

The Effect of Employee Development on Employee Performance Through Work Motivation at the Forestry Service of East Kalimantan Province

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DOI: <https://doi.org/10.30880/rmtb.2024.05.02.004>

Article Info

Received: 30 September 2024

Accepted: 01 November 2024

Available online: 01 December 2024

Keywords

Employee development, employee performance, Work motivation

Abstract

This study aims to determine the influence of employee development on employee performance through motivation in the East Kalimantan Provincial Forestry Service. This research is based on the existence of competition between other government agencies in national development supported by data quoted from Sindonews stating that lack of coordination and collaboration can hinder employee performance. This study uses quantitative data. The data source in this study uses primary data by distributing a questionnaire in the form of a Google Form to employees of the East Kalimantan Provincial Forestry Service. The population in this study is all employees in the East Kalimantan Provincial Forestry Service and received a sample of 156 respondents who were taken by probability sampling method using simple random sampling. data analysis techniques in this study using IBM SPSS Version 26 and SmartPLS software version 4.0.2. The results in this study indicate that employee development has a positive and significant effect on employee performance, career development has a positive and significant effect on work motivation, work motivation has a positive and significant effect on employee performance, and employee development has a positive and significant effect on employee performance through work motivation. Suggestions that can be given in this study pay more attention to training, education and are supported by providing maximum motivation in order to develop the career of each employee and also improve employee performance. The benefits of this research are knowledge and insight for researchers in the field of human resource management, especially regarding employee development, work motivation and employee performance.

1. Introduction

Human resources continue to be recognized as a very valuable asset and a significant investment, which serves as a major determinant in the success of an organization or company. According to Damingun (2017), HR development is a process of engineering employee work behavior in such a way that it can show optimal performance. HR is the core of an organization, which is built in line with the vision, mission and goals of the organization for human welfare. Human resource development includes methodically structured efforts aimed at improving employee proficiency in various aspects, including moral, conceptual, technical, and theoretical aspects, which are in line with the demands of their respective roles (Andika, 2019). According to Arif (2019)

performance is a process of achieving an employee specifically, verified and measured. Performance is the result of work that a person achieves based on work needs (Safitri, 2019). According to Saputra *et al.* (2020), Performance includes the achievement of quantitative and qualitative results of the work performed by employees, in accordance with the responsibilities assigned to them. According to Abdiaziz (2020) states that improving employee performance can accelerate company improvement.

The East Kalimantan Provincial Forestry Service is a government agency currently located at Jalan Kusuma Bangsa, Samarinda, East Kalimantan Province, based on previous observational research with competition between other government agencies in national development, the East Kalimantan Provincial Forestry Service is expected to be able to compete by improving maximum employee performance. There are still several problems that hinder employee performance as quoted from Sindonews such as lack of coordination and collaboration between employees or units that can hinder employee performance. Coordination is very important in decision making.

From several previous studies that career development is very influential on employee performance, this research is in line with previous findings conducted by Irwansyah (2023), which states that employee development has a significant effect on employee performance. This study presents findings that contradict those reported by Situmorang *et al.* (2023), who found that career development does not have a significant impact on performance. Previous research on motivation, such as that conducted by Heruwanto (2018), which found that motivation has a considerable positive influence on employee performance.

In order to improve the performance of the East Kalimantan Provincial Forestry Service, employee development is one solution, where employee development is a process of various activities that have important meaning for both employees and the growth and success of the organization as a whole. According to Rintjap *et al.* (2021) argue that development leads to work experience, relationships between employees, and abilities that help employees to prepare themselves in the future.

When employees acquire new skills and knowledge through a development or training program, they become better equipped to handle their job responsibilities effectively and adapt to evolving workplace demands. According to Septiowati *et al.* (2021: 43) HR needs analysis helps identify development and training opportunities for current employees, so that they can improve their skills and competencies according to job demands and the future needs of the organization. According to Dessler (2005: 293), employee development requires training as a process to teach and manage the skills of each employee to do the job. According to Baiti *et al.* (2021) employee development is any activity provided by a company or institution to improve abilities, knowledge, and skills. Employee development programs must be carefully designed, using methodologies that meet current and future skill needs (Rachmatika *et al.*, 2024). one of the methods used in employee development is training.

Lack of motivation can affect employee development towards performance. According to Khaenlman *et al.* (2021: 27) motivation is a desire, desire, and driving force in humans, motivation is related to human psychological factors that reflect attitudes, needs, and satisfaction that occur in humans, while the driving force outside a person is generated by the leader. According to Mulyani *et al.* (2019) Motivation is an important process to encourage individuals to carry out a series of activities that lead to the achievement of certain goals. Therefore, if employee motivation can be increased, efficiency will definitely occur, and there will be no decrease in harmony (Putri & Frianto, 2019). To achieve maximum performance must require high employee motivation and development factors. Agencies must be able to create conditions that can motivate employees to work well. The East Kalimantan Provincial Forestry Service is a government agency currently located at Jalan Kusuma Bangsa, Samarinda, East Kalimantan Province, which plays a role in national development.

From some previous research findings researched by Ronia *et al.* (2020) which supports the positive impact of employee development on employee performance states that increasing sustainable employee development initiatives will lead to improved employee performance. Furthermore, research conducted by Caniago & Rustanto (2022) which found that employee development has a major effect on employee performance. This is in line with research researched by Seku & Andriyani (2023) who argue that career development has a very positive and significant effect on employee performance. Therefore, employee development has the potential to improve employee performance so that it facilitates the achievement of organizational goals. Based on the previous studies mentioned above, the hypothesis of this study is as follows:

H¹: Employee development has a positive and significant effect on employee performance at the East Kalimantan Provincial Forestry Service.

Based on previous research researched by Sari & Candra (2020) which states that employee development has a very positive and significant effect on motivation. Furthermore, research conducted by Komara & Rhamadhania (2023) states that career development and motivation both influence each other positively and significantly to improve employee performance. This is also in line with research conducted by Iban Abraham

Manu *et al.* (2022) who argue that career development is very influential on work motivation. Based on the previous research above, the hypothesis formulation taken in this study is:

H²: Employee development has a very positive and significant effect on motivation at the East Kalimantan Provincial Forestry Service.

From some previous research researched by Geovanno *et al.* (2021) states that motivation has a positive and statistically significant impact on employee performance. In this case, motivation significantly affects employee performance. Furthermore, research conducted by Thang & Nghi (2022) states that the effect of work motivation is very large positively and significantly on employee performance. This is in line with research researched by Suparman (2023) who argues that motivation has a positive and significant effect on employee performance. Based on the previous research above, the hypothesis formulation taken in this study is:

H³ : Motivation has a positive and significant effect on employee performance at the East Kalimantan Provincial Forestry Service.

Based on previous research researched by Claresta (2021), it is argued that career development has a very positive and substantial effect on the mediating variable, namely motivation, and also on employee performance. Furthermore, research conducted by Karam (2019) which found that the effect of training and development has a significant and positive effect on employee performance through work motivation. This is in line with research researched by Wijayaguna (2021) which argues in favor of a substantial and positive impact of career development on motivation, as well as its effect on employee performance, stating that career development initiatives can significantly affect both aspects.

H⁴ : Employee development has a positive and significant effect on employee performance through motivation. at the East Kalimantan Provincial Forestry Service.

2. Research Methodology

The research starts with planning, collecting data, processing data, analyzing data, and writing the article. This research is quantitative research, which is to determine and analyses the effect of exogenous variables on endogenous variables through intervening variables. Exogenous variables include Work Experience (X), endogenous variable is employee performance (Y), and intervening variable is work motivation (Z). The indicators of the Work Experience variable (X), job completion, expertise in completing work, professional attitude, time at work. Meanwhile, the indicators of the employee performance variable (Y) are, work standards, amount of work, time to complete work, and collaboration with coworkers. And for indicators of work motivation variables (Z) are harmonious relationships between coworkers, developing optimal abilities, and interacting well with coworkers.

In the results of this study, the sample size was determined using the Krejci and Morgan table, based on (LKJIP, 2022) the total population in the East Kalimantan Provincial Forestry Service of 603 employees, a sample size of 234 was needed to represent the entire population. However, sample size estimates calculated using Cohen (1992) vary according to the type of statistical test used by the researcher. The sample size required for correlational research is 85 while multiple regression analysis requires 116. This suggests that the sample size can range from a minimum of 85 samples to conduct correlational analysis to a maximum of 234 samples as recommended by Krejci and Morgan (1970).

Table 1 Krejci and Morgan 1970

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338

75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

The SEM-PLS model was applied using SmartPLS software to analyses the data. The analysis process began by testing the validity of the variable construct indicators, as well as the validity and reliability of the variables. Next, hypotheses were tested through path analysis and specific indirect analysis to explore the influence of other variables on endogenous variables. The analyses also included in-depth descriptions to identify the potential influence of relevant variables in the context of this study.

3. Result and Discussions

It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages, the number of respondents aged 20-35 years was 118 people with a percentage of 75.6%, the number of respondents aged 36-50 years was 32 people with a percentage of 20.5%, and the number of respondents aged >50 was 6 people with a percentage of 3.8%. It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages of the number of respondents who had ages 20 - 35 years as many as 118 people with a percentage of 75.6%, the number of respondents who had ages 36 - 50 years as many as 32 people with a percentage of 20.5%, and the number of respondents who had ages > 50 was as many as 6 people with a percentage of 3.8%. Meanwhile, the number of respondents who have worked for 1 - 10 years is 83.3% or 130 people, the number of respondents who have worked for 11 - 20 years is 10.9% or 17 people, the number of respondents who have worked for 21 - 30 years is 3.8% or 6 people, and the number of respondents who have worked for 1.9% or 3 people.

All indicators for Work Experience, Employee Performance, and Work Motivation variables have values above 0.70. Therefore, it can be concluded that all indicators of these variables are valid. Furthermore, Cronbach's Alpha for each construct > 0.70, Composite Reliability for each construct > 0.70 and Average Variance Extracted (AVE) for each construct > 0.50 meaning that all constructs are reliable and valid.

Table 2 Path Analysis Test Result

No	Variable	Original Sample	T-Statistics	P- Value
1	Work Experience > Employee Performance	0.391	3.324	0.001
2	Work Experience > Work Motivation	0.826	13.730	0.000
3	Work Motivation > Employee Performance	0.258	2.518	0.012

Specific indirect analysis test results are used to analyse whether each hypothesis is supported. The following is specific indirect analysis table (Table 3).

Table 3 Specific Path Analysis Test Result

No	Variable	Original Sample	T-Statistics	P- Value
1	Employee Development > Motivation > Employee Performance	0.213	2.436	0.015

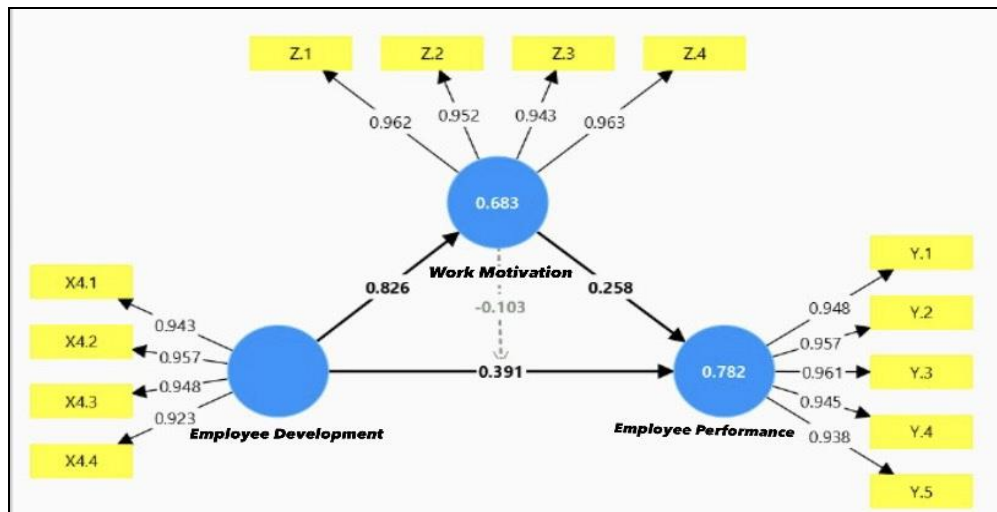


Fig. 1 The Constructed Model

4. Discussion

Based on the results of employee development, it has a positive and significant effect on employee performance at the East Kalimantan Provincial Forestry Service. In order to improve the performance of East Kalimantan Provincial Forestry Service employees, employee development is needed with various training, education held by the Service, as well as the participation of each employee in skill development in order to gain knowledge to assume responsibility and improve skills.

The results of this research are in line with research conducted by Tabroni (2023) which found that employee development has a significant and positive effect on employee performance, with employee development will improve employee performance, therefore by increasing training and education in an agency or company will encourage maximum employee performance. From the results of research conducted by Busono (2019) get the same results where career development has a positive and significant effect on employee performance. Furthermore, this research is also in line with research conducted by Ribhan and Jimad, (2023) who argue that career development has a very positive and significant effect on employee performance. Based on the results of employee development has a positive and significant effect on work motivation at the East Kalimantan Provincial Forestry Service. Employee development is very necessary, with maximum work motivation every employee will feel safe and comfortable when working, with harmonious relationships between coworkers to support maximum ability development.

This research is in line with research conducted by Tuyoleni (2022) which states that employee development has a positive and significant effect on work motivation, therefore increasing employee development will require increased work motivation from superiors or fellow coworkers. Furthermore, research conducted by Cho (2019) states that career development also has a positive and significant effect on work motivation.

Based on the results, work motivation has a positive and significant effect on employee performance at the East Kalimantan Provincial Forestry Service. Motivation plays a very important role in improving employee performance at the East Kalimantan Provincial Forestry Service, with each employee interacting well, it will improve performance in completing all assigned tasks in accordance with the specified time.

This research is in line with research conducted by Gameron (2022) which found that work motivation has a positive and significant effect on employee performance, then research conducted by Giyanto & Nina (2022) also

found that work motivation has a positive and significant effect on employee performance, where the higher the motivation given to employees will encourage maximum performance.

Based on the results of employee institutionalization, it has a positive and significant effect on employee performance through work motivation at the East Kalimantan Provincial Forestry Service. With the opportunity given to each employee to attend education and training held by the East Kalimantan Provincial Forestry Service, it will improve the performance of each employee. With a safe, comfortable work environment, and harmonious relationships between fellow employees will support high motivation, to complete the work given on time and accurately.

This research is in line with research conducted by Manafe *et al.* (2022) which states that employee development affects employee performance through the mediating variable of work motivation, employee development greatly affects employee performance with the support of high motivation. Furthermore, the research findings obtained by Lisdiani (2017) argue that employee development is very influential on employee performance through work motivation, each variable is stated to support each other and provide positive and significant values. The research that contradicts this research.

5. Conclusion

Based on the results of the data analyzed using SEM-PLS covered from the formulation of problems, hypotheses and research results, it can be concluded that Employee Development has a positive and significant effect on Employee Performance. So, this shows that the more Employee Development an employee has, the better the employee performance at the East Kalimantan Provincial Forestry Service.

Based on the results of research using the SEM-PLS method, it was found that employee development does not only directly affects work motivation. So, this shows that the more employee development employee has, the more it will affect the work motivation of an employee at the East Kalimantan Provincial Forestry Service.

Acknowledgement

The authors would like to thank the Department Business Economy and Politics of Faculty Business and Politics, University East Kalimantan Muhammadiyah for its support.

Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** R. S. C. G., I. and F.; **data collection:** R. S. C. G., I. and F.; **analysis and interpretation of results:** R. S. C. G., I. and F.; **draft manuscript preparation:** R. S. C. G., I. and F. All authors reviewed the results and approved the final version of the manuscript*

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