



The Effect of Work Motivation on Career Development and Compensation on Employee Performance Through Job Satisfaction As Mediation Variables

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Abstract: This study aims to analyze the factors that influence employee performance, including Work Motivation, Career Development, Compensation and Job Satisfaction. This study also wants to analyze the effect of work motivation, career development, and compensation on job satisfaction and analyze how job satisfaction mediates the influence of work motivation, career development, and compensation on employee performance. This study used a quantitative approach through questionnaires to 162 respondents with a Likert scale with analysis using SEM-PLS (Structural Equation Modeling-Partial Least Square). Based on the analysis in this study, the results were obtained that: 1) Work motivation has a positive and significant effect on employee performance; 2) Career development has a positive and significant effect on employee performance; 3) Compensation has no significant effect on employee performance; 4) Job satisfaction has no significant effect on employee performance; 5) Work motivation has a positive and significant effect on job satisfaction; 6) Career development has a positive and significant effect on job satisfaction; 7) Compensation has a positive and significant effect on job satisfaction; 8) Job satisfaction does not mediate the effect of work motivation on employee performance; 9) Job satisfaction does not mediate the effect of career development on employee performance; 10) Job satisfaction does not mediate the effect of compensation on employee performance.

Keywords: Work Motivation, Career Development, Compensation, Job Satisfaction, Employee Performance.

INTRODUCTION

State Civil Apparatus Employees are the spearhead of the Government in providing services to the community. The performance of the State Civil Apparatus is a very actual issue that is happening at the present time. The public still views that the performance of the

State Civil Apparatus has not been able to provide a high sense of satisfaction, causing governance to be under a sharp spotlight, especially in the aspects of transparency, accountability, efficiency, and effectiveness. Human resources are the main key factor in managing organizational management according to what is expected. For this reason, the Ministry of Transportation must have competent and good-performance employees. Organizations are faced with major challenges to maintain employee survival, so organizations must view compensation as the key to managing human resources effectively according to employee needs. Giving compensation can improve employee performance.

Based on observations made that employees at the Ministry of Transportation have not implemented optimally have good performance. Apart from being able to see this from the evaluation of Employee Performance targets (SKP), it can also be seen from the existing conditions at the Ministry of Transportation and the pre-survey where there are still some employees who come late to work, employees often leave the office during working hours not because of any other reason. work and employees who play games during working hours can hinder the career development of these employees if the employee's career is hampered it will lead to compensation both directly and indirectly compensation received by employees so that employee motivation at work will also decrease. If motivation decreases, an employee will not feel enthusiastic about completing his work and is also easily discouraged when he experiences failure. Leaders must be sensitive to this condition because it will gradually affect the entire performance of the organization so goals are difficult to achieve.

The results of the pre-survey showed that good performance was still fluctuating and there were respondents who were dissatisfied with the salary they received.

According to Armstrong and Baron in Wibowo (2017), several factors influence performance, including (1) personal factors, skill level, competency possessed, individual motivation and responsibility, (2) leadership factor, determined by the quality or quality of encouragement, guidance and support by leaders and team leaders, (3) team factors, the quality of support provided by colleagues in the work environment, (4) system factors, the existence of work procedures and facilities provided by the organization, (5) contextual situational, high-pressure levels and changes in the internal and external environment.

Researchers in recent years have identified various variables that can affect employee performance. These variables include work motivation (Shihab 2022), career development (Nadia et.al. 2022), compensation (Sunarto 2021), job satisfaction (Ismail 2021), work environment, organizational culture (Ishmael 2021), and leadership style. Based on these variables, a pre-survey was conducted to obtain the four variables that most influence employee performance behavior. The results of the pre-survey showed that the variables of work motivation, career development, compensation, and job satisfaction were mostly chosen by the respondents.

This research will then analyze the effect of work motivation, career development, and compensation on employee performance with job satisfaction as a mediating variable in the Ministry of Transportation. This study is expected to enrich knowledge and provide input for corrective actions on HR management strategies, especially related to efforts to improve employee performance Ministry of Transportation through work motivation, career development, compensation, and job satisfaction.

LITERATURE REVIEWS

Employee performance

According to Mangkunegara (2017), Performance is the quantity and quality of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to the employee. Koopmans et al. in Ahmad Fadli (2018) classify employee performance into 4 dimensions, namely (1) Task Performance Dimensions, (2) Contextual

Performance Dimensions (3) Adaptive Behavior Dimensions; (4) Counterproductive Behavior Dimensions.

Work motivation

According to Andika (2019), Motivation is one of the things that influence human behavior, motivation is also referred to as a driver, desire, supporter, or need - a need that can make a person excited and motivated to reduce and fulfill one's own impulses so that one can act and act according to one's own way. -certain ways that will lead to the optimal direction.

McClelland in Muhammad Ridho (2020) classifies motivation in three dimensions, namely (1) The need for achievement; (2) The need for power; (3) The need for affiliation. This is reinforced by previous research which shows that an increase in work motivation is good will improve employee performance for the better. (Mundakir & Zainuri (2018)

Hypothesis 1: Motivation has a positive and significant effect on employee performance

Career development

(Sinambel 2016) Career development is an effort made by organizations in planning their employees' careers, which is referred to as career management, including planning, implementing, and supervising careers.

Busro (2018) reveals career development has three dimensions, namely, namely: (1) career clarity; (2) Self-development; (3) Performance quality improvement. This is reinforced by previous research which shows that the increase in career development is good and will improve employee performance for the better as well. (Nadia et.al. (2022)

Hypothesis 2: Career development has a positive and significant effect on employee performance

Compensation

Hasibuan (2018) the meaning of compensation is all forms of income either in the form of money, direct goods, or indirect goods received or obtained by employees as a reward for services provided to the company.

Suparyadi (2015) revealed that the work environment has 2 dimensions, namely: (1) Direct Compensation; (2) Indirect Compensation. This is reinforced by previous research which shows that an increase in compensation is good will improve employee performance for the better as well.

Hypothesis 3 Career development has a positive and significant effect on employee performance

Job satisfaction

According to Robbins and Judge (2015) job satisfaction is "a general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive".

Robbins and Judge (2018), revealed that there are five dimensions of job satisfaction, namely (1) *the work itself*; (2) *Wages* (3) *Promotional* opportunities; (4) *Supervision*; (5) *Colleagues*, interaction partners in the implementation of work.

Job satisfaction is closely related to employee performance (Sinambela , 2019) . This is supported by previous research which shows that increasing employee job satisfaction will improve employee performance (Ismail 2021) . Good employee performance will be produced if the company can ensure that employees are satisfied with their jobs.

Hypothesis 4: Job satisfaction has a positive and significant effect on employee performance

Based on various previous studies, an increase in job satisfaction can be influenced by an increase in work motivation (Sudja, 2019) , career development enhancement (Fadil et.al 2022) and compensation (Zulkifli 2022) .

Hypothesis 5: Work motivation has a positive and significant effect on job satisfaction

Hypothesis 6: Career development has a positive and significant effect on job satisfaction

Hypothesis 7: Compensation has a positive and significant effect on job satisfaction

In addition, several studies have shown that job satisfaction mediates the effect of work motivation on employee performance (Al Hafiz & Hartono (2022) , job satisfaction mediates the effect of career development on employee performance (Sari & Rahyuda 2022) , job satisfaction mediates the effect of compensation on employee performance (Chairunisyah, 2020) .

Hypothesis 8: Job satisfaction mediates the influence of work motivation on employee performance.

Hypothesis 9: Job satisfaction mediates the effect of career development on employee performance.

Hypothesis 10: Job satisfaction mediates the effect of compensation on employee performance.

Conceptual framework

Based on the research background and theoretical studies above, the conceptual framework of this research can be described as follows:

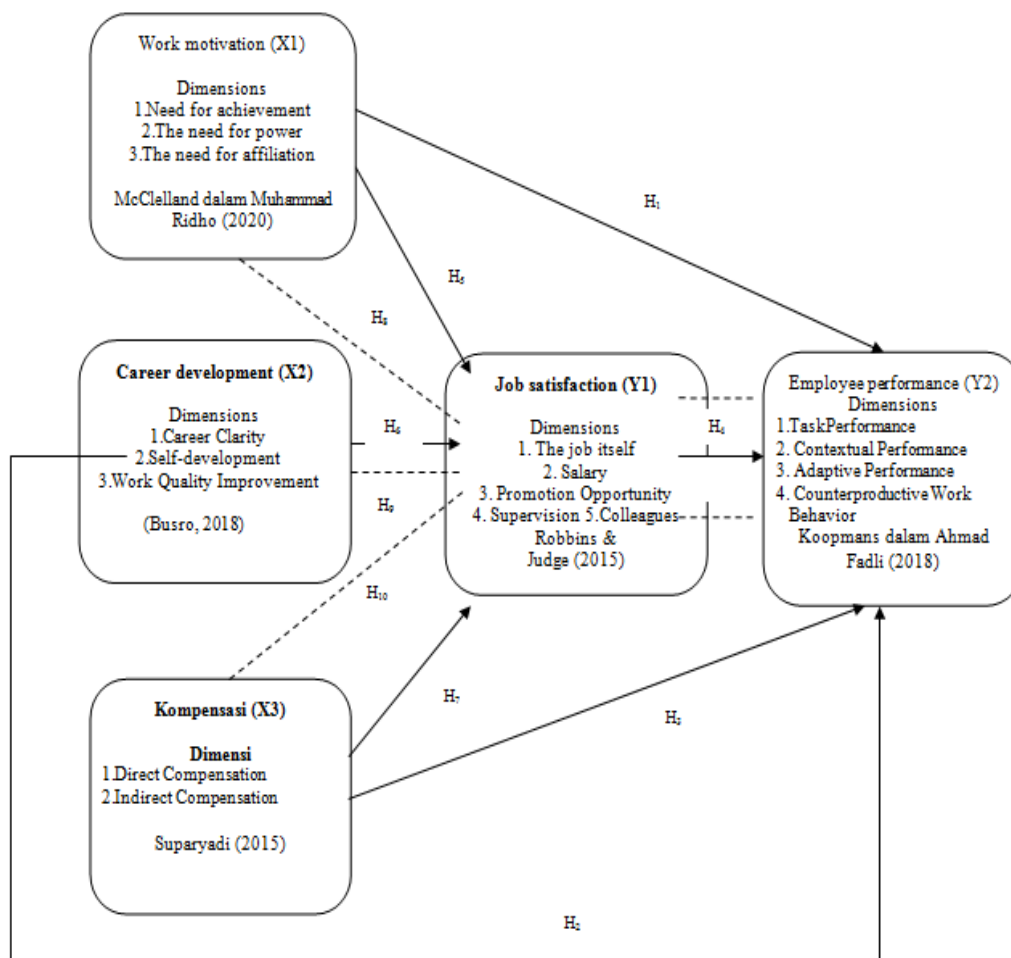


Figure 1. Conceptual Framework

METHODS

This research is an explanatory research with a quantitative approach designed to investigate the effect of work motivation (X1), career development (X2), and compensation (X3) on employee performance (Y2) with job satisfaction (Y1) as a mediating variable. The population of this research is employees of the Ministry of Transportation, totaling 1,620 employees, with a sample of 10% of the population, namely 162 respondents.

Data collection was carried out through a questionnaire instrument whose measurements were under the dimensions of each variable. The data obtained was then processed and analyzed using SEM-PLS (Structural Equation Modeling-Partial Least Square). Each hypothesis will be tested and analyzed through the SmartPLS application.

RESULTS AND DISCUSSION

Respondent Profile

Respondents in this study were 162 employees in the Ministry of Transportation. Respondents consisted of 51.2 % male and 48.8 % female, 1.2 % graduated from high school /equivalent, 1.2 % educated Diploma I, II, III, 57.4 % educated Bachelor/Diploma IV, 39, 5% have a Masters degree, and 0.7% have a Doctorate degree (S3). Based on age distribution, 14.2 % aged 25 - 29 years, 25.9 % aged 30 - 34 years, 33.3% aged 35-39, 19.8% aged 40-44 years, 3.7% aged 45-49 years, and 3.1 % aged 50 years and over. Based on years of service, 20.4 % with 1-4 years of service, 24.1 % with 5-9 years of service, 28.4% with 10-14 years of service, 22.2% with 15-19 years of service years, 1.9% with 20-24 years of service, 0.5% with 25-29 years of service, and 2.5% with 30 years of service and over.

Measurement Model (Outer Model)

Table 1 Summary of Outer Model Results

Variable	Loading Factor	AVE	Cronbach's Alpha	Composite Reliability	Cross Loading					
					X1	X2	X3	Y1	Y2	
Work Motivation (X1)	MK1	0.785	0.617	0.845	0.890	0.806	0.590	0.424	0.588	0.408
	MK2	0.739				0.756	0.535	0.413	0.491	0.448
	MK4	0.815				0.805	0.636	0.398	0.677	0.523
	MK5	0.802				0.800	0.568	0.297	0.426	0.591
	MK6	0.742				0.758	0.620	0.303	0.408	0.647
Career Development (X2)	PK2	0.742	0.604	0.907	0.924	0.584	0.748	0.506	0.720	0.406
	PK3	0.735				0.590	0.748	0.453	0.720	0.385
	PK4	0.753				0.572	0.747	0.519	0.531	0.496
	PK5	0.765				0.492	0.767	0.458	0.518	0.294
	PK6	0.811				0.597	0.812	0.475	0.539	0.444
	PK7	0.801				0.564	0.805	0.364	0.459	0.706
	PK8	0.809				0.634	0.810	0.470	0.586	0.669

	PK9	0.774				0.624	0.777	0.406	0.519	0.636
Compensation (X3)	KOM1	0.888	0.737	0.818	0.893	0.405	0.501	0.914	0.582	0.329
	KOM2	0.856				0.397	0.394	0.875	0.565	0.309
	KOM3	0.784				0.396	0.607	0.780	0.564	0.341
Job satisfaction (Y1)	KP4	0.757	0.714	0.933	0.946	0.527	0.572	0.636	0.767	0.356
	KP5	0.794				0.614	0.711	0.541	0.868	0.438
	KP6	0.804				0.546	0.684	0.570	0.872	0.399
	KP7	0.830				0.676	0.702	0.589	0.860	0.525
	KP8	0.855				0.561	0.628	0.527	0.896	0.445
	KP9	0.744				0.451	0.479	0.528	0.796	0.387
	KP10	0.820				0.506	0.577	0.548	0.847	0.422
Employee Performance (Y2)	KK1	0.755	0.659	0.965	0.969	0.533	0.519	0.332	0.340	0.759
	KK2	0.701				0.474	0.555	0.322	0.371	0.706
	KK3	0.835				0.551	0.552	0.331	0.391	0.837
	KK4	0.862				0.567	0.507	0.278	0.371	0.862
	KK5	0.803				0.572	0.570	0.286	0.384	0.802
	KK6	0.850				0.594	0.529	0.326	0.373	0.852
	KK7	0.820				0.511	0.537	0.302	0.390	0.820
	KK8	0.798				0.644	0.608	0.360	0.649	0.793
	KK9	0.814				0.547	0.495	0.242	0.408	0.812
	KK10	0.798				0.502	0.522	0.268	0.410	0.800
	KK11	0.812				0.514	0.573	0.301	0.413	0.811
	KK12	0.772				0.541	0.517	0.348	0.472	0.770
	KK13	0.814				0.503	0.518	0.381	0.385	0.817
	KK14	0.813				0.548	0.532	0.258	0.410	0.817
	KK15	0.879				0.545	0.532	0.295	0.394	0.881
	KK16	0.836				0.507	0.537	0.312	0.375	0.838

Table 2. Fornell-Larke r

	Job satisfaction	Employee Performance	Compensation	Work motivation	Career development
Job satisfaction	0.845				

Employee Performance	0.506	0.812			
Compensation	0.666	0.381	0.858		
Work motivation	0.665	0.669	0.466	0.786	
Career development	0.742	0.664	0.586	0.754	0.777

In the cross-loading values shown in Table 1, the overall correlation value of constructs with indicators is higher than the other constructs. This means that each measurement item has a stronger correlation with the variable being measured. Therefore, it can be concluded that the latent construct of each variable is valid because it has fulfilled discriminant validity by cross-loading, it is known that the AVE value of each variable has a value of > 0.50, so that the AVE value meets the convergent validity test standard y, the loading factor value for each indicator meets the requirements, namely ≥ 0.70 .

The test results in table 2 above are the *Fornell-Larcker value analysis* for each variable. The AVE square root value of each variable is greater than the correlation between variables so that it meets the criteria of *Fornell-Larcker*. This shows that the variables studied have fulfilled *discriminant validity*.

Structural Model (Inner Model)

1. Evaluation of the Coefficient of Determination (R2)

Table 3. R-Square

Construct	R Square	R Square Adjusted	Category
Job Satisfaction (Y1)	0.655	0.648	Moderate
Employee Performance (Y2)	0.508	0.496	Moderate

From table 3 above it can be seen that the R Square (R2) value of the Job Satisfaction construct (Y1) is 0.655. These results indicate that the ability of the endogenous variable Job Satisfaction (Y1) to influence exogenous variables, namely work motivation (X1), career development (X2) and compensation (X3) of 65.5 %, while the remaining 34.5 % explained by explained by other exogenous variables. Meanwhile, the employee performance construct (Y) can be explained by exogenous variables, namely work motivation (X1), career development (X2) and compensation (X3) of 50.8 %. While the remaining 49.2 % is explained by other exogenous variables.

2. Predictive Relevance (Q-Square)

Predictive relevance (Q2) for structural models measures how well the observed values are generated. *Predictive Relevance (Q2)* for *structural models* measures how well the observed values are produced by the model and also the parameter estimates. Applies only to endogenous factor models. *Predictive Relevance (Q2)* is greater than 0, in the same way, a *Predictive Relevance (Q2)* with 0 or a negative value indicates the model is not relevant to the predictions of a given endogenous factor.

Table 4 Predictive Relevance Value (Q2)

	SSO	SSE	Q ² (=1-SSE/SSO)
Work motivation	810,000	810,000	
Career development	1296,000	1296,000	
Compensation	486,000	486,000	
Job satisfaction	1134,000	623,026	0.451
Employee Performance	2592,000	1789,983	0.309

Based on the calculation of *predictive relevance* (Q2) in table 4 which shows the value of the job satisfaction variable (Y1) of 0.451 and the value of the employee performance variable (Y2) of 0.309. The value of these two variables is greater than 0 so it can be concluded that the model has a relevant predictive value.

3. Hypothesis testing

Hypothesis testing can be seen from the Path Coefficients value, *namely* the value of T-Statistics or P-Values after bootstrap SmartPLS application. The hypothesis is accepted if the P-Values < 0.05 or T-Statistics > 1.98 indicates that the path coefficient is significant (Hair *et al.* , 2017, 2019) .

Table 5. Hypothesis Test Results

Hypothesis	Influence	Original Sample	T-statistics	P-values	Results
H1	Work Motivation -> Employee Performance	0.406	4,397	0.000	Accepted
H2	Career Development -> Employee Performance	0.408	3,119	0.002	Accepted
H3	Compensation -> Employee Performance	-0.005	0.051	0.959	Rejected
H4	Work Motivation -> Job Satisfaction	-0.064	0.456	0.649	Accepted
H5	Career Development -> Job Satisfaction	0.225	3,068	0.002	Accepted
H6	Compensation -> Job Satisfaction	0.372	4,487	0.000	Accepted
H7	Job Satisfaction -> Employee Performance	0.344	4,124	0.000	Accepted
H8	Work motivation 1 -> Job Satisfaction -> Employee Performance	-0.014	0.434	0.665	Rejected
H9	Career Development -> Job Satisfaction -> Employee Performance	-0.024	0.445	0.657	Rejected
H10	Compensation -> Job Satisfaction -> Employee Performance	-0.022	0.436	0.663	Rejected

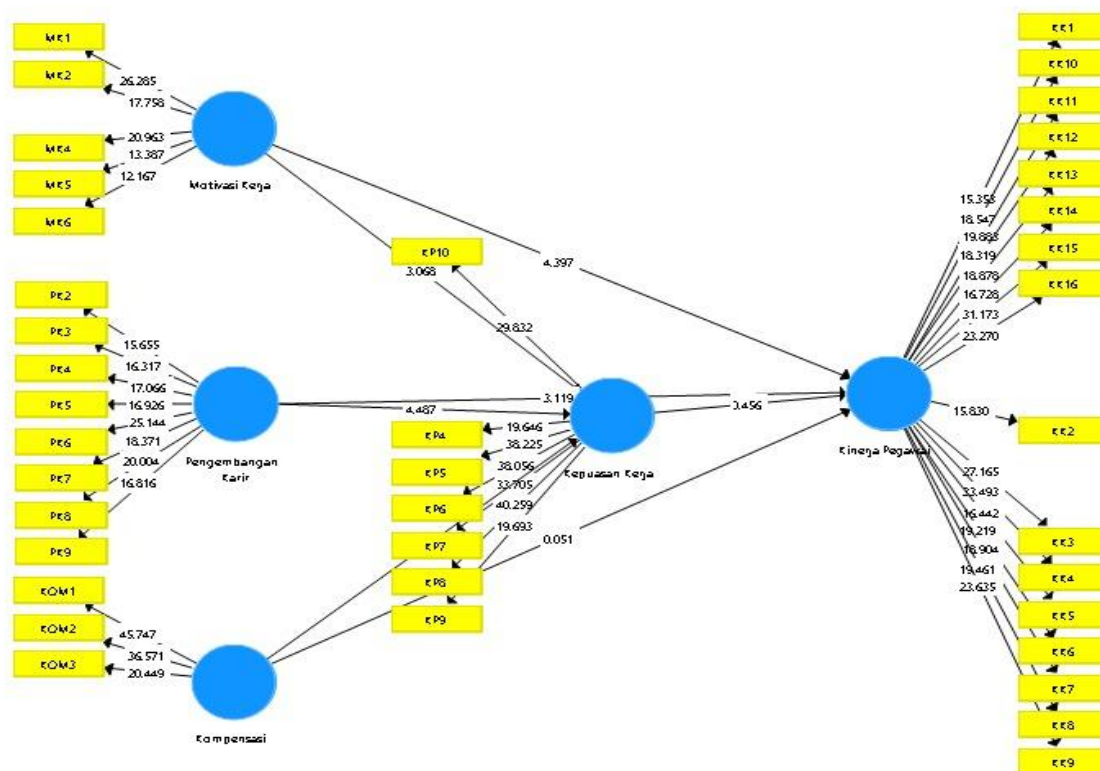


Figure 2. Path Coefficient

Discussion

H1 is accepted with test results showing an original sample value of 0.406, T-Statistics of 4.397, and P-Values of 0.000. It is known that work motivation has a positive and significant effect on employee performance, this indicates that any increase in work motivation will improve the performance of Ministry of Transportation employees. These results are in line with previous research by Guntur and Karel (2021) which proved the effect of work motivation on employee performance.

H2 is accepted with the test results showing the original sample value of 0.408, T-Statistics 3.119, and P- Values 0.002. It is known that career development has a significant effect on employee performance, this indicates that any increase in career development optimally improves employee performance. These results are in line with the research of Treshia Sahnaz Nadia et.al. (2022) that career development has a significant effect on employee performance.

H3 was rejected with the test results showing the original sample value - 0.005, T-Statistics 0.051, and P-Values 0.959. It is known that compensation has no significant effect on employee performance, this shows that any increase in compensation does not optimally improve the performance of ministry of transportation employees. This result is in line with the opinion of Wahyuni and Nurhayati (2021), stating that compensation has no significant effect on employee performance.

H4 was rejected with test results showing the original sample value was -0.064, T-Statistics 0.456, and P-Values 0.649. It is known that job satisfaction has no significant effect on employee performance, which indicates that any increase in job satisfaction will not improve employee performance. These results are in line with research by Fauzan, A. (2022) which states that job satisfaction has no effect on employee performance.

H5 is accepted with the test results showing the original sample value of 0.2 25, T -Statistics 3.068, and P-Values 0.002. It is known that work motivation has a positive and significant effect on job satisfaction, which indicates that any increase in work motivation will increase job satisfaction. These results are in line with Revaldo's research (2020).

H6 is accepted with the test results showing the original sample value of 0.372, T-Statistics 4.487, and P-Values 0.000. It is known that career development has a positive and significant effect on job satisfaction, which indicates that any increase in career development will increase employee job satisfaction. These results are in line with the research of Fadil et.al (2022).

H7 is accepted with the test results showing the original sample value of 0.344, T-Statistics 4.124, and P- Values 0.000. This shows that compensation has a positive and significant effect on job satisfaction, which indicates that any increase in compensation will increase employee job satisfaction. These results are in line with research from Zulkifli (2022).

H8 was rejected with the test results showing the original sample value was -0.014, T-Statistics 0.434, and P-Values 0.665. This shows that job satisfaction does not mediate the effect of work motivation on employee performance. These results are in line with Mufaroh's research (2020).

H9 was rejected with test results showing the original sample value was -0.024, T-Statistics 0.445, and P-Values 0.657. This shows that job satisfaction does not mediate the effect of career development on employee performance. These results are in line with research conducted by Ningsih and Tari (2017).

H10 was rejected with test results showing an original sample value of 0.103, T-Statistics 2.308, and P-Values 0.021. This shows that job satisfaction does not mediate the effect of compensation on performance. This result is in line with Jufrizen's research (2016).

CONCLUSION

This research concludes as follows: Work motivation has a positive and significant effect on employee performance. Career development has a positive and significant effect on employee performance. Compensation has no significant effect on employee performance. Job satisfaction has no significant effect on employee performance. Work motivation has a positive and significant effect on job satisfaction. Career development has a positive and significant effect on job satisfaction. Compensation has a positive and significant effect on job satisfaction. Job satisfaction does not mediate the effect of work motivation on employee performance. Job satisfaction does not mediate the influence of career development on employee performance. Job satisfaction does not mediate the effect of compensation on employee performance.

This research has several limitations. First, it is suggested to add new variables or replace other variables outside the independent variables examined in this study. Using a wider sample so that research can be generalized.

The sample only includes 10% of the population's employees. Second, this study only analyzes work motivation, career development, compensation, and job satisfaction as mediating variables influence employee performance. In this regard, further research can be carried out in other divisional units so that the scope is wider. Future studies also need to consider using other variables that affect employee performance, such as organizational culture, leadership, work environment, competence, workload, and so on.

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