

# The Effect of Empowerment, Work Environment and Career Development on Employee Performance with Work Motivation as an Intervening Variable in the Government of Aceh - Indonesia

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## Abstract

*This study aims to examine the effect of employee empowerment, work environment, and career development on the performance of Aceh Government employees. Data was obtained by distributing questionnaires to 150 employees. The data analysis method is Structural Equation Modeling (SEM). The results showed that employee empowerment, work environment, and employee career development had a significant effect on work motivation and employee performance. In addition, employee empowerment and work motivation have a direct and significant effect on employee performance, and career development and work environment also have a direct effect on performance. Work motivation partially mediates the effect of employee empowerment, work environment, career development on performance. The Aceh Government is expected to improve career development in order to create a conducive work environment to improve the performance of Aceh Government employees.*

## Keywords

empowerment;  
environment; career  
development; motivation;  
employee performance



## I. Introduction

Public organization and employee performance remain in the spotlight of human resource management experts. Newstrom and Davis (2002), stated that employee performance is influenced by the interaction between ability and motivation. This ability is formed from the interaction between knowledge and expertise, while motivation is formed from the interaction between attitudes and situations. Priyadharshany (2015) and Armstrong, (2016) say that employee performance is influenced by personal factors, work system factors, and internal and external factors. Meanwhile, Ulrich et al, (2012) stated that organizational performance is influenced by individual performance in each organization. Ricardo and Wade (2001) state that the factors that influence performance are individual behavior, education and training, concepts and instruments, and management development and training.

The human resources owned by the Aceh government are very decisive for the realization of the organization's goals. Human resources not only act as objects that must always receive the attention and protection of the organization but also act as subjects that can determine the progress of the organization. To be able to realize this function, human resources need to be directed, fostered, and guided so that they can carry out their functions in accordance with organizational goals. Meanwhile, to get performance, it is necessary to have work motivation, empowerment, career development, and the use of a comfortable work environment in order to improve performance to be very important to

support the improvement of employee performance. Based on observations and interviews with several Aceh work unit leaders, it can be stated that the low work motivation of Acehnese employees is the main factor in the low performance of employees in the Aceh government. Each Aceh Satker does not yet have a section that deals with employee development including the provision of employee career development counseling institutions, except in the Personnel Agency, Education and Training which organizes career development and empowerment of all employees within the Aceh Government. .

Empowerment of employees as motivation about individual self-fulfillment in the form of work (meaning), increased competence, self-determination, and influence on work (Rowlinson, 2007). (Daily, Bishop, & Massoud, 2012). Yi Li, (2015) stated that employee psychological empowerment consists of intrinsic and extrinsic motivation and is closely related to performance. Empowerment is the efficiency and effectiveness of the organization, through competency analysis and comprehensive organizational management, Tutar, (2011) (Thomas & Velthouse, 1990), Prahalad, (1993) Cakiroglu (2011). Their research on the effect of empowerment on work motivation shows a relationship. Employee empowerment can be concluded as an activity to provide an integrated process model, Sharif (2013), Quigley and Tymon (2006 ). These results provide a comprehensive integrated process model. Empirical findings show that six components of intrinsic motivation for career management and career success are needed to improve performance. Also extrinsically, motivation is as a psychological aspect and motivation is the relationship between intrinsic motivation and has implications for intrinsic motivation so that the work environment can guide management development.

Organizational management systems have to do with the work environment, Matthews et . l , ( 2002 ) . Ortega et al, (2006), Renah & Setyadi, (2014), the results of the study show that good organizational culture, work environment, and motivational values have a significant relationship with performance. Malik et al, (2011), non-physical work environment is very important in an organization where non-physical work environment can unwittingly affect employee performance. Ortega, (2006), leadership strategy related to environment and innovation differentiation strategy related to structure, internal and external adjustment. Meanwhile, Imran (2012), Kayabasa (2015), Mutlub (2015), Jayaweera (2015), stated that the results of the study also showed a significant relationship between work motivation and work performance. Gunaseelan et al, (2013), made a theoretical contribution by developing a model related to the work environment and employee performance.

Empowerment is the efficiency and effectiveness of the organization, Khan et al, (2013). There are several studies that explain the direct relationship between employee empowerment and employee performance. For example, Faerman et al, (2010), Sharif (2013), Zeeshan et al, (2013), found that the better the employee empowerment, the higher the employee performance. In addition, there are several contradictory studies from Sharif (2013), strategies for creating employee competitiveness. Manuel (1993), Ashraf et al, (2013), this shows that there is a mediating variable that links empowerment with employee performance.

Kariuki & Murimi, (2015), (Yu & Lee, 2015) explain that career development is a long-term process to improve the abilities and motivation of employees so that they can become members of organizations that have study values to explain the direct relationship between career development and employee performance. . In addition, there are several contradictory studies (Oduma, Caroline and Were, 2014), Duclos et al, (2012), Schmid et al, (2017), Caroline (2014) which show that there is a mediating variable that links career development with employees. performance.

Based on the opinion above, it can be concluded that there are still differences of opinion among experts regarding the factors that affect performance. In addition, there are still differences in the views of experts regarding the theory that underlies the empowerment of individual performance in an organization. Western experts such as Armstrong (2015), Ulrich (2012) and Ricardo Khan (2013) and Mckinesy (2014), focus more on individual internal factors as the main factors affecting performance. Meanwhile, experts such as Bernardin (2013), Rampersad (2006), Prahalad (2006) focus more on external factors as variables that affect individual performance.

Empirically, previous studies have examined the effect of empowerment which includes work motivation, work environment and career development on performance, as done by Sharif, Ashraf, & Khan, (2013). Their findings show that empowerment, work life policies, training and extra role behavior (OCB) have a significant influence on performance. Furthermore, Tutar et al (2011), empowerment has a significant effect on employee performance. The same result was also found by Meyerson & Dewettick, (2012). Nzuve & Bakari, (2012) and Quigley & Jr, (2006), empowerment has a positive effect. Furthermore, Carrolin & Were (2014) found that empowerment and quality of work life, training, and career development play an important role in improving employee performance.

Based on the empirical description above, it can be concluded that the findings of previous studies are still inconsistent and still different. Several studies found a positive and significant influence between work motivation, work environment, career development and talent on performance. Meanwhile, several other results reveal that there are differences in the direction of the relationship and the level of significance of the influence between work motivation, work environment, and career development on performance. As an important element in improving their performance. They also implement a restructuring strategy which is often referred to as downsizing or delayering, in which the practice is to reduce the number of workers, work units or divisions or reduce the level of positions in the company's organizational structure. Reduction of corporate staff is necessary for efficiency and effectiveness, David (1997).

## **II. Review of Literature**

### **2.1 Empowerment**

Employee empowerment is essentially a process of managing the potential and optimizing the utilization of each individual employee, in the context of career development and organizational performance improvement. Empowerment is the concept of self-fulfillment motivation as indicated by an increase in individual work motivation in the form of meaning, competence, self-determination, and impact. Spreitzer, (1995). The purpose of employee empowerment is to improve organizational efficiency and effectiveness through a comprehensive competency analysis process and systematic organizational management. Al-Sulaiti, (2015) suggests that the concept is related to some of the opinions above. There are 6 indicators of employee empowerment taken based on the opinion of Khan (2013), namely: 1) Desire, 2) Trust, 3) Confident 4) Credibility. 5) Accountability and 6) Communication.

### **2.2 Career Development**

Career development is a matter in human resource research, and career management is a series of activities in attracting, developing and retaining high potential employees at all levels to achieve the strategic goals of the organization. Empirically there are several

previous studies that examine the effect of career development on performance, for example the research of Orduma, (2014) Ming, (2015), career management practices or career development have a significant effect on employee performance. The relationship between employees in the work environment is still not harmonious. The authority given is still not realized by employees so that sometimes they do not make decisions that are their rights. Within the ranks of the Aceh government, there are already standards and procedures for employee organization in accordance with their respective fields of duty.

The limited position of the structure is one of the causes of the slow progress of the career development of regional employees even though their superiors support every policy set by their organization. Promotions that are limited and not fully promoted by the organization are an obstacle to career development, Ming -Chu's, and Meng-Hsiu Lee (2015). Each Aceh Satker does not yet have a section that deals with employee development, including the provision of employee career development counseling institutions, except for the Aceh Education and Training Agency which manages the career development of all employees in Aceh. government .

In addition, research conducted by Peter & Dabale, (2014) found that career development and employee motivation showed a positive and significant relationship to employee performance. Allen, Day, & Allen, (2016). The career development indicators in this study were taken based on the opinion of Veithzal (2009), which consisted of 6 indicators consisting of career choice, job opportunities (Mid Career), career support, career advancement, leader's willingness to promote. , and leadership concern.

### **2.3 Work Environment**

The work environment is a situation where employees or workers do their daily work (Mardiana, 2005). A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work. The physical work environment in Aceh government organizations is generally good, but has not been fully utilized by existing employees to support their performance. The existing work environment does not provide work comfort for employees. Kale & Mazaheri, (2014). The work environment is also an important factor affecting employee performance, this is in accordance with research conducted by Jayaweera, (2015), work environment and work performance have a significant effect on employee performance mediated by work motivation at hotels in Bristol England.

Furthermore, Imran et al, (2012) show that transformational leadership and work environment have a significant effect on employee performance in the manufacturing sector of the Pakistani economy. Meanwhile, other studies, namely Imran et al, (2015), Rashdi et al, (2014), Shahzadi et al, (2014), Malik, et al, (2011) and Malik et al (2011) still found differences in the level of significance and direction. influence. In this study, there are 6 indicators of the work environment based on the opinion of Herberg in Luthans (2003) which consists of working conditions, work safety and security, workplace conditions, status, organizational procedures, quality of technical supervision of the relationship between colleagues, superiors, and subordinates.



## 2.4 Motivation

Motivation is the process of psychological encouragement of individual needs as a comprehensive basic process based on competitiveness according to perception and personality. Luthans, (2012) asserts that motivation is a process to arouse and encourage behavior and performance. This means that motivation is a process of stimulating a person in carrying out a task in order to determine the intensity, direction, and provision of individuals in an effort to achieve performance. In addition, employee motivation is also an important factor that affects employee performance. This is in accordance with research conducted by Ayobami (2013), Khanam et al, (2014), Muogbo (2013), Woo (2014). Dobre, (2013), Mondy (2008) which states that there is a positive and significant effect of work motivation on employee performance. The work motivation indicators used in this study are in accordance with the opinion of Robbins (2007). They consist of aggressive, creative, qualified, disciplined, capable, high work initiative, willingness to succeed, persistent and skilled, and dare to accept challenges.

## 2.5 Show

Employee performance is influenced by personal factors, work systems, as well as internal and external factors (Priyadharshany, 2015), Armstrong (2015). Bastian, (2001:329), the performance of time distribution, the level of achievement of results on the implementation of certain tasks. In this case includes individual performance, group performance, organizational performance which is influenced by internal and external factors. According to Furtwengler (2002, 24) performance can be seen in terms of speed, quality, service, and value, which means speed in the work process that has reliable quality, good service and the value seen from the achievement of employee performance can affect organizational performance.

Gomes (2003:134) uses eight employee performance indicators, namely: 1) Work Quantity which means the amount of work performed by Aceh Government employees within a certain period of time. 2) Quality of work, which means the quality of work achieved by Aceh Government employees based on conditions of suitability and readiness. 3) Creativeness means the originality of ideas raised by Aceh Government employees and actions to solve problems. 4) Cooperation, which means the willingness of Aceh Government employees to cooperate with other members of the organization. 5) Dependability, meaning awareness and trust of Aceh Government employees in terms of attendance and completion of work. 6) Initiative, namely the spirit of the Aceh Government employees' initiative to carry out new tasks and to enlarge their responsibilities. 7) Job knowledge, namely the breadth of knowledge about work and skills. 8) Personal qualities, which include personality, leadership, friendliness and personal integrity.

## III. Research Method

This is a quantitative study and uses a questionnaire as a tool to collect data and uses a modified Linkert scale of 1-5. The population in this study were all employees of the Aceh Government Planning Agency and the number of samples selected using the Census method was 150 employees. The analysis technique used is the Structural Equation Model (SEM) with the help of SPSS 16.0 and Amos 21.0. The instrument validity test was carried out using Confirmatory Factor Analysis (CFA) for each construct by looking at the Loading Factor value of each indicator. The result of each statement item has a value > 0.6. The reliability test uses the following formula:

$$\text{Build Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum \epsilon_i}$$

While the extract variance can be calculated using the following formula:

$$\text{Extracted Variance} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum \epsilon_i^2}$$

## IV. Results and Discussion

The results of the full model 1 analysis (initial model) using SEM analysis are shown in Figure 1. The results of the calculation of the goodness of fit index show that only two criteria GFI and GFI have met the criteria of the eight criteria evaluated.

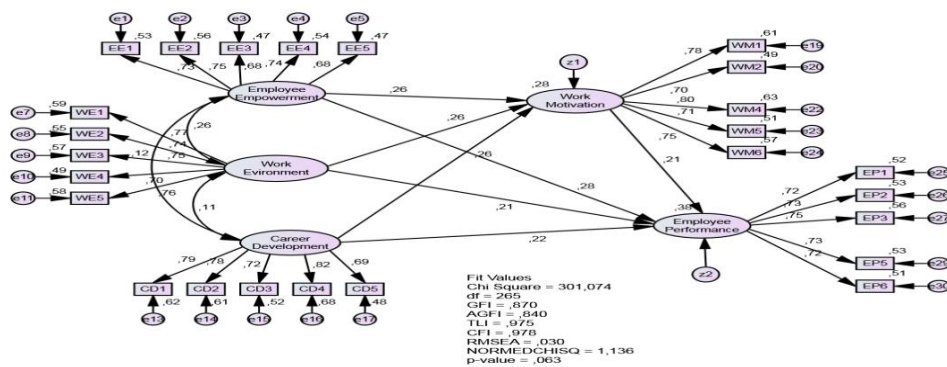


Figure 1. Complete Model Before Modification

Table 1. Fit Index for Complete Model Before Modification

Match Index	Discount Value	Analysis results	Model Evaluation
2 - Chi-Square stats	Low value expected	301.074	Very nice
Possibility	$\geq 0.05$	0.063	Very nice
CMIN/DF	$\leq 2.00$	265	marginal
GFI	$\geq 0.90$	0.870	marginal
AGFI	$\geq 0.90$	0.840	marginal
TLI	$\geq 0.95$	0.975	Very nice
CFI	$\geq 0.95$	0.978	Very nice
RMSE	$\leq 0.08$	0.030	Very nice

The results of the goodness of fit analysis show that the overall model evaluation has met the specified criteria, except for CMIN/DF, GFI, and AGFI which are still marginal. To increase the goodness of fit value, modifications need to be made by connecting the errors suggested by Amos in the modification index (Ghozali, 2013). Figure 2 below is a complete picture of the modified research model, which is as follows:

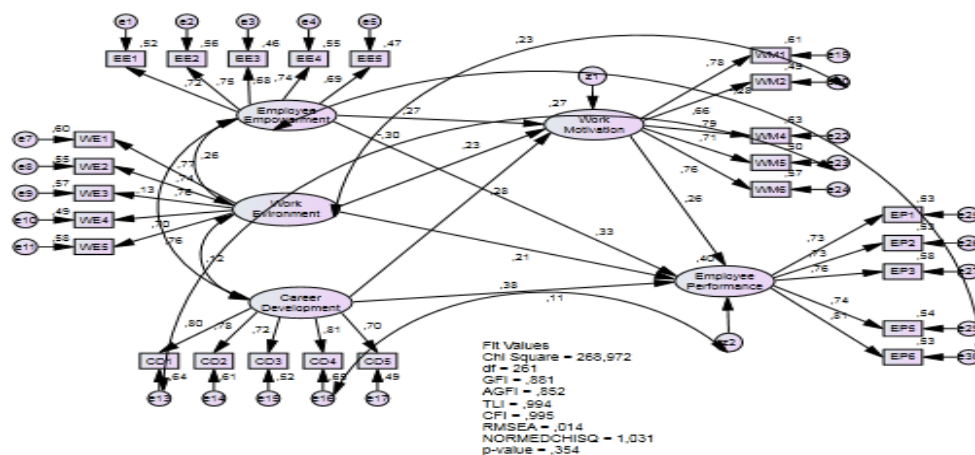


Figure 2. Complete Model after Modification

Table 2. Compatibility for Full Model after Modification

Conformity Index	Discount Value	lysis result _	Evaluation of Model
<sup>2</sup> Chi-Square Stats	Expected low	268,972	Very nice
Possibility	>0.05	0.354	Very nice
CMIN/DF	<2.00	261	Very nice
GFI	>0.90	0.881	marginal
AGFI	>0.90	0.852	marginal
TLI	>0.95	0.994	Very nice
CFI	>0.95	0.995	Very nice
RMSE	<0.08	0.014	Very nice

The results of the goodness of fit analysis after modifying all the criteria, the value set is better than before, except for the GFI and AGFI values which are still marginal. Thus the overall model is fit. To see the effect of oxygen variables (empowerment, work environment, career development) on intervening variables (motivation) and endogenous variables (employee performance) are shown in Table 3:

Table 3. Effect of Exogenous Variables on Endogenous Variables

Latent variable	Estimating	SE	CR	P	
Work motivation <---	Work environment	,290	0.099	2,923	,003
Work motivation <---	Empowerment_Employees	,228	0.099	2.290	,022
Work motivation <---	Career development	,269	0.090	2.999	,003
Employee performance <---	Work environment	,186	0.090	2,068	,039
Employee performance <---	Career development	,201	,082	2.448	0.014
Employee performance <---	Empowerment_Employees	,311	,094	3.305	***
Employee performance <---	Work motivation	,208	0.090	2.304	,021

The results of data analysis as shown in Table 3 can be seen that all exogenous variables (empowerment, work environment, and career development) have a significant direct effect on employee motivation and performance, and motivation has a significant effect on employee performance.

#### 4.1 Mediation Effect Test

To see the mediating effect, we have to look at the number of direct effects, indirect effects, and total effects. Based on testing using Amos. 21.0, then the results can be obtained as in Table 4:

**Table 4.** Standard Direct, Indirect & Total Effects

	Career development	Employee Empowerment	Work environment	Work motivation	Employee performance
<b>Live Effect</b>					
Work motivation	0.262	0.264	0.264	0	0
Employee performance	0.221	0.284	0.210	0.214	0
<b>Indirect Effect</b>					
Work motivation	0	0	0	0	0
Employee performance	0.056	0.057	0.057	0	0
<b>Total Effect</b>					
Work motivation	0.262	0.264	0.264	0	0
Employee performance	0.277	0.34	0.266	0.214	0

The results of the test of the influence of the intervention on the relationship between empowerment and employee performance mediated by motivation are shown in Figure 3:

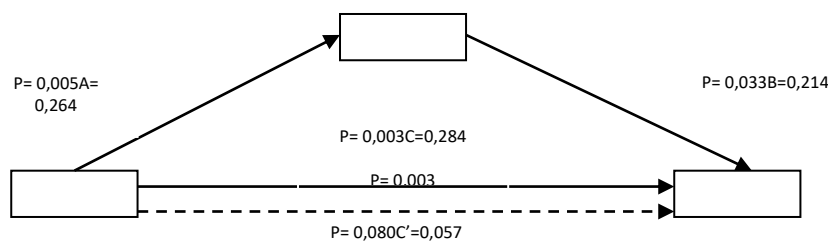


Figure 3 shows that the Coefficients of Path A, Path B, and Path C are significant but path C is not significant. So it can be concluded that there is a motivational relationship that fully mediates between empowerment and employee performance at the Aceh Government Planning Agency. The results of the intervening effect test on the relationship between the work environment and employee performance mediated by motivation are shown in Figure 4 :

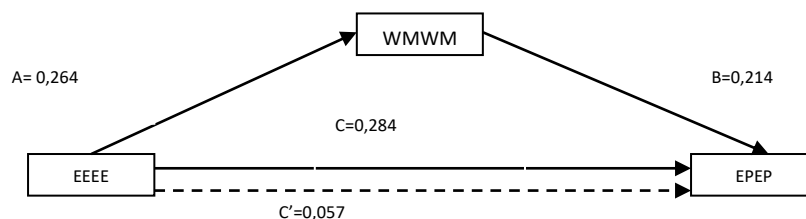




Figure 4 shows that the coefficients of path A , path B, and path C are significant but path C is not significant. Therefore, it is concluded that there is a full mediation relationship between the work environment and employee performance at the Aceh Government Planning Agency. The results of the test of the effect of Career Development Interventions with Employee Performance mediated by Motivation are shown in Figure 5 :

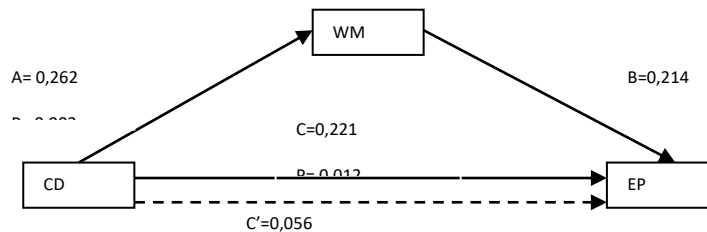


Figure 5 explains that the coefficients of path A, path B, and path C are significant but the value of path C is not significant so it can be said that there is a full mediation relationship or it can be said that Motivation fully mediates between Career Development and employee performance at the Aceh Government Planning Agency.

Hypothesis Statement	Estimated Std.	SE	CR	P	Conclusion
Empowerment has a positive and significant effect on work motivation	0.264	0.099	2.290	0.022	Accepted (Data Support Model)
The work environment has a positive and significant effect on work motivation	0.264	0.099	2,923	0.003	Accepted (Data Support Model)
Career development has a positive and significant effect on work motivation	0.262	0.090	2.999	0.003	Accepted (Data Support Model)
Empowerment has a positive and significant effect on employee performance	0.284	0.094	3.305	0.001	Accepted (Data Support Model)
The work environment has a positive and significant effect on employee performance	0.210	0.090	2,068	0.039	Accepted (Data Support Model)
Career development has a positive and significant effect on employee performance	0.221	0.082	2.448	0.014	Accepted (Data Support Model)
Work motivation has a positive and significant effect on employee performance	0.214	0.090	2.304	0.021	Accepted (Data Support Model)
Work Motivation fully mediates between Empowerment and Employee Performance	0.057	0.032	1,749	0.080	Accepted (Data Support Model)
Work Motivation fully mediates between the work environment and employee performance	0.057	0.032	1,735	0.082	Accepted (Data Support Model)
Work Motivation fully mediates between career development and employee performance.	0	056	0	056	Accepted (Data Support Model)

## V. Conclusion

This study concludes that empowerment has a positive and significant effect on the performance of the Aceh Government Planning Agency's employees, the work environment has a positive and significant impact on the performance of the Aceh Government Planning Agency's employees, Career Development has a positive and significant effect. has a significant effect on the performance of the Aceh Government Planning Agency's employees, empowerment has a positive and significant effect on the motivation of the Aceh Government Planning Agency's employees, the work environment has a positive and significant effect on the motivation of the Aceh Government Planning

Board's employees, and career development has a positive and significant effect on the motivation of the employees of the Aceh government planning agency. Aceh Government Planning, Motivation has a positive and significant effect on the Performance of Aceh Government Planning Board Employees. In addition, motivation to mediate perfectly (full/perfect mediation) on empowerment, career development, work environment with the performance of the Aceh Government Planning Agency employees.

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