

The Influence of Career Development, Work Motivation, Work Flexibility on Employee Performance and Satisfaction as Mediation (Case Study at the Labuan Bajo Tourism Office)

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ABSTRACT

The purpose of this study was to examine the effect career development, work motivation, and work flexibility on employee performance with job satisfaction as an intermediary variable at the Labuan Bajo Tourism Office, West Manggarai. This quantitative study, using a questionnaire from 31 ASN employees and analyzed with SEM-PLS, found that career development, work motivation, and work flexibility all positively and significantly affect employee performance and job satisfaction at the Labuan Bajo Tourism Office, West Manggarai. Additionally, job satisfaction mediates the effects of these factors on employee performance.

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1. INTRODUCTION

Human Resource Management (HRM) has an important role in determining organizational goals in the current era of globalization. The government sector faces many complex issues and factors, such as planning, costs, quality, and security. The government sector involves many people with different types of skills. This is because humans are the main resource of the government system. Therefore, human resource management (HR) is a very important factor in achieving company goals [1]. Improving human resources towards the development of performance management of employees is a major requirement in the era of

globalisation to be competitive and self-reliant [2].

Employee performance reflects the degree of attainment of the realisation of an activity, programme, or policy in realising the organisation's targets, goals, vision, and mission. According to [3], the performance is the work results in quality and quantities achieved by an employer in meeting its responsibilities. Performance involves planning, action, monitoring, and evaluation to meet company goals. This research introduces job satisfaction as a mediator between career development, work motivation, and work flexibility on employee performance, recognising its significant

impact. [4] which shows that low job satisfaction results in low productivity, so organisational managers must pay attention to employee job satisfaction to achieve organisational efficiency and effectiveness.

In this study, career growth is another element that affects employee performance. Career Development is a group or individual who works for a company with the specific goal of achieving the highest position or title a person may have [5]. One of the main keys to improving employee performance is through career development which can be realized in duties, responsibilities, authority and compensation that meets or even exceeds expectations [6]. With optimal coaching and clear career development, it can have a positive effect on employees of the West Mangarai Tourism Department, Labuan Bajo, creating high work motivation which has an impact on work ethic and increasing employee performance [7]. Work motivation is a factor that is able to provide encouragement to an individual in carrying out an activity or activities, thus motivation is defined as a factor that drives the behavior of an individual, [8]. Another factor that can affect employee performance is work flexibility. Work flexibility has an influence on employee performance [9]. Work flexibility can affect employees' feelings of comfort with their work, so they can work more freely and optimally, which ultimately improves their performance [10]. Creating good employee performance is not easy because this performance can be formed if the variables that influence it, such as career development, work motivation, and work flexibility, can be well accommodated and accepted by all employees in an organisation or company.

The West Manggarai Regency Tourism Office plays an active role as an agency that develops the potential of tourism objects in West Manggarai Regency to create government performance results that are able to provide the best service in the tourism sector. Based on the performance accountability report, the West Manggarai tourism office found that there were performance indicators that were not achieved in 2022.

Government Agency Performance Accountability (LAKIP) is a system for measuring success and failure in programs and activities by evaluating the level of performance achievement. Based on observations, one of the biggest influences is the availability of resources, such as money, skilled instructors and appropriate training facilities. employees cannot build capabilities in the right way if training is not supported financially and physically.

[11] in his research, he explained that the performance of the West Manggarai Regency Tourism Office was not optimal in managing Batu Cermin Cave, in this case the increase in human resources was still very minimal. Procurement of facilities in tourist attractions is still lacking and damaged parts have not been renovated and this is not yet optimal in terms of performance. The use of job satisfaction variables as mediation is carried out because, contextually, job satisfaction can improve employee performance in addition to being a benchmark for career development, motivation and work flexibility in the workplace.

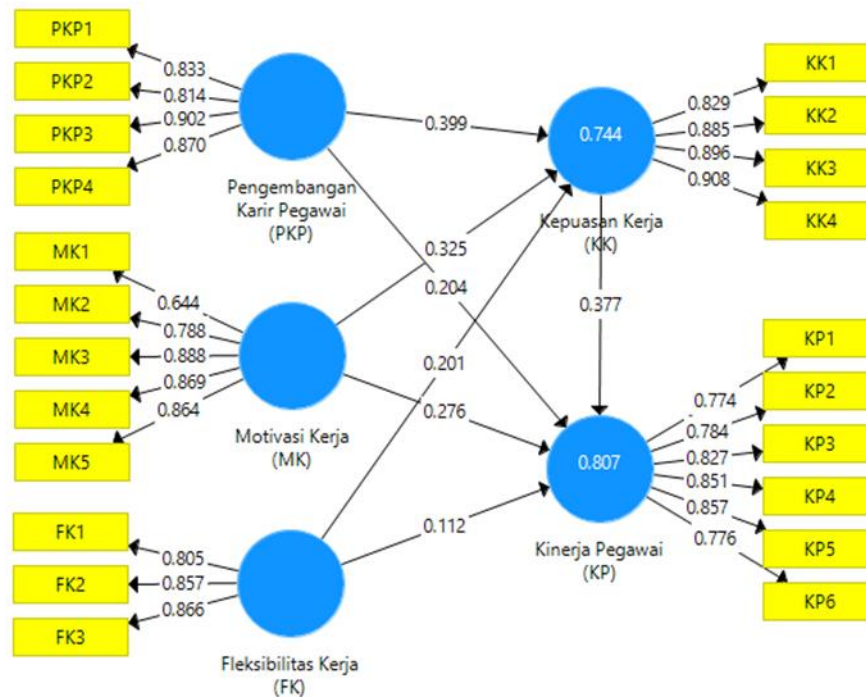
As for what the Labuan Bajo tourism office does, employees are often trained in customer service, time management, foreign languages and local knowledge, this aims to prepare employees for promotions. Employees are also trained in promoting local tourism to increase their understanding of tourist attractions in Labuan Bajo. With optimal coaching and clear career development, it can have a positive effect on employees of the West Manggarai Labuan Bajo tourism service, creating high work motivation which will have an impact on work ethic and improving employee performance. The implementation of a flexible work system in the West Manggarai tourism office is a lack of opportunity for employees to provide space for creativity and innovation in their respective fields, but employees get flexibility in working hours. The flexibility of working hours means that workers can set their own remaining time, but the work system requires them to be in the office at certain hours.

2. METHODS

The aim of this research is to test data and theories in general to produce specific findings through hypothesis testing. This study uses saturation sampling due to a population of less than 100 people, with a sample size of 31 in total. Data were collected using a questionnaire addressed to employees from the Labuan Bajo Tourism Office, and analysed by the partial least squares (PLS) methods in the structured equation models (SEM). PLS was selected since it is flexible, it does not require much assumptions, and it can be used on a small sample and to both confirm new theories or test propositions.

3.1 Result

In Figure 1, the outer evaluation of the models in SEM-PLS analysis is a measurement process carried out to test instruments that evaluate the validity and reliability of the model. This outer model refers to the specifications of the relations among latent labels and their respective indicators, which are also known as outer relationships or measurement models, and are used to specify the characteristics of the constructed and specified variables. Indicator effectiveness is assessed through Convergent Validity, whilst reliability is calculated through Composite Reliability



3. RESULTS AND DISCUSSION

and Average Variance Extracted (AVE).

Figure 1. Internal Model

Table 1 also shows that the validity of convergent with indicators of reference can be see from the correlativities

of indicator and variable values. An indicator considered Valid if it bears a correlation rate of greater 0.60 [12].

Table 1. Test of Convergent Validity

No.	Variable	Indicator	Outer Loading
1.	Employee Performance (KP)	Work quality	0.774
		Work Quantity	0.784
		Time	0.827
		Cost Emphasis	0.851
		Supervision	0.857

		Relationships Between Employees	0.776
2.	Job satisfaction (KK)	Job Satisfaction Itself	0.829
		Salary/Wage Level	0.885
		Work colleague	0.896
		Supervision	0.908
3.	Employee Career Development (PKP)	Fair Treatment in Career	0.833
		Concern of Immediate Superiors	0.814
		Information About Various Promotional Opportunities	0.902
		There is an interest in being promoted	0.870
4.	Work motivation (MK)	Physiological Needs	0.644
		Safety Needs	0.788
		Social Needs	0.888
		Need for Recognition	0.869
		Self-Actualization Needs	0.864
5.	Work Flexibility (FK)	<i>Timing Flexibility</i>	0.805
		<i>Place Flexibility</i>	0.857
		<i>TimeFlexibility</i>	0.866

Source: Data processed 2024

Table 1 displays the results of the verification of convergent effectiveness, showing that all indicators are valid with an outer loading value above 0.60. Table 2 displays discriminant validity, where an

indicator is valid if its cross-loading value is higher than other variables, with a score of over 0.60 indicated indicating that the variable latent is a goodness match for the modelled.

Table 2. Discriminant Validity Test Results

	Work Flexibility (FK)	Job Satisfaction (KK)	Employee Performance (KP)	Work Motivation (MK)	Employee Career Development (PKP)
FK1	0,805	0,531	0,575	0,596	0,606
FK2	0,857	0,624	0,640	0,669	0,666
FK3	0,866	0,785	0,763	0,748	0,739
KK1	0,642	0,829	0,731	0,634	0,695
KK2	0,682	0,885	0,740	0,696	0,709
KK3	0,683	0,896	0,731	0,715	0,709
KK4	0,740	0,908	0,799	0,776	0,764
KP1	0,613	0,595	0,774	0,593	0,636
KP2	0,563	0,608	0,784	0,642	0,671
KP3	0,646	0,696	0,827	0,707	0,665
KP4	0,686	0,755	0,851	0,726	0,690
KP5	0,697	0,777	0,857	0,730	0,709
KP6	0,646	0,707	0,776	0,638	0,630
MK1	0,518	0,445	0,466	0,644	0,496
MK2	0,632	0,619	0,650	0,788	0,649
MK3	0,707	0,703	0,722	0,888	0,672
MK4	0,709	0,729	0,749	0,869	0,706
MK5	0,691	0,729	0,753	0,864	0,690

PKP1	0,653	0,648	0,672	0,642	0,833
PKP2	0,604	0,566	0,579	0,574	0,814
PKP3	0,714	0,755	0,730	0,718	0,902
PKP4	0,751	0,794	0,798	0,755	0,870

Source: Processed data, 2024

The results of Table 2 show that discriminant validity based on a value of the cross load of each variable indicator is greater than 0.60, so it is declared valid. Table 3 is used to assess discriminant

validity in terms of the Average Variance Extracted (AVE) values, where the model is considered better than 0.50 if the AVE value for each constituent. The AVE test results are shown in Table 3.

Table 3. Average Variance Extracted

Variable	Average Variance Extracted (AVE)
Employee Performance (KP)	0,660
Job satisfaction (KK)	0,775
Employee Career Development (PKP)	0,731
Work motivation (MK)	0,665
Work Flexibility (FK)	0,771

Source: Processed data, 2024

The results of Table 3 show that the Average Variance Extracted (AVE) value for all variables, namely employee performance (KP), job satisfaction (KK), career development (PKP), work motivation (MK), and work flexibility

(FK), is greater than 0.50, so it is declared valid. Table 4 shows that construct reliability is measured through composite reliability and Cronbach alpha, and is declared reliable if the value is more than 0.70.

Table 4. Construct Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Employee Performance (KP)	0,921	0,897
Job satisfaction (KK)	0,932	0,903
Employee Career Development (PKP)	0,916	0,878
Work motivation (MK)	0,908	0,872
Work Flexibility (FK)	0,881	0,799

Source: Processed data, 2024

The results of Table 3 show that the Table 4 shows that the reliability of constructs for employee performance variables (KP), job satisfaction (KK), career development (PKP), work motivation (MK), and work flexibility (FK) has a value of over 0.70 for composite reliability and Cronbach alpha, which

indicates that all constructs are reliable. Table 5 shows the R-square value to measure the influence of exogenous variables on endogenous variables, with values close to zero indicating a weak influence, and close to one indicating a strong influence.

Table 5. R-Square Value

Construct	R-Square
Employee Performance (KP)	0,807
Job satisfaction (KK)	0,744

Source: Processed data, 2024

The results of Table 5 show the R-Square for the construct of employee performance (KP) of 0.807, which means that 80.7% of variations in employee

performance are influenced by career development, work motivation, work flexibility, and job satisfaction, whereas for the remaining 19.3% it is affected by

other variables outside the model. The R-Square value for the job satisfaction construct (KK) is 0.744, which indicates that 74.4% of the variation in job satisfaction is influenced by career development, work motivation, and job flexibility, while the remaining 25.6% is influenced by variables outside the

model. Table 6 presents the hypothesis tests. Parameter estimation testing provides important information about the association relationship tween research variables, with hypothesis testing based on the value contained in the path coefficient results.

Table 6. Path Coefficient (Mean, STDEV, T-Values, P-Values)

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Employee Career Development (PKP) → Employee Performance (KP)	0,204	0,200	0,076	2,663	0,008
Employee Career Development (PKP) → Job satisfaction (KK)	0,399	0,404	0,070	5,665	0,000
Work motivation (MK) → Employee Performance (KP)	0,276	0,279	0,061	4,500	0,000
Work motivation (MK) → Job satisfaction (KK)	0,325	0,321	0,074	4,364	0,000
Work Flexibility (FK) → Employee Performance (KP)	0,112	0,109	0,074	2,513	0,011
Work Flexibility (FK) → Job satisfaction (KK)	0,201	0,203	0,086	2,346	0,019
Job satisfaction (KK) → Employee Performance (KP)	0,377	0,381	0,068	5,581	0,000

Source: Processed data, 2024

Hypothesis testing using the Partial Least Square (PLS) method is carried out through bootstrapping to determine the significance between variables. The hypothesis is accepted if the t-statistic is within ± 1.96. The results in Table 6 show that employee career development significantly affects employee performance with a t-statistic of 2.381 (H1 accepted) and also has a positive impact on job satisfaction with a t-value of 5.665 (H2 accepted). Work motivation significantly affects employee performance (t-statistic 4.500, H3

accepted) and job satisfaction (t-statistic 4.364, H4 accepted). Work flexibility (FK) significantly affects employee performance (t-statistic 2.513, H5 accepted) and job satisfaction (t-statistic 2.346, H6 accepted). Finally, job satisfaction positively affects employee performance (t-statistic 5.581, H7 accepted).

Table 7 displays the test of indirect effect aimed at examining the influence strength of constructs indirectly through mediated or other intervening factors.

Table 7. Indirect Effects

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Employee Career Development (PKP) → Job satisfaction (KK) →	0,150	0,155	0,042	3,612	0,000

Employee Performance (KP)					
Work motivation (MK) → Job satisfaction (KK)→ Employee Performance (KP)	0,122	0,122	0,035	3,519	0,000
Work Flexibility (FK) → Job satisfaction (KK) → Employee Performance (KP)	0,076	0,077	0,034	2,231	0,026

Source: Processed data, 2024

Indirect influence Hypothesis through an intervening factor can be acceptable if the bootstrapping tests values are within ± 1.96 . If the t-value < 1.96 or $= 1.96$, the hypothesis is rejected, but if the t-statistic value > 1.96 , the null hypothesis is acceptable. based of Table 7, the the indirect effect of career development (PKP) to employee performance (KP) via job satisfaction (KK) has a calculated t values of 3.612 (>1.96), showing a significant mediation effect. In addition, the indirect effect of work motivation (MK) on employee performance (KP) is also significant with a t-statistic value of 3.519 (>1.96). The indirect impact of work flexibility (FK) on job performance (KP) expressed through job satisfaction (KK) also shows a significant mediation effect with a t-estimate of 2.231 (>1.96).

3.2 Discussion

a. Direct Effect

Testing the direct effect of employee career development on employee performance resulted in a t-calculation of 2.663 which indicates a positive influence on employee performance at the Labuan Bajo Tourism Office, West Manggarai, which is in line with previous research [5], [13]. Similarly, testing the effect of career development on job satisfaction resulted in a t-value of 5.665, which further supports the findings of [14], [15] that career development has a positive effect on job satisfaction. This study also examines the effect of work motivation on performance, resulting in a t score of 4.500, which confirms a

positive effect on performance, consistent with the research of [16]. In addition, work motivation has a positive effect on job satisfaction, with a t score of 4.364, supporting the findings of [17], [18]. The effect of work flexibility on performance is confirmed with a t calculated of 2.513, in line with the research of [15], [19], while the effect of work flexibility on job satisfaction, indicated by a t calculated of 2.346, supports the research of [17], [20]. Finally, the positive effect of job satisfaction on performance, shown by a t-estimate of 5.581, corroborates the findings of [15], [20], [21].

b. Indirect Effect

Testing the indirect effect of employee career development on employee performance through job satisfaction yielded a t-statistic of 3.612, indicating significant mediation, thus accepting H8 and supporting the findings of [22]. Similarly, the indirect effect of work motivation on employee performance through job satisfaction yields a t-estimate of 3.519, confirming significant mediation and supporting [23], thus accepting H9. Furthermore, testing the indirect effect of work flexibility on employee performance through job satisfaction yields a t-estimate of 2.231, indicating significant mediation and accepting H10, consistent with the findings of [20].

4. CONCLUSION

This study provides evidence that career development, work motivation, and work flexibility have a positive and significant impact on employee performance at the Labuan Bajo Tourism Office. In fact, these three factors also have a positive and significant influence

on job satisfaction. Job satisfaction has a positive influence on employee performance at the Labuan Bajo Tourism Office and acts as a mediator in the link of career development, work motivation, and work flexibility towards employee performance at the office.

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