The Influence of Career Development and Work Environment on Performance Non-permanent PNS Education Staff and Retention
As an intervening variable in the Hasanuddin University

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Abstract

This study is aimed to know the influence of development career and work environment and retention as an intervening variable on the performance of non-permanent civil service (Non-PNS) assigned as educational staff at the Hasanuddin University (Unhas). The research was a quantitative descriptive study with the use of the staff of Non-Permanent Civil Servant Education, called Tendik as respondents, that have been working for 5 to 10 years. Methods of data collection were used through the distribution of questionnaires which is tested the validity and reliability of all items evaluated afterward. Data analysis was performed using Statistical Product and Service Solution (SPSS) version 25 and analysed using path analysis. To evaluate the indirect effect between variables, the study applied the Sobel Test. The result of this study indicates that the career development and the work environment have a significant effect on the retention. To the second equation evaluated, the retention has a significant effect on performance. Interestingly, the career development and the work environment have no significant effect on performance. The career development and the work environment have a significant effect on the performance through retention as an intervening variable.

Keywords: career development; work environment; employee retention; employee performance.

INTRODUCTION

Human resources have a major role in every organization's activities. Although in the organization there are adequate facilities and infrastructure, but without the support of human resources, certainly every activity of the organization will not fully run well. According to Hariandja (2002) human resources (HR) is one of the most important factors in a company besides other factors such as capital. Therefore, HR must be well managed to increase the effectiveness and efficiency of the organization. The earliest thing done by the organization is how to do HR planning such as detailed and technical matters about its employees so that later it will form good HR management such as how many employees, characteristics of their needs and planning about what tasks the employee will be doing.

Employee performance is the result of work achieved by someone in carrying out tasks that are charged to achieve work targets. As according to Gibson et al (1994) that performance refers to the level of success in carrying out the task and the ability to achieve the goals set. Good performance is associated with employee career development, because with career development in an agency or organization, certainly every employee has a desire for the role and responsibility for work and is willing to display optimal work performance and enthusiasm in realizing the vision and mission of the place where he/she work for. The effect of career development on employee performance is supported by previous research by Achmad and Srikaningsih (2017) that career development has a significant effect on performance. In addition to career development, the work
environment also influences employee performance because a satisfactory work environment can improve performance. Further, inadequate work environment can reduce performance and ultimately reduce employee motivation. According to Sedarmayanti (2009) that the work environment consists of physical and non-physical work environment. The physical work environment consists of Lighting /Light at work, air circulation at work, noise at work, unpleasant odors at work, and safety at work, while non-physical work environments include supervisory-subordinate work relationships, and work relations among colleagues. Career development is the main task in the management of Hasanuddin University (Unhas) staffing. As it is known that employees are the most important pillars of Unhas, competence is a strategic foundation in maintaining the existence of Unhas in building the Nation's future. As an academic entity provider of "intellectual pool" that gave birth to the potential, the best work in human development, known as the barometer Unhas spearhead higher education in Eastern Indonesia. Therefore, Unhas is the organizer of various competency development programs for Unhas employees, it has become a routine for Unhas to conduct various Unhas staff development programs (Bapsi Unhas, 2018). Realizing the importance of human resources for the progress of an agency, each agency needs to pay special attention to their human resources such as an increase in career because it is crucial to the performance. When they know where the highest position of their path career, they are certainly be motivated and continue to try to improve their abilities and loyalty to the employer. Educational staff who are still non-PNS Education Staff are non-permanent. They are called Tendik. Researchers took data that there is the number of educational staff who are non-permanent civil servants who have been working for 5 to 10 years and even above.

To the fact, the work environment at Hasanuddin University is quite good and able to support employees to work well. However, the decrease in employees' motivation could come from facilities supporting the work environment. It is the fact that there are several Unhas buildings that need renovation to support the well working environment. If the physical and non-physical work environment is created properly it can foster employee morale and make employees enterprising to improve their performance. Furthermore, the unclear path career system for employees makes them less motivated especially those who have been working longer than five years.

On the basis of the given the explanation above, the study is centered to analyse more about career development, work environment, and retention faced by the Non-Permanent PNS and the relationship to their performance. How the integrated model of those studied variables is developed to drive up the motivation of Non-Permanent PNS which in turn can increase their performance.

LITERATURE REVIEW

Human Resource Management

Handoko (2001) defines human resource management as withdrawal, selection, development, maintenance, use of human resources for the achievement of both individual and organizational goals. More widely definition, Mangkunegara (2013) human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, remuneration, integration and separation of the workforce in order to achieve organizational goals. For the above definition, it can be said that human resource management is a part of crucial system within organization to increase the performance of organization. It is therefore that attention should be given to the drivers of performance which is individual working for organization.

Career Development

Career development is a formal efforts and sustainably and additions focused on improving and increasing the ability of a worker (Nawawi, 2008). According to Handoko (2008) Career development is a personal improvements a person to achieve a career plan. Another definition proposed by Mondy & Robert (2005) that career development is a series of activities to prepare an individual on a planned career progression.
Work Environment

The work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2011). The indicators of the work environment consisting of Physical Work Environment that is lighting, light at work, air circulation at work, noise at work, odor at work, and Non-Physical Work Environment which consists of Superior-Subordinate work relationships and Work relations among co-workers.

Retention

Retention is an effort to maintain order to remain in the organization to achieve the goals of the organization (Mathis and Jackson, 2006). In addition Das & Baruah (2013) stated that employee retention is related to maintaining or encouraging employees to remain in an organization for a maximum period of time.

Employee Performance

Employee performance is the level of success of employees in completing their work (Priansa, 2014). The indicators of Employee Performance are (1) Quantity of work (2) Quality of work (3) Timeliness, (4) Effectiveness (Mathis and Jackson, 2006).

Education Staff

Educational Staff is tasked with carrying out administration, management, development, supervision and technical services to support the process of organizing education at Hasanuddin University. Educators/Lecturers and educational staff are two professions that are very closely related to the world of education. This can be seen by their understanding in Article 1 of Law Number 20 Year 2003 concerning the Education System. The law states that Educational Personnel are members of the community who are dedicated and appointed to support the implementation of education. While Educators are educational staff who are qualified as teachers, lecturers, counselors, tutors, widyaswara, tutors, instructors, facilitators and other designations in accordance with their specialty and participate in organizing education (Bapsi Unhas, 2018).

Conceptual Model

![Conceptual Model Diagram]

Figure 1: The Conceptual Model
RESEARCH METHOD

Location and Research Design

The study is located in the Hasanuddin University to analyse factors affect the employees’ performance. Three variables are evaluated to effect employee’s motivation that are career development, work environment, and retention. This research is quantitative research and the time needed to conduct this research is approximately 2 month.

Population and Samples

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions (Sugiyono, 2005; Sekaran & Bougie, 2017). The population in this study were non-civil servant with the status of non-permanent staff Unhas. Total numbers of respondents are 357 people whose tenure above five years. The technique used in this study is simple random sampling. With the use of Slovin technique, the study uses samples of 189 respondent.

Data Collection Method

Methods of data collection is done by delivering or distributing questionnaires in which there are a few questions to respondents with respect to existing research. The questionnaire was distributed offline by meeting the respondents directly and was done online (Google Forms). The scale of the questionnaire used in this study is the Likert scale of 5, which are Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). This Likert scale has been applied by some researchers, including Surdani, Kadir & Aswan (2019) and Aswan (2017).

Data Analysis Method

Research used by researchers is quantitative descriptive research with the use of Path analysis. The path model has been applied by wide of literature, including Zulkifli, Ali & Aswan (2018), Tondok, Pahlevi & Aswan (2019), Maharani, Maupa & Aswan (2020).

Descriptive studies are often designed to collect data that explains the characteristics of people, events, or situations, and this involves collecting quantitative data. To test for reliability the study apply Guildford (1956) which define five categories that are very high reliability (0.80-1.0), high reliability (0.6-0.80), medium reliability (0.40 – 0.60), low reliability (0.20--.40), not reliable (-1.00-0.20).

EMPIRICAL RESULTS

Validity and Reliability Evaluations

The degree of determination between the data that occurs in the object of research with the power that can be reported by the study. Thus valid data is "no different" data between the data reported by the researcher and the data that actually happened to the research object (Sugiyono, 2010). The validity test of the instrument in this study was conducted to find out whether the measuring instrument that had been designed in the form of a questionnaire really could carry out its function. The criteria for evaluating the validity test are: If r count> r table (at the significance level a = 0.05), it can be said that the questionnaire items are valid. If r arithmetic <r table (at the significance level a = 0.05), it can be said that the questionnaire items are invalid. Reliability (Singarimbun & Effendi, 2006). is an index that shows the extent to which a measuring device can be trusted or reliable. If a measuring device is used twice to measure the same symptoms and the measurement results obtained are relatively consistent, then the gauge is reliable. In other words, reliability shows the consistency of a measuring device in measuring the same symptoms.
On the basis of reliability evaluation, the result indicate that all data assessed are very high reliability as given in the table 2 below.

### Table 2. Result of Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development (X1)</td>
<td>0.951</td>
<td>Very High Reliability</td>
</tr>
<tr>
<td>Work environment (X2)</td>
<td>0.854</td>
<td>Very High Reliability</td>
</tr>
<tr>
<td>Retention (Y1)</td>
<td>0.932</td>
<td>Very High Reliability</td>
</tr>
<tr>
<td>Performance (Y2)</td>
<td>0.941</td>
<td>Very High Reliability</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019

### MAIN RESULT AND DISCUSSION

Respondents of this study are Non Permanent Civil Servant Education temporary employees who have work periods between 5-10 years and above. A total of 189 exemplary questionnaires
were distributed, but 105 were returned.

1. **Direct Effect of Career Development (X₁) and Work Environment (X₂) on Retention (Y₁).**

   **Table 3. Statistical Result**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.164</td>
<td>3.407</td>
</tr>
<tr>
<td>Career development (X₁)</td>
<td>.328</td>
<td>.072</td>
</tr>
<tr>
<td>Work environment (X₂)</td>
<td>.549</td>
<td>.110</td>
</tr>
</tbody>
</table>

   a. Dependent Variable: Retention (Y₁)

   Source: Data Processed, 2019

   Refers to the regression output in the path analysis of the coefficient table section can be known that the significance of the two variables above are career development at 0.000 and work environment at 0.000. Each significant value of the variable is smaller than the value of 0.05, this gives an indication that the variables of career development and work environment have a significant effect on the retention.

   **Table 4. Coefficient of determination of model 1**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.741</td>
<td>.549</td>
<td>.540</td>
<td>3.58803</td>
</tr>
</tbody>
</table>

   a. Predictors: (Constant), career development (X₁), work environment (X₂)

   Source: Data Processed, 2019

   The path coefficient value is obtained from Standardized Coefficients Beta. The value of R square of 0.549 which indicates that the contribution of the influence of career development and working environment on the retention amounted to 54.9%, while the rest is contributed by other factors that are not included in the study.

2. **Direct influence on Career Development (X₁), Work Environment (X₂), and Retention (Y₁) on performance (Y₂).**

   **Table 5. Coefficient Model Line 2**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>13.169</td>
<td>2.984</td>
</tr>
<tr>
<td>Career development (X₁)</td>
<td>.117</td>
<td>.069</td>
</tr>
<tr>
<td>Work environment (X₂)</td>
<td>.053</td>
<td>.107</td>
</tr>
<tr>
<td>Retention (Y₁)</td>
<td>.298</td>
<td>.087</td>
</tr>
</tbody>
</table>

   a. Dependent Variable: performance (Y₂)

   Source: Data Processed, 2019

   Referring to the table above, if seen from the significance value of the Career Development and Work Environment variables on each performance has a significance greater than 0.05, namely career development 0.91 and the work environment 6.20 so that it shows that the Career Development variable and Each Work Environment has a positive but not significant effect on performance, while the Retention variable has a significant effect on Tendik's Performance because it has a significance value <0.05 which is 0.01.
Table 6. Coefficient of determination of model 2

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.598*</td>
<td>0.358</td>
<td>0.339</td>
<td>3.13639</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), retention (Y1), career development (X1), work environment (X2)

Source: Data Process, 2019

The path coefficient value is obtained from Standardized Coefficients Beta. The value of R Square 0.358 which shows that the contribution of the influence of career development, work environment and retention to performance is 35.8%, while the rest is contributed by other factors that are not included in the study.

3. The indirect effect of Career Development (X1) and Work Environment (X2) on Performance (Y2) through Retention (Y1) as an intervening variable

a. It is known that the direct effect given by Career Development (X1) on Employee Performance (Y2) is 0.193, whereas the indirect effect of Career Development through Retention (Y1) on Performance (Y2) is the multiplication of the Beta Career Development (X1) to Retention (Y1) with Beta Retention value on Performance (Y2), namely: 0.393 × 0.049 = 0.019, meaning that indirectly Career Development has an effect of 1.9% on performance. The total effect given by Career Development (X1) on the performance (Y2) of the tendis is the direct effect coupled with the indirect effect of 0.193 + 0.019 = 0.212, meaning that the total effect of tendent Career Development is 21.2%.

To determine the significance of the indirect effect of Career Development (X1) on Performance (Y2) through Retention as an intervening variable, online Sobel Test was conducted, the results are as follows:

Table 7. Sobel Test Results Indirect Effects 1

<table>
<thead>
<tr>
<th>Career Development (X1)- Retention (Y1)- Work Environment (X2)</th>
<th>a</th>
<th>B</th>
<th>Sa</th>
<th>Sb</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.328</td>
<td>0.298</td>
<td>0.072</td>
<td>0.087</td>
</tr>
<tr>
<td>Test Statistic = 2.69655199, Std. Error = 0.05624777, P-Value = 0.00700615</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Data Process, 2019

The table above shows the significance or probability values (p - value) the indirect effect of career development (X1) on the performance (Y2) of the tendency through retention (Y1) as an intervening variable is 0.007. This value is smaller than 0.05 which means that career development has a significant effect on performance through retention as an intervening variable.

b. It is known that the direct effect given by the Work Environment (X2) on Performance (Y1) is 0.057, meaning that directly the Work Environment (X2) has an influence of 5.7% on the performance (Y1), while the indirect effect of the Work Environment (X2) through Retention (Y2) on performance (Y1) Tendik is the multiplication of the Beta value of the Work Environment against Retention with the Beta value of the Work Environment on Performance namely: 0.428 x 0.049 = 0.020, meaning that the total influence of the Work Environment on the Performance of the tendon is 2%.

To determine the significance of the indirect effect of the Work Environment (X2) on Performance (Y2) through retention (Y1) as an intervening variable, online Sobel Test was conducted, the results are as follows:
Table 8. Sobel Test Results Indirect Effects 2

<table>
<thead>
<tr>
<th>Work Environment – Retention – Performance</th>
<th>a</th>
<th>b</th>
<th>Sa</th>
<th>Sb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Statistic = 2.7863885, Std. Error = 0.05871471, P-Value = 0.0053299</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above shows the significance or probability value (p-value) of the indirect effect of the Work Environment ($X_2$) on Performance ($Y_1$) The tendik through Retention as an intervening variable is 0.005. This value is smaller than 0.05 thus the Work Environment has a significant effect on Performance through retention as an intervening variable.

Path diagram illustrating the relationship Career Development ($X_1$), Working Environment ($X_2$), retention ($Y_1$), and Performance ($Y_2$) based on a final model that formed were as follows:

![Final Path Model](image)

**Figure 1. Final Path Model**

**CONCLUSION**

The conclusions from the results of this study career development has a positive and significant effect on the retention of non-permanent civil servant education staff at Hasanuddin University. The work environment has a positive and significant effect on the retention of non-permanent civil servant education staff at Hasanuddin University. Career development has a positive but not significant effect on the performance of Non-permanent PNS Education Staff at Unhas. The work environment has a positive but not significant effect on the performance of Non-permanent PNS Education Staff at Unhas. Retention has a positive and significant effect on the performance of Non-permanent PNS Education Staff at Unhas. Career development through retention as an intervening variable has a positive and significant effect on the performance of Non-Permanent PNS Educators in Unhas. The work environment through retention as an intervening variable has a positive and significant effect on the performance of Non-Permanent PNS Educators in Unhas.

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