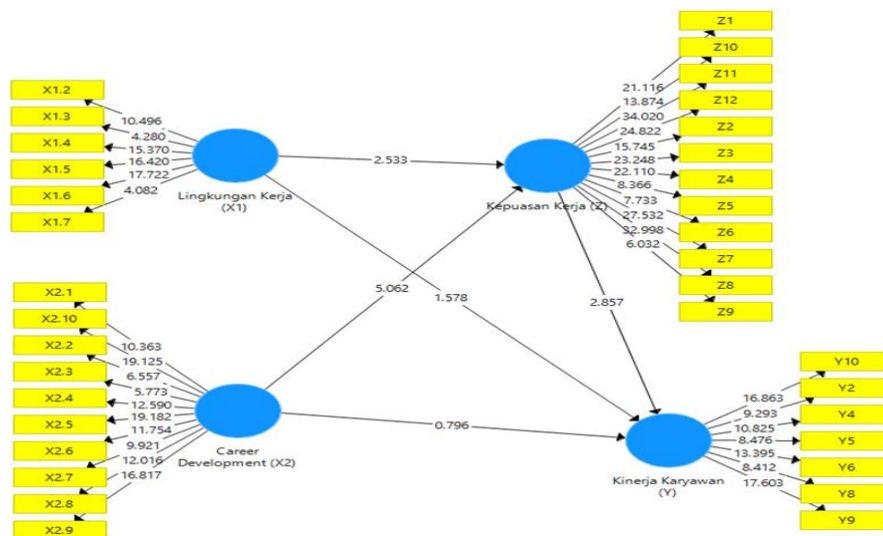


Figure 4.2
Inner Model Test Results

Inner model testing

The next testing process is the *testing of the inner model* or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by considering the R-square value for the endogenous construct of the influence it receives from the exogenous construct. Here is the estimated R-square:

Table 4.2 Evaluation of R Square Value

Variable	R Square	R Square Adjusted
Job Satisfaction (Z)	0,532	0,515
Employee Performance (Y)	0,522	0,495

Source: Olahan SmartPLS

Based on the table above, it can be seen that the *R-square* value for the job satisfaction variable is 0.532, which means that 53.2% of the job satisfaction variable is influenced by work environment and *career development* variables, while the remaining 46.8% is influenced by other variables outside this study. Then the *R-square value* for employee performance variables is 0.522 which means that 52.2% of employee performance variables are influenced by work environment, *career development*, and job satisfaction variables, while the remaining 47.8% is explained by other variables outside this study.

Uji hypoplant

Hypothesis testing aims to answer the problems in this study, namely the influence of certain exogenous latent constructs with certain endogenous latent constructs either directly or indirectly through intervening variables. Hypothesis testing in this study, can be judged from the magnitude of the t-statistic or t-count value compared to the t-table 1.96 at alpha 5%. If t-statistic/t-count < t-table 1.96 at alpha 5%, then Ho is rejected and If t-statistic/t-count > t-table 1.96 at alpha 5%, then Ha is accepted. Here are the results of the *SmartPLS* output, which illustrates the estimated output for structural model testing:

Table 4.3

Hasil Path Coeficient

Direct Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 => Z	0,295	0,308	0,117	2,533	0,012
X2 => Z	0,561	0,570	0,111	5,062	0,000
X1 => Y	0,197	0,208	0,125	1,578	0,115
X2=> Y	0,142	0,158	0,179	0,796	0,426
Z=> Y	0,495	0,489	0,173	2,857	0,004

Source: Olahan SmartPLS

Based on the results of SmartPLS testing in the table above, it can be seen that the results of testing the research hypothesis starting from the first hypothesis to the fifth hypothesis which is a direct influence of the construct of the work environment and *career development* on job satisfaction and the influence of the environmental construct of the field, *career development* through job satisfaction on employee performance. The following is a discussion of each hypothesis:

1. The effect of the work environment on job satisfaction

Based on the test results using *SmartPLS* tools, there is a positive and significant influence of the work environment on job satisfaction at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. This means that the better the working environment at PT. PLN (PERSERO) ULP Muara Labuh in South Solok, the higher the job satisfaction of its employees. With a good and conducive work environment, it can affect employees in carrying out the job duties given, so that employee job satisfaction also increases.

The results of this study are in line with research conducted by (Ariansy & Kurnia, 2022) states that the work environment has a positive and significant effect on job satisfaction.

2. The effect of *career development* on job satisfaction

Based on the test results using *SmartPLS* tools, there is a positive and significant influence of *career development* on Job Satisfaction at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. This means that the better *career development* at PT. PLN (PERSERO) ULP Muara Labuh in South Solok, the higher the job satisfaction of its employees. With the existence of various *good career development* programs at PT. PLN (PERSERO) ULP Muara Labuh in South Solok, can affect employee job satisfaction in carrying out the duties assigned to them.

The results of this study are in line with research conducted by (Rulianti & Nurlilah, 2020) states that career development has a positive and significant effect on job satisfaction.

3. The influence of the work environment on employee performance

Based on the test results using *SmartPLS* tools, there is a positive and insignificant influence of the work environment on employee performance at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. This shows that, work environment variables are not the main factor that affects employee performance, employees only feel a little discomfort at work but do not affect the employee's job satisfaction.

The results of this study are not in line with research conducted by (**Sihaloho & Siregar, 2020**) which states that the work environment has a positive and insignificant effect on employee performance.

4. The effect of *career development* on employee performance

Based on the results of testing using *SmartPLS tools*, there is a positive and insignificant influence of *career development* on Employee Performance at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. This means that, *career development* variables are not the main factor that affects employee performance, it is because *career development* has been implemented well and it returns to employees where the company cannot force employees who want to rotate positions but are unable to meet the standards given by the company.

The results of this study are not in line with research conducted by (**Aditya Utama et al., 2021**) which states that career development has a positive and insignificant effect on employee performance.

5. The effect of job satisfaction on employee performance

Based on the results of testing using *SmartPLS tools*, there is a positive and significant influence of job satisfaction on employee performance at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. That is, the better job satisfaction will have an impact on improving employee performance. With the pleasure and satisfaction in employees at PT. PLN (PERSERO) ULP Muara Labuh in South Solok for its role and work, it will have a positive impact on improving the performance of these employees

The results of this study are in line with research conducted by (**Susanto, 2022**) states that there is a positive and significant influence between job satisfaction and employee performance.

6. The influence of the work environment on employee performance through job satisfaction as an intervening variable

Based on the test results using *SmartPLS tools*, there is a positive and significant influence of the work environment on employee performance through Job Satisfaction at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. This means that, a good work environment can increase employee job satisfaction which in turn can improve their performance. A supportive work environment, including factors such as safety, support from co-workers and superiors, and a positive company culture has been shown to improve employee satisfaction and performance. Therefore, the existence of a good work environment can influence employees in carrying out their assigned job duties so that their performance also increases through employee job satisfaction.

The results of this study are in line with research conducted by (**Hartati Rismauli, 2022**) State that the job satisfaction variable can run as an intervening variable or intervening in the impact of the work environment on employee performance.

7. The effect of *career development* on employee performance through job satisfaction as an intervening variable

Based on the test results using *SmartPLS tools*, there is a positive and significant influence of *career development* on employee performance through job satisfaction at PT. PLN (PERSERO) ULP Muara Labuh in South Solok. That is, good *career*

development can increase employee job satisfaction which can also improve the performance of these employees. When employees feel that there are opportunities for career development and advancement within the company, they tend to be more dedicated and high performers. With the existence of various *good career development* programs at PT. PLN (PERSERO) ULP Muara Labuh in South Solok, then employee performance will also increase through employee job satisfaction.

The results of this study are in line with research conducted by (Manajemen et al., 2022) states that career development through job satisfaction positively has a significant effect on employee performance.

Conclusion

From the results of research on the influence of the work environment and *career development* on employee performance with job satisfaction as an intervening variable at PT. PLN (PERSERO) ULP Muara Labuh in South Solok can be concluded that directly the most dominant variable, namely *career development*, has a positive and significant effect on job satisfaction, this is evidenced by the company having various good career development programs so that it can affect employee job satisfaction in carrying out their duties. And job satisfaction has a positive and significant effect on employee performance, as evidenced by employees who already feel safe and comfortable at work. Where the better job satisfaction, it will have an impact on improving the performance of these employees. While indirect testing for the most dominant variables states that *career development* has a positive and significant effect on employee performance through job satisfaction. The better the career development in the company, the higher the performance of its employees, so that job satisfaction also increases. Chairman of PT. PLN (PERSERO) ULP Muara Labuh should pay more attention to the work environment of its employees, thus the better the work environment, the more employee performance will increase. Conversely, the less good their work environment, the less employee performance will also be reduced.

The implication of this research is the importance for companies to create a supportive work environment and provide good career development or training programs for employees. By paying attention to these factors, companies can improve job satisfaction and employee performance, which will ultimately have a positive impact on the productivity and overall success of the company.

References

- Aditya Utama, Kusuma Chandra Kirana, & Didik Subianto. (2021). Pengaruh Pengembangan Karier Dan Motivasi Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Mandar*, 4(1), 106–111.
- Ariansy, N. I., & Kurnia, M. (2022). *Pengaruh Stres Kerja, Insentif Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Empiris PT.Telkom Magelang)*. 2(1), 1–23. <https://doi.org/10.31603/bmar.v2i2.6820>
- Avengelist, G. V., Hidayat, R., & Panjaitan, S. (2022). Pengaruh Rekrutmen, Career Development Dan Lingkungan Kerja Terhadap Kinerja Karyawan Di Pt. Indonesia Epson Industry. *Jurnal Dimensi*, 11(2), 211–225. <https://doi.org/10.33373/dms.v11i2.3989>
- Darmawan, A., Syakuro, A., & Bagis, F. (2021). Pengaruh Lingkungan Kerja, Dan

- Pengembangan Karir, Terhadap Kinerja Karyawan Muslim Dengan Komitmen Organisasi Sebagai Variabel Intervening Pada Sambil Layah Corporation Indonesia. *Jurnal Ilmiah Ekonomi Islam*, 7(02), 1937–1948. <https://jurnal.stie-aas.ac.id/index.php/jei/article/view/3703>
- Hartati Rismauli, N. U. (2022). Jurnal Pendidikan dan Konseling. *Jurnal Pendidikan Dan Konseling*, 4, 1349–1358.
- Manajemen, J., Sari, I. P., & Rahyuda, A. G. (2022). Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Yang Dimediasi Kepuasan Kerja Pada Bank Saat Pandemi Covid-19. *Bisma: Jurnal Manajemen*, 8(2), 311–320. <https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/46851>
- Muntu, S. D., Sepang, J. L., Koleangan, R. A. M., Lingkungan, P., Karyawan, K., Pt, P., Tabungan, B., Persero, N., Manado, C., Muntu, S. D., Sepang, J. L., Koleangan, R. A. M., & Jurusan, B. (2018). *The Influence Of Work Environment And Career Development On Employee Performance At Bank Tabungan Negara (Persero) Tbk , Branch Manado Oleh : Latar Belakang Sumber daya manusia yang berkualitas dalam organisasi atau perusahaan memanglah sangat penting d.* 6(4), 4153–4162.
- Nabawi, R. (2019). *Pengaruh Lingkungan Kerja , Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai.* 2(2), 170–183.
- Pratama, P., & Pasaribu, S. E. (2020). Peran Mediasi Kepuasan Kerja pada Pengaruh Iklim Organisasi dan Pengembangan Karir Terhadap Kinerja Karyawan. *Jurnal Ilmiah Magister Manajemen*, 3(2), 259–272. <http://jurnal.umsu.ac.id/index.php/Maneggio/article/view/5043>
- Putra, J. Y. P. (2020). Pengaruh Career Development dan Organizational Culture terhadap Job Satisfaction serta Dampaknya pada Employee Performance. *Jurnal Ilmu Manajemen*, 8(4), 1185. <https://doi.org/10.26740/jim.v8n4.p1185-1200>
- Putri, T. F., & Rambe, M. F. (2022). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Lingkungan Kerja Dan Pengembangan Karir Terhadap Kinerja Pegawai. *Jesya*, 5(2), 1348–1363. <https://doi.org/10.36778/jesya.v5i2.738>
- Rozy, F. (2021). *Oleh Motivasi Kerja (Studi pada PT . World Innovative Telecommunication Surabaya) The Effect of Work Environment and Career Development on Employee Performance Mediated by Work Motivation (Study at PT . World Innovative Telecommunication Surabaya).* 15(2), 267–276.
- Rulianti, E., & Nurlilah, M. (2020). Pengaruh Pengembangan Karir terhadap Kepuasan Kerja yang di Mediasi oleh Motivasi Kerja. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(1), 211–220. <https://doi.org/10.36778/jesya.v4i1.317>
- Safitri, R. (2022). *Pengaruh Career Development Dan Budaya Organisasi.* 5(November), 488–498.
- Sihaloho, R. D., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273–281.
- Susanto, P. C. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan PT TELKOM Cabang Boyolali. *Journal of Current Research in Business and Economics*, 01(01), 43–53.