

STRATEGIES TO IMPROVE EMPLOYEE WORK PERFORMANCE THROUGH CAREER DEVELOPMENT, JOB SATISFACTION AND WORK ENVIRONMENT AT ONE OF THE INSURANCE COMPANIES IN SURABAYA

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Abstract

Work Performance is an achievement of the work done by a person in completing tasks entrusted to him based on competence, experience and earnestness and time. This research method uses quantitative methods with explanatory research types. The subject of this study is an employee of PT. LMA Surabaya Branch which numbers 32 employees. Results using multiple linear regression analysis showed that there was a significant influence between variables simultaneously Career Development (X1), Job Satisfaction (X2), Work Environment (X3) on Work Performance (Y) known significance level of 0.000 and coefficient of determination of 0.726 (72.6%). While through the test t it is known that of the free variables consisting of career development, job satisfaction and work environment to work performance only career development variable (X1) shows a value of 2,077 with a significant 0.000 which shows a partially significant influence on employee work performance (Y). One of the facts on the ground that employee work performance lies in career development, job satisfaction and work environment, this can be seen from the results of the answers - respondent questionnaire answers to questions of career development variables, job satisfaction and work environment.

Keywords: *Improve Employee Work Performance, Career Development, Job Satisfaction and Work Environment*

1. INTRODUCTION

The development and growth of the insurance industry in Indonesia is increasingly trusted by the public because it can provide protection in the Covid-19 pandemic, with the higher the level of public confidence seen from the increase in assets and premium income of insurance companies. Competition between insurance companies that is increasingly rapid and competitive, will encourage an organization to innovate in terms of information technology management systems, production and human resources. "Everything has implications for the change in the pattern of the industry itself that seeks to manage the production process, the change can reach the entire value chain of both rural and urban people (Rosyadi, 2018)". The Company always provides support to employees as an asset of the company to continue to improve its performance in order to achieve the company's goals. To realize the company's goals, the company must carry out the process of planning, implementing, developing and controlling the company's assets effectively and efficiently, so as to produce human resources that are able to contribute to the company.

Seeing these conditions, good employee performance is very important because it will have a direct impact on employee performance and company performance, so that efforts to improve employee performance are important for companies to do. Work performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and

sincerity as well as time (Hasibuan, 2019). Work performance according to Griffin (in Zefeiti, 2017) is the overall goal achieved by a particular employee. Insurance companies follow the development of the industry by issuing a variety of products that can be selected and used according to customer needs. This is so that more customers use insurance services and more sales can be created. With so many products and offers issued by insurance companies, there are also many considerations taken by customers in choosing insurance and their company. This creates competition among insurance service providers in their efforts to provide the best services and products. In facing this competition, it must be followed by employees who excel and perform well in order to become a plus for the insurance service provider company. Employee performance is very important because it creates overall organizational performance (Berberoglu and Secim, 2015). Employee performance can be improved if the company pays attention to important factors of work performance. To achieve an increase in work performance, it is necessary to increase skills, abilities, knowledge, and attitudes at work. In fact, employees also need career development programs as facilities to improve work performance.

"Career development carried out by the company aims to match the needs and goals of employees with the career opportunities available in the company today and in the future (Yani, 2012)". Employee career development is one of the programs to obtain qualified employees through one of the career development activities, namely education and training. With these activities, it is hoped that there will be an increase in work performance and one's status in the career path that has been determined by the company. For employees who have good work performance, they are very likely to get promotions or career advancements. Conversely, employees who have low work performance can improve their work performance through education and training in order to achieve a higher career level. After participating in a career development program, an assessment of work performance is needed to measure the outcomes and goals of the career development program. From the employee's point of view, with the performance appraisal, they can find out the work results and also the weaknesses that exist in the individual employee.

Career development programs can affect employee performance. Employees who have not participated in the career development program are likely to have decreased work performance and no increase in the form of salary increases or class increases. Therefore, in order for a person to be able to realize his career plans and goals, the employee concerned must have potential that can be developed in order to prepare him to assume greater duties and responsibilities in the future. Companies must understand the needs of employees by paying attention to employee job satisfaction as one of the factors that can affect employee performance.

Companies have an important role in paying attention to and supporting employee job satisfaction efforts. Employees who feel good about work will always provide optimal performance and further improve work performance. In this case, if the company seeks employee job satisfaction, it will have a good impact from various aspects so as to be able to achieve company goals efficiently. Sutrisno (2016) suggests "job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors". Locke (in Bedoya, 2021) suggests "job satisfaction is the perception that work fulfills important values of work, or allows the fulfillment. Schaffer (in Bedoya, 2021) suggests "employee job satisfaction or dissatisfaction in the work environment is related to the same psychological mechanisms caused by factors outside and inside the job, therefore, job satisfaction is a possible individual need, which can be satisfied in the work environment to properly - really satisfied".

Companies must be able to create a conducive work environment that will motivate employees to work effectively and efficiently for the company. A conducive work environment is the hope of employees and the company to increase the effectiveness of employees' work and create high morale and enthusiasm for work because of a good and pleasant work environment. The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned (Sunyoto, 2015). Heizer and Render (in Kurniawan, 2019) also stated "the work environment is factors outside of humans, both physical and non-physical in an organization". These physical factors include work equipment, workplace temperature, congestion and density, noise, work space area, while non-physical includes working

relationships that are formed in agencies between superiors and subordinates as well as among fellow employees.

The purpose of this study was to identify and analyze strategies for improving employee performance through career development, job satisfaction and work environment at an insurance company in Surabaya, then explained the theoretical basis, research methodology, and research results.

Research Hypothesis

The hypothetical model used in the study can be seen in Figure 1:

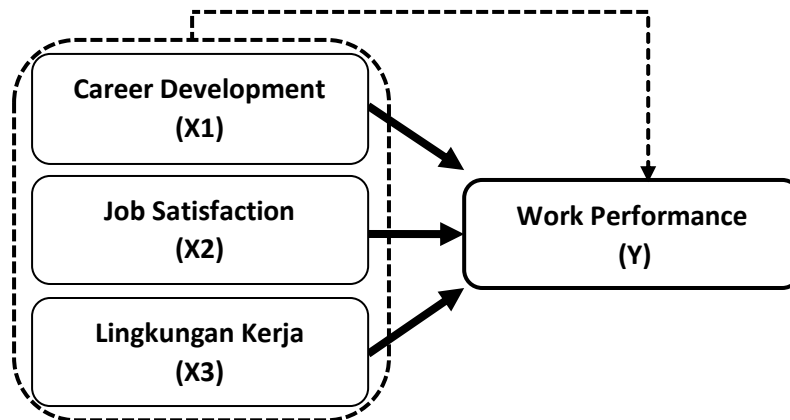


Figure 1. Hypothesis Model

From Figure 1 the research hypothesis model, the formulation of the hypothesis problem is as follows:

- H1 : Career development variables have a direct effect on work performance
- H2 : Job satisfaction variable has a direct effect on Job Performance
- H3 : Work environment variables have a direct effect on work performance

2. LITERATURE REVIEW

2.1 Work Performance

"Work performance is a comparison between the actual perception of subordinates with the standards set in the first step, involving several types of rewards (Dessler, 2015)". "With performance appraisal, it means that subordinates get attention from their superiors so that they encourage them to be passionate about work, as long as the assessment process is honest and objective and there are follow-up actions, it allows employees to be promoted, demoted, developed, and for their services to be increased (Hasibuan, 2019)".

2.2 Career Development

According to Marwansyah (2012), "Career development are self-development activities taken by a person to realize his personal career plan. In addition, career development tools include skills, education, and experience as well as behavior modification and improvement techniques, which provide added value so that it allows a person to work better. The methods commonly used are career training, providing information about companies or organizations, performance appraisal systems and workshops".

2.3 Job Satisfaction

Job satisfaction is a collection of employee feelings towards their work, whether they like it or not, employee interactions with their environment and the results of employee assessments of their work (Priansa, 2017). In addition, Hasibuan (in Patras et al., 2017) suggests that "job satisfaction is the emotional attitude of employees who love and care about their work. This attitude is reflected by discipline, work morale and work performance. Job satisfaction is enjoyed on the job, outside of work, and in combination outside of work.

2.4 Work Environment

"All work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work (Sutrisno, 2016)". In addition, according to Supardi (in Patras et al., 2017) suggests "the work environment is a condition around the workplace both physically and non-physically that can give a pleasant, secure, reassuring impression and feel at home working and so on". In addition, according to Heizer and Render (in Kurniawan, 2019) explaining "the work environment is factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, workplace temperature, congestion and density, noise, work space area, while non-physical includes working relationships formed in agencies between superiors and subordinates as well as among employees.

3. RESEARCH METHODS/METHODOLOGY

This research uses a quantitative approach with the type of explanatory research. The variables studied were career development, job satisfaction, work environment and work performance. This study used a sample of all employees of PT. LMA Surabaya Branch totaling 32 employees. The sampling technique is a non-probability sampling technique by means of convenience sampling. Data were obtained from the results of questionnaires and analyzed by descriptive analysis and multiple linear analysis. The results of the validity and reliability test showed that the questionnaire was valid with a significance value <0.05 and reliable with a significance value >0.06 .

4. RESULTS AND DISCUSSION

The results of the descriptive analysis showed that of the 32 student respondents, 51.2% were male and 48.8% female. Most of the respondents in this study were 23 years old, totaling 39 students.

"The brand image variable consists of 5 items, with the highest mean on the X1.1 item at 3.25. The product quality perception variable consists of 4 items, with the highest mean on the X2.4 item of 3.30. The product feature variable consists of 9 items, with the highest mean on the X3.3 item of 3.28. The consumer confidence variable consists of 6 items, with the highest mean on item Y2 of 3.18. The purchase decision variable consists of 6 items, with the highest mean on item Y2 of 3.18. on item Z6 of 3.40."

The multiple linear regression analysis model in this study has independent variables, namely career development, job satisfaction, work environment on work performance as the dependent variable as follows :

$$Y = 2,397 + 0,625 X_1 + 0,354 X_2 + 0,044 X_3$$

The following explanation of the results of multiple linear regression analysis is described as follows :

a. Coefficient of Determination

The coefficient of determination R-square (R^2) related to work performance is 0.726 which means that the influence of the independent variables X_1 , X_2 , X_3 on changes in the dependent variable Y_1 is 72.6% and the remaining 27.4% is influenced by other variables outside of the independent variables used. in this research.

b. Correlation coefficient

The correlation coefficient (R) related to work performance of 0.852 indicates that the relationship of the independent variables X_1 , X_2 , X_3 to the dependent variable Y is strong. A positive R coefficient value indicates the effect of a unidirectional relationship or if the value of the independent variable increases, the value of the dependent variable also increases.

Table 1
Regression Coefficient Results

Model	Coefficients ^a									
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2,397	1,469		1,631	,106					
Pengembangan Karir	,625	,301	,518	2,077	,041	,849	,209	,112	,047	21,347
Kepuasan Kerja	,354	,388	,302	,914	,363	,844	,094	,049	,027	37,568
Lingkungan Kerja	,044	,287	,037	,152	,879	,827	,016	,008	,049	20,223

a. Dependent Variable: Prestasi Kerja

Table 2
Coefficient of Determination Results (R²)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,852 ^a	,726	,717	2,511	1,951

a. Predictors: (Constant), Pengembangan Karir, Kepuasan Kerja, Lingkungan Kerja

b. Dependent Variable: Prestasi Kerja

Tabel 3
Result Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1568,256	3	522,752	82,926	,000 ^b
	Residual	592,561	94	6,304		
	Total	2160,816	97			

a. Dependent Variable: Prestasi Kerja

b. Predictors: (Constant), Pengembangan Karir, Kepuasan Kerja, Lingkungan Kerja

HYPOTHESIS TESTING

Hypothesis Testing the Effect of Partial Independent Variables on the Bound Variable (t-test)

From the results of the t test for each influence of the independent variables (career development, job satisfaction, work environment) which resulted in a significant effect only on the career development variable (X1), it can be concluded that hypothesis I which states that the independent variables consist of career development, job satisfaction work, and work environment partially only career development variable (X1) which has a significant effect on the work performance of employees of PT. LMA Surabaya Branch proved the truth.

From the results of table 2 the correlation coefficient on the X1 variable, namely career development which has the highest partial correlation value of 2.077 compared to the other independent variables, namely the job satisfaction variable (X2) of 0.914 and the work environment variable (X3) of 0.152, then the career development variable is The independent variable that most dominantly affects the dependent variable is the work performance of PT. LMA Surabaya Branch.

Hypothesis Testing the Effect of Simultaneous Independent Variables on the Bound Variable (Test F)

Based on the value of SPSS data processing in table 2, the results of multiple linear

regression analysis, to prove the effect of career development (X1), job satisfaction (X2) and work environment (X3) on work performance (Y) it is known that the calculated F value is 82,926 with significance value 0.000. Thus, because the significance value of 0.000 is less than 0.05, it can be concluded that career development (X1), job satisfaction (X2) and work environment (X3) have a significant influence on work performance (Y).

From the results of the F test above, it is concluded that H0 is rejected and H1 is accepted. Thus the first hypothesis of the study is accepted, in other words, the career development variable partially has a significant effect, so it can be concluded that hypothesis II which states that the independent variables consisting of career development, job satisfaction, and work environment simultaneously or jointly have a significant effect on achievement. PT. LMA Surabaya Surabaya Branch is proven true.

CONCLUSION

From the results of the analysis of the research hypotheses that have been discussed, the following conclusions can be drawn :

1. Based on the results of partial hypothesis testing, job satisfaction and work environment variables have no significant effect on the work performance of PT. LMA Surabaya Surabaya Branch, which means that job satisfaction and work environment do not play a role in influencing the work performance of PT. LMA Surabaya Surabaya Branch.
2. According to the results of partial hypothesis testing, the dominant career development variable (X1) significantly affects the work performance of PT. LMA Surabaya Surabaya Branch.
3. This means that the independent variables (career development, job satisfaction, and work environment) which have a significant effect on work performance are career development variables.

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