

THE INFLUENCE OF JOB ANALYSIS AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION IN THE ENVIRONMENTAL SERVICE OF THE MANDAILING NATAL REGENCY GOVERNMENT**Nadya Rolentika Afridarisa^{1*}, Fajar Pasaribu², Hazmanan Khair³**^{1,2,3}Universitas Muhammadiyah Sumatera Utara

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***Email:** nadyarolentika@gmail.com**ABSTRACT**

The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that aims to explain causal relationships. The data collection technique in this research used a questionnaire. The results of this research are that job analysis has a positive and significant influence on performance, career development has a positive and significant influence on performance, job analysis has a positive and significant influence on motivation, career development has a positive and significant influence on motivation, work motivation has a positive and significant influence on motivation. significant effect on performance, Job analysis has a significant positive effect on performance through work motivation as an intervening variable, Career development has a significant positive effect on employee performance through employee work motivation as an intervening variable in the Mandailing Natal Regency Government Environment.

Keywords: Career Development, Motivation, Job Analysis, Performance.**INTRODUCTION**

Employees are the most important element for government agencies who act as the main driver in realizing the vision, mission and goals of government organizations. Considering the importance of the human resources (HR) element, HR management is needed to manage it systematically, planned and patterned so that the organization's current and future goals can be achieved optimally. For this reason, in bureaucratic reform, the HR element is an important aspect, so it needs to be structured systematically. According to Bintoro and Daryanto (2017:15) state that "Human resource management, abbreviated as HRM, is a science or method of managing the relationships and roles of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that achieve the joint goals of the organization, employees and society to the maximum". The role of human resources (HR) in an organization has recently become increasingly important. HR is very vital and central to an organization because they have perspectives, values and attributes for the organization. Whatever the form and purpose, organizations are created based on various visions for the benefit of humans. The importance of human resources in

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an organization requires every organization to get quality and productive employees to run the organization. One way to overcome obstacles in terms of the need for quality human resources is to carry out a good job analysis by an organization. Job analysis has a very important role in human resource management, namely improving organizational performance both in terms of productivity, service and quality to achieve the organization's main goals (Hakim, 2019: 45). Job analysis is the basis for developing a selection system, in job analysis it will classify core competencies and basic competencies. This can be used as a basis for developing selection criteria. In an era of increasingly tight competition, the performance of state civil servants (ASN), both civil servants (PNS) and performance agreement government employees (P3K) within the Mandailing Natal Regency Government, is required to continue to improve. One step to maintain or improve employee performance is to evaluate employee performance and carry out a series of improvements to always improve the quality of these employees so that the organization grows and excels in competition, or at least can survive. Under the expected ideal conditions, the performance of employees within the Mandailing Natal Regency government is still not in line with the expectations and desired achievements.

One of the problems that occurs within the Mandailing Natal Regency Government is that job analysis documents have not been used as a reference in obtaining job information related to job descriptions and job specifications, the number of employee requirements is not in accordance with the workload where the capacity of employees in a field/unit is greater from workload based on job mapping, even though job analysis has been carried out and prepared in the previous year, problems still occur such as an apparatus/employee not clearly knowing what goals and targets must be achieved in their work and what should be done to achieve the goals and targets the. Job descriptions that are still overlapping and unfocused and work standards that are not measurable are obstacles in themselves. So there is a tendency for employees to work just for the job opportunity and source of income. This tendency occurs in the field with employees who come, instead of immediately seeing the work and carrying it out, but just sitting around, chatting on the computer with no work in mind. The tendency for work to be carried out when ordered by the leader. Thus, it can be seen that coming to the office looks at what will be obtained, not what will be given to the organization. Based on this, employees in the Mandailing Natal Regency government environment have a greater tendency not to use work as an opportunity to gain work experience, knowledge and skills, an opportunity to build a career and a means for self-actualization. Since the last few years the government has implemented a moratorium on employee procurement. This has an impact on various government agencies, including the Mandailing Natal District Government. Moreover, as the Mandailing Natal Regency Government continues to develop, it cannot be denied that in order to improve and continue to encourage ongoing developments, a stimulus is needed to improve employee performance. For this reason, it is an obligation for organizations to provide remuneration to their employees, so that the performance produced by employees is better so that it will have an impact on employees' careers, such as promotion or career advancement. Apart from the availability of job analysis documents, to improve employee performance, a leader must start thinking about the careers of employees, so they must be able to develop employees' careers so that employees are enthusiastic about improving their performance. Leaders must be able

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to assist employee activities in planning their future careers in the company so that the employees concerned can develop themselves to the maximum (Mangkunegara, 2017:57). Individuals who want their careers to develop must work as hard as possible, namely by showing good performance, however, company leaders only look at employees who are close to them, so that employee career development depends on the individual's closeness to the leadership.

This is a trigger for poor employee performance, this is in line with the results of research conducted by Nugroho (2012:28) which revealed that poorly implemented career development has a negative effect on employee performance. For this reason, company leaders must be able to manage employee career development in order to improve employee performance, as stated by Suryalena (2018:11) who states that career development has a positive and significant effect on employee performance. A good career can also support the success of an organization in achieving its goals. Because the presence of these factors will create a high level of performance thereby supporting the success of a government agency in carrying out its duties. On the other hand, if the level of employee performance decreases, it will hinder the organization from achieving its goals. Organizations should improve career management and develop it well so that employee performance is maintained and able to encourage employees to always do their best for the good of the organization and avoid work frustration which can result in a decline in agency performance. Thus, career development is one of the factors that can influence employee performance in the Mandailing Natal Regency Government Environment. From the researchers' observations, since the implementation of the equalization of administrative positions into functional positions, career development such as education and training (training) has been necessary, but up to now, career development through training related to functional positions is still very rarely implemented, this occurs due to several factors. including limited funds for education and training and lack of information about the implementation of training and the leadership's attitude in the division of tasks and responsibilities is still focused on one staff only, the staff has an educational background and skills that are considered sufficient, so that every job puts more emphasis on that person. Ultimately, other employees feel less cared for and this results in low work motivation. On the other hand, it happens that employees who do not have a good educational background and skills, do not want to try to learn or improve their abilities, skills, and instead choose not to get involved and avoid being responsible for jobs within the organization.

If the job analysis within the Mandailing Natal Regency Government has been carried out well, it can be possible to recruit employees who have qualifications and skills that suit job needs so that they can identify employee career development to have clear skills and career paths. However, if the job analysis has been carried out well and career development provides employees with equal opportunities, there are times when employees need motivation to encourage them to work well, so that it will have an impact on the employee's performance, meaning that motivation also plays a role in carrying out the job analysis well. and career development will provide employees with equal opportunities for all employees. With the right encouragement, employees will be encouraged to do the maximum possible in carrying out their duties because they believe that with the success of the organization in achieving its goals and various targets, high interests will create a

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commitment to what is their responsibility in completing each job. Increasing employee performance in carrying out their main duties and functions cannot be separated from whether the employee has motivation at work. According to Hasibuan (2019), motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Meanwhile, according to Wirawan (2019), motivation is generally defined as initiative and direction of behavior. Furthermore, according to Robbin (2016), work motivation is defined as a willingness to try as optimally as possible in achieving organizational goals which is influenced by the business's ability to satisfy several needs. Below you can see data on the attendance level of employees of the Investment and One-Stop Integrated Services Office of the Mandailing Natal Regency Government Office in 2023.

Table Employee Attendance Level

Bulan	Jumlah Pegawai	Hari Kerja Efektif	Absensi		
			Alfa	Terlambat	Cepat Pulang
Juni	43	5	4	10	2
Juli	43	5	1	6	3
Agustus	43	5	2	12	4
September	43	5	3	14	4
Oktober	43	5	3	14	3
November	43	5	3	10	1
Desember	43	5	1	3	2

Source: Mandailing Natal Regency Government

The table data above shows the percentage of employee absenteeism over the last 7 months with the lowest percentage of employee absenteeism occurring in July and December, namely 1 employee each, and the highest percentage of absentee employee attendance occurring in June, namely 4 employees. This has an impact on job analysis in human resource management which has a very strategic role in the organizational development process. Apart from that, this can also affect career development because it depends on interactions, namely organizational needs factors. Therefore, based on the statements above, the researcher is interested in conducting research with the title "The Influence of Job Analysis and Career Development on Employee Performance Through Work Motivation in the Mandailing Natal Regency Government Environment".

METHOD

In a research activity, it is first necessary to determine the research method that will be used, because these are the steps that must be carried out in the research. Basically, a research method is a method that researchers can use to carry out research. According to Sugiyono (2018:2) the meaning of research methods is as follows: "Research methods are basically a scientific way to obtain data with certain purposes and uses." Based on the definition of research methods above, it can be concluded that conducting research requires relevant data to achieve the desired goals according to certain uses. The researcher intends to collect historical data related to the problem to be researched and observe it carefully so

that data will be obtained that supports the author's report. The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that aims to explain the causal relationship and influence between variables through hypothesis testing. According to Sugiyono (2018:11), the definition of associative is as follows: "Research that aims to determine the influence or relationship between two or more variables".

DISCUSSION

Effect of Job Analysis on Performance

The beta coefficient for the position analysis variable on employee performance is 0.426. Through the t test with a significance level of 0.05, the calculated t results for the job analysis variable on employee performance were greater than t table ($4.935 > 1.662$). The test results state that job analysis has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. This is also in accordance with research results from Mulyanto and Yunanto (2021) which show that job analysis has a positive and significant influence on the performance of BKD Klaten employees. Research results from Mutmainah and Troena (2020) also show that job analysis also significantly and positively influences employee performance.

Effect of Career Development on Performance

The beta coefficient for the career development variable on employee performance is 0.222. Through the t test with a significance level of 0.05, the calculated t results for the career development variable on employee performance were greater than the t table ($2.676 > 1.662$). The test results state that career development has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. This is in accordance with research by Waren and Lena (2014) showing significant results between career development and employee performance. The research results of Mulyanto and Yunanto (2014) also show that there is work career development on the performance of BKD Klaten employees.

Effect of Job Analysis on Motivation

The beta coefficient for the job analysis variable on motivation is 0.387. Through the t test with a significance level of 0.05, the calculated t results for the job analysis variable on motivation were greater than t table ($3.830 > 1.662$). The test results state that job analysis has a positive and significant influence on employee work motivation in the Mandailing Natal Regency Government Environment. The results of this research support research conducted by Mulyanto and Yunanto (2021) which shows that job analysis has an effect on motivation. Caraudin (2021) also proves that there is a positive influence between job analysis and employee motivation.

The Influence of Career Development on Motivation

The beta coefficient for the career development variable on motivation is 0.273. Through the t test with a significance level of 0.05, the calculated t results for the career development variable on motivation were greater than t table ($2.697 > 1.662$). The test results

state that career development has a positive and significant influence on employee work motivation in the Mandailing Natal Regency Government Environment. These results support previous research conducted by Sokro (2022) showing that there is a significant relationship between career development and employee work motivation in the Mandailing Natal Regency Government Environment. Strong career development can create motivation and improve employee performance.

Effect of Motivation on Performance

The beta coefficient for the work motivation variable on employee performance is 0.286. Through the t test with a significance level of 0.05, the calculated t results for the work motivation variable on employee performance were greater than the t table ($3.351 > 1.662$). The test results state that work motivation has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. The results of this research are supported by research by Sokro (2021), Lubis, R. P., F. Pasaribu, and Z. Tufty (2021) and Hakim Fachrezi and Hazmanan Khair (2020) which show that employee work motivation influences the overall efficiency of the organization and motivation determines employee performance potential.

The role of motivation as an intervening variable in the influence of job analysis on performance

The direct effect of job analysis on employee performance is 0.426, while the indirect effect using motivation as a mediating variable is 0.111 and the total effect is 0.537. Based on path analysis calculations, the direct influence of job analysis on performance is greater than the indirect influence of job analysis variables on employee performance in the Mandailing Natal Regency Government Environment through the intervening variable employee work motivation in the Mandailing Natal Regency Government Environment. Because the results are still significant with a smaller value, it can be concluded that job analysis has a significant positive effect on performance through work motivation as an intervening variable in the Mandailing Natal Regency Government Environment.

The role of motivation as an intervening variable in the influence of career development on performance

The direct effect of career development on performance is 0.222, while the indirect effect using work motivation as a mediating variable is 0.078 and the total effect is 0.300. Based on path analysis calculations, the direct influence of career development on performance is greater than the indirect influence of career development variables on performance through the intervening variable employee work motivation in the Mandailing Natal Regency Government Environment. Because the results are still significant with a smaller value, it can be concluded that career development has a significant positive effect on employee performance through employee work motivation as an intervening variable in the Mandailing Natal Regency Government Environment.

CONCLUSION

Job analysis has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. Career development has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. Job analysis has a positive and significant influence on employee work motivation in the Mandailing Natal Regency Government Environment. Career development has a positive and significant influence on employee work motivation in the Mandailing Natal Regency Government Environment. Work motivation has a positive and significant influence on employee performance in the Mandailing Natal Regency Government Environment. Job analysis has a significant positive effect on performance through work motivation as an intervening variable in the Mandailing Natal Regency Government Environment. Career development has a significant positive effect on employee performance through employee work motivation as an intervening variable in the Mandailing Natal Regency Government Environment.

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