

## Boosting Employee Performance Through Work Condition, Work Content, Career Development, on Work Motivation as Mediation Variable



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**ABSTRACT:** Human resources are one of the most important assets of an organization. In other words, success something organization very depends on performance his employees. By because that's it, manager and experts try for determine factor what most influences employee motivation. This research aims to analyze the influence of working conditions, content work, and development career to wok motivation and performance. Respondent in this study chosen with using the *Proportionate Stratified Random Sampling method* as many as 13 5 employees. Based on research results shows an R Square (R<sup>2</sup>) value of only 0.396. This can be explained by the influence caused by working conditions, job content, career development and work motivation. There is a significant positive influence from working conditions, content work, development career and work motivation together to performance HR.

**KEYWORDS :** work conditions, work content, career growth, work motivation and performance

### INTRODUCTION

Source man power is assets main and most importantly for company which become planner and perpetrator active various activity in something organization. They have thought, feeling, desire, status, and background behind education which brought into the something environment Organization Company. They no like money, machine, and material which is positive and completely manageable in support achieved objective company.

For make source man power which reliable and professional, naturally need exists system management and motivation towards Human Resource which good. Before evolution function management source man power, employe only treated as input in produce goods and service. Shift paradigm this made in study in Hawthorne which done by professor Elton Mayo on 1924-1932 when he research productivity and working conditions, Ciobanu *et al* .,( 2019).

Related with work condition according to Boxall & Purcell (2016) that condition work which safe, profitable and satisfying also contribute for increase motivation employee to work. Assumed that when employees work under hygienic conditions good, it will influence work motivation employee performance, work conditions is place work in where employee do his job.

### THEORETICAL BASIS AND DEVELOPMENTHYPOTHESIS

#### Performance

Performance is a work result that can be achieved by a person or group of people in a organization, in accordance with its authority and responsibility answer each in frame reach the objectives of the organization concerned are legal, no violate law and in accordance with moral nor ethics (Katsuthosi,2022).

#### Work Condition

Work condition, biography personal and characteristics work is factor main which increase work motivation between holder position according to studies Vendramin *et al* . (2019), temporary Hiba *et al* . (2021) put forward characteristics personal, work condition, characteristics work place and circumstances psychological internal as factor main for motivate employees to work. According to Vo *et al* .( 2022). Working conditions is condition work place, where employee do task his job. For measuring variable

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work condition this can used indicators: 1) security the environment, 2) work o'clock, 3) system room which comfortable, 4) work facility, 5) Work comfortable atmosphere.

### Work Content

Work content according to Rahmit . (2021), are factors which relate with fill (*content*) from work or task, which called as motivating factors . Motivating factors the among them that is authority or autonomy, confession, chance career, award, and burden work . If matter the fulfilled so will give rise to work satisfaction.

From the description above it can be explained that content/content work is factor which relate direct with work that alone. As for which will made indicator in this research, among others namely: autonomy, confession, and work burden.

### Career Development

According to Thaller *et al.* . (2023) career is order experience and activity which related with work and that creates attitudes and behavior certain on self somebody. Something company or organization so that still victorious and survive and succeed, you have to pay attention its human resources namely by giving attention and opportunities for development career employee, with notice development career so will push employee for dig keep going ability, because career development is one of them form motivation which push employee factualize self in do work. development career is enhancement personal which is conducted somebody to achieve something plan career.

Career development includes career planning and management career , understand development career in a organization need something inspection on two process, that is how each individual plan and apply objective- career goals (career planning) and how organization designing and apply programs development career or management career Els *et al.*,( 2010).

### Work Motivation

Motivation is condition which move employee for reach objective organization Shkoles and Kimura . (2020). Motivation is formed from employee attitude in face working conditions (*work situation*) in a company or agency. Motivation is condition or energy which move self employee which directed or focused for reach objective organization or company Ato Forson *et al.*,( 2021). Alies Riak *et al.* , (2022). opinion that motivation is process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goals.

## THEORETICAL FRAMEWORK

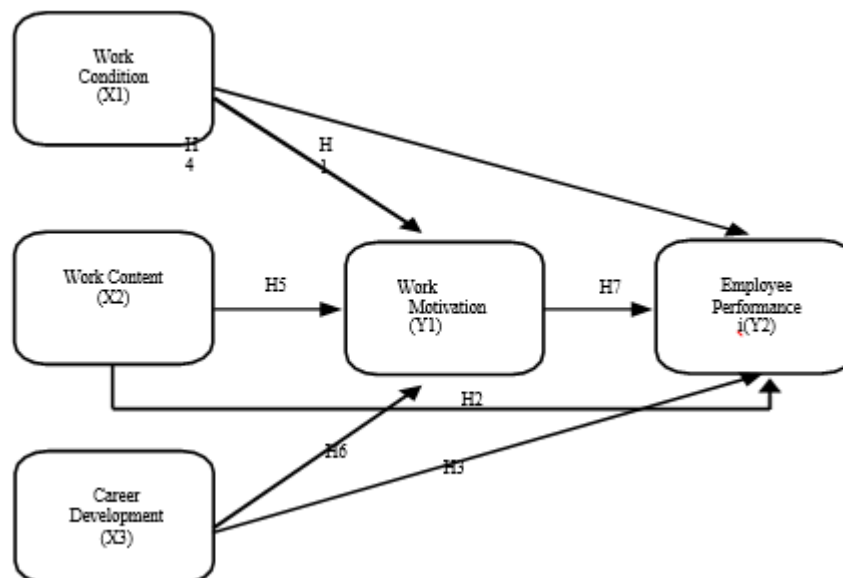


Figure 1. Framework Theoretical

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## STUDY METHOD

### Type Study

This study use approach quantitative which is based on a school of thought positivistic with a research process that is deductive, as found by Sekaran. (2003). That method study which based on philosophy positivism, used to research on a particular population or sample, technique taking sample on generally done in a way random, collection datause instrument study, analysis data nature quantitative/ statistics with objective for test hypothesis which has set.

### Population and Sample

Population is region generalization which consists on: object/subject which have certain specified qualities and characteristics by researchers to be studied and then drawn the conclusion (Uma Sekaran, 2003), whereas according to Robson.(2011). Population is all research subjects. If somebody want to research all element which there is in research area, then the research is population research. The population of this study is all over employee Provincial Trade Service for the Special Capital Region of Jakarta 219 employees

### Sample

Sample is part from amount characteristics which owned by population where taking which done must represent population or must representative (Sekaran, 2003). Sample in study this is part employee state civil apparatus special region capital Jakarta as much 135 person employee.

### Variable And Indicator

Variable in study this consists from variable independent and dependent. Variable the consists from: 1) condition work with indicators security environment, o'clock work, system room which comfortable, facility work and atmosphere work which comfortable, 2) job content with indicator: authority/autonomy, confession and workload, 3) career growth with indicators: opportun

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_3 Y_1 + e$$

Where:

$Y_1$  = Motivation Work  $Y_2$  = Performance Employee  $X_1$  = Working Conditions  
 $X_2$  = Content Job  $X_3$  = Development Career  $\beta_1, \beta_2, \beta_3$  = Coefficient regression  
 $e$  = error

### Analysis Track (Path Analysis)

On in principle analysis track has similarity with analysis regression intervening namely to identify which variables are which can identified as variable which influential direct and variable which indirect effect, ( *direct effect* or *indirect effect* ). Look picture Diagram Path Analysis

Where:

$Y_1$  = Motivation Work  $Y_2$  = Performance HR  $X_1$  = Condition Work  
 $X_2$  = Content Work  $X_3$  = Development Career  
 $B_1$  = coefficient regression  $1 = 1, 2, 3$   
 $\epsilon$  = error

## RESULTS ANALYSIS AND DISCUSSION

### Influence Condition Work To Motivation Work

From results calculation obtained mark t count is 2,952 and with use levels significance (level significant) as big as 5 percent obtained t table as big as 1,658. Which means that value t count is greater than mark t table that is  $2,952 > 1,658$ . Significance t less than 5 percent (0.004), signify that condition work have influence which positive and significant to

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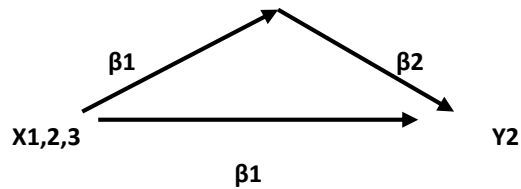


Figure 2. Diagram Path Analysis

work motivation. With thereby can concluded that Ho rejected And Ha accepted, so that hypothesis which state conjecture there is a positive influence working conditions to motivation work can accepted.

Picture in on explain connection where  $X_{1,2,3}$  influential direct on  $Y_2$  and also has an indirect effect against  $Y_1$ . meanwhile,  $Y_1$  has an effect on  $Y_2$ .

Diagram in on show track analysis ( path analysis ) of the relationship between  $x_1$ ,  $x_3$ ,  $Y_1$  and  $Y_2$ . In analysis this used coefficient "beta", that is coefficient regression which standardized.

Equality in model this consists from two stage, that is :

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots (3)$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Y_1 + \varepsilon \dots (4)$$

### Influence Content Work to Work Motivation

From results calculation obtained mark t count is 2,839 and by using levels significance (level significant) as big as 5 percent obtained t table as big as 1,658 which means that value t count is greater than mark t table that is  $2,839 > 1,658$ .

Significance t less than 5 percent (0.005), indicates that the content of the work have influence which positive and significant to motivation work. With thereby can concluded that Ho rejected and Ha accepted, so that hypothesis which state conjecture exists influence positive content work to work motivation can accepted.

### Influence Career Development to Work Motivation

From results calculation obtained mark t count is 3,266 and with use levels significance (level significant) as big as 5 percent obtained t table as big as 1,658 which means that value t count is greater than mark t table that is  $3,266 > 1,658$ .

The significance of t is less than 5 percent (0.001), signify that development career have influence which positive and significant to motivation work. With thereby can concluded that Ho rejected and Ha accepted, so that hypothesis which state conjecture exists influence positive development career to work motivation can accepted

### Influence Work Motivation to Employee Performance

From results calculation obtained mark t count is 3,266 and with use levels significance (level significant) as big as 5 percent obtained t table as big as 1,658 which means that value t count is greater than mark t table that is  $3,266 > 1,658$ .

Signification t not enough from 5 percent (0.001), signify that work motivation have influence which positive and significant to employee performance. With thereby can concluded that Ho rejected and Ha accepted, so that hypothesis which state conjecture exists influence positive employee motivation to employee performance acceptable.

### Influence Work Condition to Performance Employee

From results calculation obtained mark t count is 2,039 and with use levels significance (level significant) as big as 5 percent obtained t table as big as 1,658 which means that value t count is greater than mark t table that is  $2,039 > 1,658$ . Signification t not enough from 5 percent (0.043), signify that work condition have influence which positive and significant to employee performance. With thereby can concluded that Ho rejected and Ha accepted, so that hypothesis which state conjecture there is a positive influence working conditions to employee performance can accepted. From results calculation obtained mark t count is 2,074 and by using levels significance (level significant) as big as 5 percent obtained t table as big as 1,658. Which means that value t count is greater than mark t table that is  $2,074 > 1,658$ . The significance of t is less than 5 percent (0.040), signify that work condition have influence which positive and significant to employee performance. With thereby can concluded that Ho rejected and Ha accepted, so that hypothesis which state conjecture exists influence positive work content to employee performance can accepted.

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### Influence on Career Development to Performance Employee

From results calculation obtained mark t count is 1,998 and by using levels significance (level significant) as big as 5 percent obtained t table as big as 1,658. Which means that value t count is greater than mark t table that is  $1,998 > 1,658$ .

Signification t not enough from 5 percent (0.048), signify that development career have influence which positive and significant on employee performance. Thus you can concluded that  $H_0$  rejected And  $H_a$  accepted, so that hypothesis which state conjecture exists influence positive development career to performance employee can accepted.

### Influence Direct and No Direct

Influence work condition to performance through work motivation processing results data with path analysis obtained results as following: Mark influence direct work condition to performance as big as 0.168 more big compared to with influence no direct of 0.0676 ( $0.240 \times 0.282$ ), thus in study this condition work influential direct to employee performance no through work motivation.

### The Effect of Job Content on Performance through Work Motivation

Results of data processing with path analysis obtained results as following :

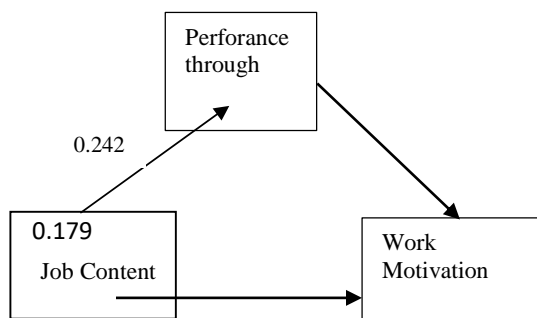


Figure 3. Effects of Job Content to Performance Through Motivation Work

Assess the direct impact of job content to performance as big as 0.179 more big compared to with influence no direct of 0.0682 ( $0.242 \times 0.282$ ), thus in study this content work influential direct to employee performance not through work motivation.

### Influence Career Development to Performance Through Work Motivation

Results of data processing with path analysis obtained results as following :

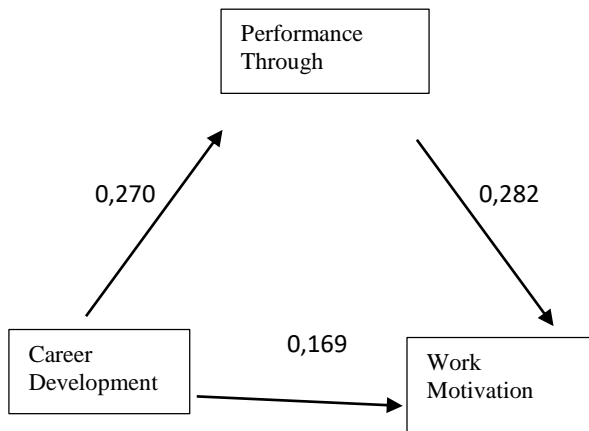
Mark influence direct career development on performance of 0.169 greater compared to with influence no direct as big as 0.07614 ( $0.270 \times 0.282$ ), with thus in this research career development influential direct to employee performance no through work motivation.

## DISCUSSION

Several types of information are used in control prepared in frame guarantee that work which has done in a way effective and efficient. Manager in carrying out daily tasks will use other people in the organization's operations, other people the is employee, in matter this must be measured performance from employee the. Performance according to Mangkunegoro (2010), is is something results achieved by workers in his job good quantity nor quality in something organization in accordance with not quite enough answer which given to her. Standard aspects work which consists from aspect quantitative and aspect qualitative. Which covers : 1) work processes and work conditions, 2) time used or forever carry out work, 3) amount error in carrying out work, and 4) quantity and type giving service in work. As for qualitative aspects include: 1) work accuracy and quality work, 2) level internal abilities work, 3) ability analyze data or information, ability, failure use machine or equipment, and ability evaluate (complaint or object consumer or public).

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### Influence Condition Work To Motivation Work



Picture 4. Influence Development Career To Performance Through Motivation Work

Work condition influential to motivation work with direction regression which positive, it means if work condition which support good that form security environment, o'clock work which in accordance, system room neat, facility work which adequate and atmosphere work comfortable, so motivation work employee will increase, that is employees have an important role in the organization. Work condition which good very help concentration employee in finish work charged.

Findings this support opinion Gobel (2005), Luthan, (Djumadi, 2006); Majid *et al.* (2010), Khan (2011) which state that factor important which push motivation work is condition work. If condition work which given enough good so will have influence to motivation work. Condition work have influence to motivation work with a positive regression direction, this can be interpreted if working conditions improve, then motivation work will increase.

Based on results statistics descriptive obtained results from response about condition work is in the medium category namely 69.22%. from question results open from questionnaire and the results of observations and several interviews with a number of employee in scope Provincial Trade Service for the Special Capital Region of Jakarta obtained, that agency in give facility every employee should more equally, don't until there is employee which the work facilities are less supportive, this will happen reduce spirit work employee, so that performance employee will decrease.

### Influence Content Work to Work Motivation

Content work have influence which significant to motivation work, with positive direction.

Based on results statistics descriptive obtained results from response about content work is at on category currently that is 71.08 %. From results question open from questionnaire and results observation as well as a number of interviews with several employees in the scope Provincial Trade Service for the Special Capital Region of Jakarta obtained, that party leader agency should give authority fully to employee in carry out his job. Give burden work in accordance with ability employee, as well as exists confession work on employee.

### Influence Career Development to Work Motivation

Development career has significant influence on work motivation, with direction positive.

Based on results statistics descriptive obtained results from response about development career is at on category currently that is 72.40 %. Results from question open from questionnaire and results observation as well as a number of interviews with several employees in the scope Provincial Trade Service for the Special Capital Region of Jakarta obtained, that agency should give chance to employee for learn things. Which new, agency give chance for obtain performance work which tall, agency give chance for develop ability, and agency give experience work which valuable for employee.

### Influence Work Motivation to Performance HR

Motivation work have influence which significant to performance HR, with direction positive.

Based on results statistics descriptive results obtained from responses regarding motivation work is in the medium category

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namely 71.40%. Results from open questions from the questionnaire and the results of observations and several interviews with a number of employee in scope Provincial Trade Service for the Special Capital Region of Jakarta obtained, that agency should embed flavor sincere in do something work, responsible answer and push on his employees for achievement tall as well as give something award for employee which achievement that.

### **Influence Direct and No Direct**

Mark influence direct condition work to performance as big as 0.168 more big compared to with influence No direct of 0.0676 (0.240 x 0.282), thus in study this condition work influential direct to performance employee no through work motivation. This is because of Provincial Trade Service for the Special Capital Region of Jakarta working conditions already enough good, with the working conditions provided by HR performance are required for more good. Based on description general company can is known that there is 45 respondents or 32.85 % own experience work more than 15 years, so it already feels satisfied whether or not the working conditions provided, so that not enough influential to motivation work but more about performance, as a demand work which must achieved so that employee still as employee Provincial Trade Service for the Special Capital Region of Jakarta.

big compared to with influence No direct as big as 0.0682 (0.242x0.282), with thereby in study this content work influential direct to performance employee not through work motivation. This is because of the content work relate with employee every day, content work which given to employee already matter normal.

Mark influence direct development career on performance of 0.169 greater compared to with influence no direct of 0.07614 (0.270x0.282), thus in study this development career influential direct to performance employee not through motivation work.

### **CONCLUSION**

Deep research problems studies this is "how increase performance HR with condition work, content work and development career through mediation motivation work". Based on calculation regression multiple between condition work, content work, and development career to work motivation with helped Statistic Program in process the calculation can obtained results as following :

1. If HR working conditions improve, so performance HR the more increase. It means enhancement performance HR built with indicators condition work which includes: security environment, o'clock work, system room which comfortable, facility work and atmosphere work comfortable.
2. If content work HR the more good, so performance HR the more increase. It means enhancement performance HR built with content indicators work which includes: authority, confession, and workload.
3. If career development HR is getting better, so performance HR the more increase. It means enhancement performance HR built with indicators development career which includes: chance for learn things which new, chance for reach something which valuable, chance for developability and experience work.
4. If HR work motivation gets better, so performance HR the more increase. It means enhancement performance HR built with indicators motivation work which covers : sincere, trustworthy achievement and results work valued.

### **Implications Theoretical**

From results analysis data and discussion so results research this still relevant and support research previous. Where from aspect theoretical results study this further emphasizes that working conditions, content work and development career own positive influence on work motivation and performance HR. Findings this support findings Luthans (Djumadi, 2006) that work conditions in a way straight away influence satisfaction employee, work condition which safe, system room which comfortable, calm, and clean will launch work and very help implement task with good. By No direct situation and condition work can also makes it easier or hinder performance. When atmosphere place work give comfort employee, setup means win a way direct have influence which significant with work which done by every employee like building, equipment which needed employee for work.

Findings in study this also supports research conducted by Khan *et al* . (2011) which states that working conditions, content work and development career own significant positive influence on motivation work employee in Rawalpindi Islamabad Pakistan.

Hussein Gobel (2005) Also state that compensation, condition work, development employee and award influential to motivation work employee. Nawab *et al* . (2011) states that motivation has an influence which significant towards performance employee.



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## Implications Managerial

Based on description previously, socan displayed a number of matter which must done company, that is:

1. Maintain work condition, specifically in application o'clock work employee, with apply o'clock work 8 hours for employees, system security environment need improved again, like system room which comfortable, atmosphere work which comfortable and no lost important facility work which support work must fulfilled.
2. Maintain content work, with give authority full to employee for the work given, then employee will inspired how method fast finish work, and acknowledge the results of the work done as well burden work customized with ability HR which there is. In side that distribution burden must equally do not let there is which burden it works which over load.
3. Maintain development career, specifically experience work, with experience work which owned employee will help in take wisdom organization. Give chance to all employee for develop his abilities and learn things which new. With knowledge and ability employee will make it easier in give information to employee regarding work.
4. Maintain work motivation, agency should embed flavor sincere in work, trust worthy to work and exists award for employee which achievement.

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