

The Influence of Work Motivation, Leadership, and Career Development on Employee Performance at the Human Resources Development Center for Air Transportation, Curug Tangerang

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Abstract

This study aims to analyze and evaluate the influence of work motivation leadership, and career development on employee performance. This research method used a quantitative approach. The population of this study was all employees at the Human Resource Development Center of Air Transportation in CurugTangerang and they were 70 people in total. The research sample was 69 people (saturation sampling). Based on the research results, it shows that work motivation has a positive and significant effect on employee performance by 12,4%, leadership has a positive and significant effect on employee performance by 51.5%, career development has a positive and significant effect on employee performance by 27.4% and work motivation, leadership and on career development have a positive and significant effect on employee performance at the Human Resource Development Center of Air Transportation in Curug Tangerang by 90.9% and the remaining 9.1% is the contribution of other variables outside this study.

Keywords: work motivation, leadership, career development, employee performance

INTRODUCTION

Human Resources (HR) can be the main capital in supporting the success of the organization if it is managed properly and the management has started since they will be needed, hired, until dismissed. As it is known that human resource management (HR) is a process of planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals.

Research on human resource management and organization proves that there are various factors that affect the effectiveness in managing human resources, to find out how to manage human resources properly it is necessary to research what factors affect the success of human resource management. Every organization wants to have professional, loyal, highly dedicated and guaranteed human resources, realizing that human resources are a very important asset, which drives all the wheels of the organization, then human resource development is placed at the highest order.

An employee's motivation to work is usually indicated by his activities in work that are oriented to organizational goals. Giving motivation, basically is the right of employees and is the obligation of the organization to support the contribution of its employees in order to achieve the goals that have been determined. Because by giving motivation for employees, it will automatically increase employee work enthusiasm and the employee will carry out the duties and responsibilities that he carries with enthusiasm.

The positive mental attitude of employees towards the work situation strengthens their work motivation to achieve maximum performance. Three elements are the key to motivation, namely effort, organizational goals, and needs. So motivation in this case is actually a response to an action. Motivation arises from within humans because of encouragement by the existence of an element of a goal. This goal is related to needs, it can be said that there will be no motivation if there is no perceived need.

On the other hand, by giving motivation or encouragement to every employee, it is expected to have an influence on each person's personality so that they can carry out their duties as effectively and efficiently as possible, in line with the goals of a better and professional agency. Each individual has its own uniqueness. They have different needs, ambitions, attitudes, desires, responsibilities, and potentials. To unite many individuals with different characteristics in achieving the same goal requires the role of a leader. Leadership basically has a basic understanding as the nature, ability, process and or concept possessed by a person in such a way that he is feared, obeyed, respected and loved by others and the other person is willing to sincerely do the work or activity desired by a leader.

It should be based on that the application of leadership also carries a certain positive and dynamic mission, which if necessary must be able to change situations and conditions that are considered to be obstacles to progress, effectiveness and efficiency. A leader as an individual is a personality that deals with a number of other individuals, each of which also has a different personality. In such circumstances a leader must understand each personality that is definitely different from his own personality.

Leadership in work organizations, referred to as work leadership or management leadership, is a leadership that is a process of directing the achievement of goals and coaching the people involved in the process of achieving these goals by influencing, motivating and controlling them. A leader must understand the role of motivation, because motivation is the main variable in approaching subordinates. Delegation of authority, control and direction of subordinates need to be accompanied by motivation. This is done so that the behavioral actions of employees are directed at achieving organizational goals.

Phenomena at the Curug Tangerang Air Transportation Human Resource Development Center include less than optimal career development, among others, in 2018 there were 2 airport electricians who proposed to move to Airnav Indonesia because they felt they did not get an award for their competence, at Airnav Indonesia they occupied manager position. Meanwhile, in 2019 there were 2 people with pilot competencies who applied to move to the Directorate of Airworthiness, where they were allowed to fly freelance, assisted by the office. In addition, there are 2 people with aircraft technician competence who proposed to move to the Aviation Facility Calibration Center, in this case proximity to the leadership is still a benchmark for career development, besides that there is still employee dissatisfaction about career development policies, high technology used in organizations that lack supported by competent human resources, worker behavior can affect the smoothness or slow down the achievement of an organizational goal, inadequate skills, if this is allowed by management it will tend to make employee performance not optimal.

Furthermore, the non-optimal performance of employees at the Center for Human Resources Development for Air Transportation, Curug Tangerang, is thought to be influenced by the lack of optimal work motivation of employees. The indication: there are still employees who lack commitment in optimizing their abilities. This can be seen from the ability and performance of employees, namely there are still many jobs that are not completed optimally, because they have poor work motivation and direction. So, if the work in a section with a low level of work motivation can affect the amount and quality of work results. In addition, the low quality of employee work can be seen from the results of the work carried out by each employee, among others, seen from the lack of responsibility for each employee in carrying out their duties, work or tasks performed by each employee are not in accordance with the predetermined targets.

Besides that, the performance of employees at the Center for Human Resource Development for Air Transportation, Curug Tangerang, is thought to be influenced by the lack of optimal leadership. The indications are: there are still leaders who carry out their professions that are not in accordance with ethics; leaders are less able to motivate subordinates; the existence of dynamics between groups; lack of smooth communication between leaders and subordinates; there are still leaders who do not dare to make decisions quickly, accurately, and wisely; discussion is rarely carried out when problems occur in completing work.

Based on data on the average value of employee work targets (SKP) in 2019, the work performance value of civil servants at the Tangerang Air Transportation Human Resources Development Center as referred to in article 15 is stated with numbers and designations as follows 82.17 (good) with a description of service orientation 80.38 (good), integrity 79.2 (good), commitment 79.04 (good), discipline 75.11 (enough), cooperation 80.32 (good) and leadership 90.33 (good).

Based on employee work target data (SKP) in 2019, the work performance value of civil servants at the Curug Tangerang Air Transportation Human Resources Development Center has not achieved very good work performance or is in the range of 91 – above, this is homework for leaders at the Human Resources Development Center. Curug Tangerang Air Transportation Human Resources to continue to improve the performance of its employees in order to achieve excellent numbers for the advancement of the Tangerang Curug Air Transportation Human Resources Development Center in the future.

Based on the above phenomenon, the authors are interested in researching further about the effect of work motivation and leadership on career development and their impact on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang.

RESEARCH METHODS

This research method uses a quantitative approach. The population of this study were all employees of the Air Transportation Human Resources Development Center, amounting to 70 people. The sample used is saturated sampling. This is often done when the population is relatively small, namely 70 people, minus 1 researcher himself so that the sample of this study is 69 people, or research that wants to make generalizations with very small errors. Furthermore, the data analysis technique used in this study is multiple regression analysis.

RESULT AND DISCUSSION

1. Discussion on the effect of work motivation on employee performance

That the work motivation of employees at the Center for Human Resources Development of Air Transportation Curug Tangerang was revealed by a questionnaire of 10 items consisting of 5 sub-variables, namely (1) Physiological needs, (2) Safety needs, (3) Needs to be liked, (4) Self-esteem needs, and (5) Self-development needs with a measurement scale of 1 to 5. From the output that can be obtained, the average respondent's answer is 42.16, standard deviation is 4.562, variance is 20.812, maximum value is 50 and minimum value 18.

The results of statistical data analysis prove that it is known that the t_{count} value is 2.830 > t_{table} 1.966 and Sig. 0.006 < 0.05. That is, there is a positive and significant influence of work motivation on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang.

The variable of work motivation is 0.147 which indicates that if work motivation has increased by 1, then the performance of employees at the Human Resources Development Center for Air Transportation, Curug Tangerang, increased by 0.147, so it can be said that the other variables are constant (*ceteris paribus*).

Based on the regression equation, it is obtained that the work motivation variable is 0.147 which indicates that work motivation has increased by 1, then the performance of employees at the Tangerang Air Transportation Human Resources Development Center increased by 0.147, so it can be said that the other variables are constant (*ceteris paribus*). Furthermore, the effective contribution of the influence of work motivation on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang, is 12.4%.

The results of this study are not in line with the research conducted by Sutrisno, Azis Fathoni, Maria Magdalena Minarsih (2016) with the title the effect of work motivation and work discipline on performance at the Semarang City Civil Service Police Unit. The results showed that work motivation at the Civil Service Police Unit Office in Semarang City had a partial influence on performance based on employee perceptions.

2. Discussion on the influence of leadership on employee performance

That leadership at the Center for Human Resources Development of Air Transportation Curug Tangerang was revealed by a questionnaire of 12 items consisting of 6 sub-variables, namely (1) Professional ethics of leaders, (2) Needs and motivation, (3) Group dynamics, (4) communication, (5) decision-making ability, and (6) discussion skills with a measurement scale of 1 to 5. From the output that can be obtained, the average respondent's answer is 50.84, standard deviation is 5.692, variance is 32.401 the maximum value is 60 and the minimum value is 21.

The results of statistical data analysis prove that it is known that the value of t_{count} 9.519 > t_{table} 1.966 and Sig. 0.000 < 0.05. That is, there is a positive and significant influence of

leadership on the performance of employees at the Center for Human Resources Development of Air Transportation, Curug Tangerang.

Based on the regression equation, it is obtained that the leadership variable is 0.414 which indicates if the leadership has increased by 1, then the performance of the employees at the Tangerang Air Transportation Human Resources Development Center increased by 0.414, so it can be said that the other variables are constant (*ceteris paribus*). Furthermore, the effective contribution of leadership influence on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang, is 51.5%.

The results of this study are not in line with research conducted by I Komang Gede and Putu Saroyeni Piartini (2018) with the title the influence of leadership on employee performance which is moderated by work motivation at BPRs in Sukawati Gian-yar District. The results of the analysis can be seen that leadership has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Work motivation moderates the influence of leadership positively and significantly on employee performance. Suggestions that can be given are that the BPR leadership in Gianyar Regency must clearly provide an attitude that is considered good by subordinates, is competent in assigning tasks, such as the suitability of tasks with employee abilities so as to produce good performance. In motivating employees, every leader must instill a positive attitude towards the work he receives, such as an attitude of responsibility and teach that all work given is completed immediately to achieve good results as employee motivation in improving performance in the company, so that employees have the ability to overcome problems. -problems he faces to show good performance.

3. Discussion on the effect of career development on employee performance

Whereas the career development of employees at the Center for Human Resources Development of Air Transportation, Curug Tangerang, was revealed by a questionnaire of 18 items consisting of 9 sub-variables, namely (1) Career Needs, (2) Organizational support in the form of moral, (3) Organizational support in the form of material, (4) Training, (5) Fair treatment in career, (6) Career information, (7) Promotion, (8) Transfers, and (9) Manpower development with a measurement scale of 1 to 5. From The output that can be obtained is the average respondent's answer is 72.51, the standard deviation is 7.806, the variance is 60.930, the maximum value is 84 and the minimum value is 33.

The results of statistical data analysis prove that it is known that the value of $t_{count} 4.855 > t_{table} 1.966$ and $Sig. 0.000 < 0.05$. That is, there is a positive and significant influence on career development on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang.

Based on the regression equation, it is obtained that the career development variable is 0.169 which indicates that if the career development has increased by 1, then the employee performance at the Human Resources Development Center for Air Transportation, Curug Tangerang, increases by 0.169, so it can be said that the other variables are constant (*ceteris paribus*). . Furthermore, the effective contribution of the influence of career development on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang is 27.4%.

The results of this study are in line with research conducted by Abdul Haeba Ramli, Rizki Yudhistira (2017) with the title the effect of career development on employee performance through organizational commitment at PT. Infomedia Humanika Solutions in Jakarta. The results of the study provide evidence that high career development has a significant impact on organizational commitment. Likewise, high organizational commitment will have a significant impact on employee performance. And finally the indirect test results on career

development can significantly improve employee performance which is supported by high employee organizational commitment.

4. Pembahasan tentang pengaruh motivasi kerja, kepemimpinan, dan pengembangan karir terhadap kinerja pegawai

That the performance of employees at the Tangerang Curug Air Transportation Human Resources Development Center was revealed by a questionnaire of 10 items consisting of 4 sub-variables, namely (1) Quality, (2) Quantity, (3) Use of time at work, and (4) Cooperation with other people with a measurement scale of 1 to 5. From the output that can be obtained, the average respondent's answer is 42.32, the standard deviation is 4.182, the variance is 17.485, the maximum value is 49 and the minimum value is 19.

The results of statistical data analysis prove that it is known that the results of the significance test of the F ANOVA value, obtained the value of $F_{count} 226.507 > F_{table} 2.50$, with a Sig value of $0.000 < 0.05$, which means that there is a positive and significant influence on work motivation, leadership, and development. careers together on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang. Based on the results of the calculation of the multiple correlation coefficient obtained a value of 0.955, meaning that there is a very strong influence of work motivation, leadership, and career development together on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang. While the results of the calculation of the coefficient of multiple determination obtained a value of 90.9%, this shows that the magnitude of the contribution of work motivation, leadership, and career development together affects the performance of employees at the Center for Human Resources Development of Air Transportation, Curug Tangerang by 90, 9% and the remaining 9.1% due to the influence of other factors not examined.

The results of the calculation of the multiple regression equation are as follows: meaning that the regression coefficient is known to be a constant value of 2.846, which means if work motivation, leadership, and career development are equal to 0, then the performance of employees at the Center for Human Resources Development of Air Transportation, Curug Tangerang, is 2.846. The variable of work motivation is 0.147 which indicates that if work motivation has increased by 1, then the performance of employees at the Human Resources Development Center for Air Transportation, Curug Tangerang, increased by 0.147, so it can be said that the other variables are constant (*ceteris paribus*). The leadership variable is 0.414 which indicates if the leadership has increased by 1, then the performance of the employees at the Air Transportation Human Resources Development Center, Curug Tangerang, increased by 0.414, so it can be said that the other variables are constant (*ceteris paribus*). The career development variable is 0.169 which indicates that if career development has increased by 1, then the performance of employees at the Human Resources Development Center for Air Transportation, Curug Tangerang, increases by 0.169, so it can be said that the other variables are constant (*ceteris paribus*).

The results of this study are in line with research conducted by Syazhashah Putra Bah-rum, Ingrid Wahyuni Sinaga (2015) with the title of the influence of leadership and work motivation on employee performance (study on the Board of Free Trade Area Board Employees of Batam Bintan Karimun Free Port). The results of this study indicate that: there is an influence between leadership (X1) and motivation (X2) on employee performance (Y). This is proven by the F test with a significance level of 0.00, the F_{count} value is 16,762 and $F_{table} 3.24$, it is proven that the F_{count} value is greater than F_{table} so that it can be said that in this study accepted, there is an influence between leadership (X1) and motivation (X2) on employee performance (Y) is positive and significant.

The results of this study are in line with research conducted by Ammar Balbed, and De-sak Ketut Sintaasih (2019) with the title the effect of career development on employee performance through mediating employee motivation. The results of data analysis show that career development and work motivation have a positive and significant effect on employee performance, career development has a positive effect on work motivation, and work motivation is able to mediate the effect of career development on employee performance. Employee performance can be improved by maintaining or improving career development and employee motivation.

CONCLUSIONS

Work motivation has a positive and significant effect on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang by 12.4%. Leadership has a positive and significant effect on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang by 51.5%. Career development has a positive and significant effect on employee performance at the Center for Human Resources Development of Air Transportation, Curug Tangerang by 27.4%. Work motivation, leadership and career development together have a positive and significant effect on employee performance at the Center for Human Resources Development of Air Transportation Curug Tangerang by 90.9% and the remaining 9.1% is the contribution of other variables outside of this study.

PPSDM Air Transportation leaders to motivate employees by giving appreciation or attention to employees who have good achievements, so that employee performance is expected to be achieved optimally. The Air Transportation PPSDM leadership must show good leadership attitudes by continuing to provide enthusiasm and motivation to the employees and management every day, so that employees are expected to improve their performance at work. Air Transportation PPSDM leaders to assist employees in career development and competency improvement in the operational field which later is expected to be able to support their ability to work. Civil Aviation PPSDM employees to be able to use working time effectively and efficiently so that the planned work targets can be achieved optimally in accordance with the specified time.

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