

Research Article

# The Effect of Work Environment, Work Stress And Work Motivation On Employee Performance And Its Impact on Working Career Development In Regional Office of Pt. Bank Rakyat Indonesia (PERSERO) Tbk Banda Aceh, Indonesia

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**Abstract:** The purpose of this study was to determine / analyze: (1) the influence of the work environment on employee performance (2) the influence of work stress on employee performance, (3) the influence of work motivation on employee performance (4) the influence of the work environment on career development (5) work stress on career development, (6) the influence of work motivation on career development, (7) the influence of employee performance on career development (8) the indirect influence of the work environment on career development through employee performance (9) the indirect influence of work stress on career development through employee performance, (10) indirect influence of work motivation on career development through employee performance. This research was conducted at the Regional Office of PT. Bank BRI (Persero) Tbk Banda Aceh. As for the object of this study are the work environment, work stress, work motivation and employee performance and career development, with 125 respondents. The results showed that the work environment affects employee performance, work stress also affects employee performance, work motivation affects employee performance, the performance produced by employees has an influence on improving career development, work environment affects career development, work stress affects the development career, then work motivation affects career development, there is an indirect influence on the work environment on career development through employee performance, there is an indirect effect of work stress on career development through employee performance, there is an indirect influence of work motivation on career development through employee performance.

**Keywords:** Work Environment, Job Stress, Work Motivation, Employee Performance, Career Development.

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## INTRODUCTION

Career development is the responsibility of an organization to prepare employees with certain qualifications and experience, so that when needed the organization already has employees with certain qualifications. It is paternalistic, from top to bottom and centralized.

Employees should work as best they can, take part in the entire training provided, wait for opportunities for promotion and usually just take the position offered by the company. Career development in general is a career increase vertically from one level of work to the next. So someone is expected to explore a particular field of work and then occupy managerial positions.

Career development is a step taken by the company to face the demands of its employees and to answer the challenges of the future in developing human resources in the company which is a necessity and absolutely necessary (Siagian, 2010).

According to the observations of the researchers by conducting interviews with a number of employees, the career development process in the Banda Aceh Regional Office was still not running as expected by most employees. In carrying out the career development process, employees do not necessarily feel satisfied because they may feel a lack of justice in the organization. Like, there is favoritism, while the employee's achievement is relatively the same as other employees or a heavy workload, without the appropriate extra reward.

Performance is defined as the result of employee work in carrying out their work. Mangkunegara (2010: 64) argues that work performance or performance is also defined as the work quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. An employee with a good level of performance must be able to carry out the task given by good quantity and quality in order to achieve organizational goals.

Performance in an organization is carried out by all human resources in the organization, both elements of leadership and ordinary employees. Every element of leadership or employee has the ability to produce achievements for them, this is based on knowledge and skills and competencies that are appropriate for the work in their fields.

Ideally, an employee must understand about achieving performance for whatever he does. However, the phenomenon of performance that occurs shows that they work but without seeing what results they have done. They go to work in the morning and go home in the afternoon with a set amount of time, but they don't understand what their achievements are during the working hours. So in general they are not pursuing a performance but only undergoing their routines where they work. If this is allowed to continue, there will be no increase in their performance in the organization. Though what they feel satisfied is nothing but nothing but the achievement they get in every job they produce.

The work environment is a very important component in the employee's work activities. By paying attention to a good work environment or creating working conditions that can motivate employees to work, it can have an influence on employee morale. The definition of the work environment is everything that is around the workers that can affect him in carrying out the duties charged. According to Saydam (2010: 226) defines the work environment as "the entire work infrastructure that exists around employees who are carrying out work that can affect the work itself".

According to researchers, the work environment has not provided the facilities and infrastructure expected by each employee in carrying out daily work activities, where these factors can affect the contribution of employees to the company.

In working almost everyone has stress related to their work. According to Beer and Newman (Luthans, 2011), job stress is a condition that arises due to the interaction between individuals and their work, where there is a mismatch of characteristics and unclear changes that occur within the company.

Motivation is a set of attitudes that affect individuals to achieve specific goals in accordance with

individual goals. Encouragement consists of two components, namely: the direction of behavior (work to achieve goals), and the strength of behavior (how strong individual efforts at work). Motivation is also a unique feeling, thoughts and past experience which is part of the internal and external relations of the organization. If individuals are motivated, they will make positive choices to do something, because it can satisfy their desires (Rivai & Sagala, 2010). The motivation that comes from within yourself is very good and is a demand from most organizations.

However, according to the author's observation, the motivation of employees in the Banda Aceh BRI Regional Office still needs to be improved so that they can be motivated by their own initiative. During this time the employees are always motivated because of the expected remuneration, so the authors consider it not good. A person's motivation should come from within himself to complete the work for which he is responsible, such motivation, the author considers that is still low among employees of the Banda Aceh BRI Regional Office, which in turn affects their job satisfaction.

## LITERATURE REVIEW

### Career Development

According to Hall (2010), career is a sequence of experiences and activities related to work and that creates certain attitudes and behaviors in a person. Meanwhile, Mathis (2011), denotes a career as a position related to the work a person occupies throughout his life. People pursue careers to meet individual needs in depth. The above statement emphasizes that a career consists of attitudes and behaviors and that careers are an ongoing sequence of work-related activities. The meaning of career terms is reflected in the idea of moving upward in one's chosen work line.

Principally, Careers can be assessed from positions held by individuals in a position in a company within a certain period of time or the level of establishment in a person's life at a certain age level which is characterized by the appearance and lifestyle of that person.

Individuals always try to be active and productive in the process of a company's activities. The goal to be achieved from this role is the existence of a career that shows people in their respective roles or status. This can be achieved if the individual has a high responsibility for the results of the work done.

In an organization or company, the notion of career development is vertical development which includes positions, ranks, education and assignments experienced by a person in a series of staffing arrangements and used as a basis for payroll, (Rivai 2010: 280).

Career planning can prevent the buildup of workers who are hindered by the development of their

careers simply because of their direct supervisor. Career development can provide clues about who among the workers is reasonable and deserves to be promoted in the future and thus internal supply can be guaranteed.

### **Employee Performance**

Performance is a word in Indonesian from the basic word "work" which translates words from foreign languages, namely achievement. It can also mean work. The concept of performance can be defined as the level of achievement of results. Performance can also be said as a result (output) of a particular process used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals in an organization. For an organization, performance is the result of cooperative activities among members or organizational components in order to realize organizational goals.

Performance is a product of administrative activities, namely cooperation activities to achieve the objectives for which management is commonly referred to as management. While the organization is a group of people (two or more) who are formally united in a collaboration to achieve the stated goals. So, organizational performance is the work that is obtained in an organization in achieving its stated goals.

The understanding of employee performance according to Robbins (2010: 9) is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Then the understanding of employee performance according to Desler (2012), is a work performance that is a comparison between the results of work that is real with the work standards set in carrying out their duties as employees.

Robbins (2010), termed performance with work performance, namely the process through an organization evaluating or evaluating employee performance. whereas according to Mathis et al (2006: 34), performance (work performance) is a result of work achieved by a person in carrying out tasks that are charged to him based on skills, experience and sincerity and time. A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of work, and also is a real behavior that is displayed by everyone as work performance produced by the Employee with his role in government (Veithzal Rivai, 2012: 309).

Whereas according to Robbins (2011: 193), the achievement of these results can be assessed according to the actors, namely the results achieved by individuals (individual performance), by groups (group performance), by institutions (organizational performance), and by a program or policy (program performance /Policy). Performance is also a process of someone's work behavior so that he produces something

that is the goal of his work. The difference in performance between one person to another, in the work situation is due to differences in characteristics of individuals.

### **Work Environment**

According to Mardiana (2011) "The work environment is an environment where employees do their daily work". A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that working time is effectively used and optimistic that employee performance is also high. The work environment includes work relationships that are formed between fellow employees and work relations between subordinates and superiors as well as the physical environment in which employees work.

In an organization, the work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthily, safely and comfortably. Therefore the determination and creation of a good work environment will greatly determine the success of achieving organizational goals. Conversely, if the work environment is not good, it can reduce motivation and morale and ultimately can reduce employee performance.

According to Riduwan (2011: 66) good management thinks of a good and pleasant work environment because it is needed by its workforce. The environment is thought to have a strong influence on the formation of employee behavior. The work environment has an important position in an integrated management control environment whose elements are labor, work tools, working conditions, organizational leadership and policy patterns.

### **Job Stress**

Greenberg in Kristanto (Kristanto 2010: 5) defines work stress as a combination of sources of stress on work, individual characteristics, and stress outside the organization. David and Newstrom define work stress as a condition that affects a person's emotions, thought processes, and physical condition.

Robbins (2010: 368), defines work stress as a dynamic condition in which a person is confronted with opportunities, obstacles, or demands related to what he wants and for that his success is uncertain. The effect of work stress is not always negative or in other words

work stress can also have a beneficial impact on the company.

At certain levels of stress, stress is expected to spur employees to be able to get the job done as well as possible. Workers or nurses who are in a stressful condition of work will show changes in behavior. These changes occur as a form of effort to overcome work stress experienced.

Based on a number of notions expressed above, a conclusion can be drawn that work stress is a condition where an employee experiences psychological or physical disturbances in the face of a problem or work that results in damaging employee performance at high stress levels but, to a certain extent can improve employee performance .

### **Motivation**

Motivation is literally the desire of someone to do something. The things that will be done certainly have desires when he reaches a goal that has been done. Simply put, by Elliot and Covington (2010) the definition of motivation is as a person's direction for behavior, or what causes someone to want to repeat the behavior and vice versa. Motivation is here as a process where goals are directed (Pintrich, 2012). So, understanding motives is what drives people to act in certain ways, or at least develop a tendency for certain behaviors. The same thing is also explained by Robins (2010) that motivation is the desire to do everything possible to achieve organizational goals that are determined by the ability of the business to meet an individual's needs. From the above view it can be understood that motivation is an important element in setting and achieving a goal.

Motivation does not arise by itself, but there are internal and external factors that influence the emergence of motivation, where internal and external factors that stimulate desire and energy in people to be constantly interested and committed to work, role or subject, or make an effort to achieve goals . Based on that, Ryan and Deci (2011) describe external internal factors in incentive theories, namely: intrinsic and extrinsic motivation.

## **RESEARCH METHOD**

### **Environment and Research Objects**

This research was conducted at the Regional Office of PT. Bank Rakyat Indonesia (Persero) Tbk. Banda Aceh, the object of research is, Work Environment, Work Stress, Motivation, Employee Performance, and Career Development. The research population is all employees.

### **Data Analysis Method**

Data analysis is a process of systematically searching for and collecting data obtained from the results of questionnaires (Sugiono, 2008). To analyze the research data, the researchers carried out analytical methods, namely:

Descriptive statistical analysis technique: descriptive statistical analysis was carried out to examine the frequency distribution of concentration size and dissemination of data about the characteristics of samples (respondents) and indicators of perceived usefulness (PU) variables. The concentration size analyzed includes the mean, median, and mode. While the spread size analyzed includes maximum, minimum, standard deviation, and variants.

Inferential statistical analysis techniques: in testing hypotheses with predictions of variable causal relationships, the researcher uses Structural Equation Model (SEM) dependencies. The main objective of inferential statistical analysis using SEM is to obtain a fit model for the problems being studied in this study. In addition, the use of SEM analysis is also to determine the causality relationship between dependent and independent variables in the model built in this study.

## **RESULTS AND DISCUSSION**

The next analysis is a full model analysis of Structural Equation Model (SEM), after analyzing the level of dimensionality of the latent variable forming indicators tested by confirmatory factor analysis. Analysis of the results of data processing in the SEM full model stage is carried out by testing the suitability and statistical tests. Data processing results for full SEM model analysis are shown in Figure 1:

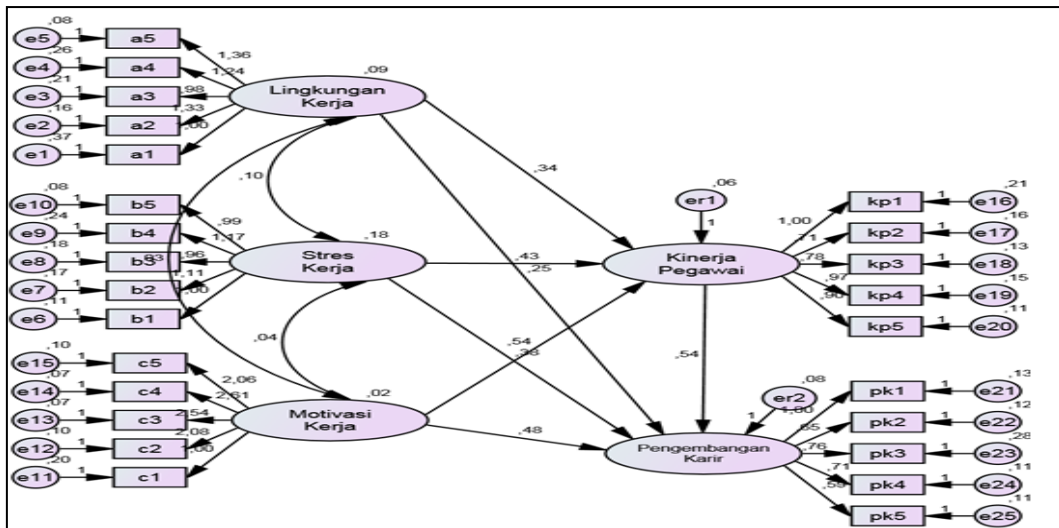


Figure 1. Structural Equation Model (SEM) Test Result

**The Effect of the Work Environment on Employee Performance**

Estimated parameter values for the influence of the work environment on employee performance shows the CR value of 3.476 and with a probability of 0.000. Both values obtained meet the requirements for H1 acceptance, namely the CR value of 3.476 which is greater than 1.97 and a probability smaller than 0.05.

**Effect of Job Stress on Employee Performance**

The estimated value for testing the effect of work stress on employee performance shows the CR value of 4.227 and with a probability of 0.000. Both values are obtained to meet the requirements for H2 acceptance, namely the CR value of 4.227 which is greater than 1.97 and a probability smaller than 0.05.

**Effect of Work Motivation on Employee Performance**

Estimated parameter values for testing the effect of work motivation on employee performance shows the CR value of 2.515 and with a probability of 0.000. Both values are obtained to meet the requirements for H3 acceptance, namely the CR value of 2.515 which is greater than 1.97 and a probability smaller than 0.05.

**Effect of Employee Performance on Employee Career Development**

Estimated parameter values for testing the effect of employee performance on career development shows the CR value of 4.302 and with a probability of 0.000. Both values are obtained to meet the requirements for H4 acceptance, namely the CR value of 4.302 which is greater than 1.97 and a probability smaller than 0.05.

**The Influence of the Work Environment on Employee Career Development**

Estimated parameter values for testing the effect of the work environment on career development

show the CR value of 2.190 and with a probability of 0.000. Both values are obtained to meet the requirements for H5 acceptance, namely the CR value of 2.190 which is greater than 1.97 and a probability smaller than 0.05.

**Effect of Job Stress on Employee Career Development**

Estimated parameter values for testing the effect of work stress on career development shows the CR value of 3.265 and with a probability of 0.000. Both values are obtained to meet the requirements for H6 acceptance, namely the CR value of 3.265 which is greater than 1.97 and a probability smaller than 0.05.

**Effect of Work Motivation on Employee Career Development**

Estimated parameter values for testing the influence of communication on career development shows the CR value of 3.848 and with a probability of 0.000. Both values are obtained to meet the requirements for H7 acceptance, namely the CR value of 3.848 which is greater than 1.97 and a probability smaller than 0.05.

The direct effect of work environment variables on employee performance is 0.431. While the influence of the work environment on career development if through the employee performance variable is 0.254. This means that if you want to improve your career development, it would be better if the direct leadership to improve the work environment is primarily related to the security and comfort for employees in carrying out their work and responsibilities.

The direct effect of work stress variables on employee performance is 0.541. While the effect of work stress influences career development if the employee performance variable is 0.382. This means that if the leader wants to do career development, it will

be better if the leader can provide tips or suggestions to employees in managing work stress so that it can have an impact on improving employee performance and career development.

The direct influence of work motivation variables on employee performance is 0.342. While the influence of work motivation on career development if the employee performance variable is 0.481. This means that if you want to improve career development, it will be better if the leader can apply better work motivation, especially the leader must be able to reward employees who have achieved and have achieved the targets set by the leadership.

## CONCLUSIONS

- Research results prove that the work environment affects employee performance.
- Job stress also affects employee performance.
- Work motivation that occurs between employees influences employee performance.
- Work motivation possessed by employees has an influence on employee career development.
- The work environment owned by employees influences employee career development.
- Job stress affects employee career development.
- Then employee performance influences employee career development.
- Then there is an indirect influence on the work environment on employee career development through employee performance.
- There is an indirect effect of work stress on employee career development through employee performance.
- There is an indirect influence of work motivation on employee career development through employee performance.

## RECOMMENDATIONS

1. In order to improve the performance of employees and organizational performance based on the perspective of competence then who needs to get attention is to increase the competence of employees through education and training programs are implemented on an ongoing basis.
2. Improving employee performance and organizational performance based on work discipline to note that every employee must enter the office in accordance with the hours set by the organization.
3. Then based on work attitude should employees would receive good advice from colleagues and advice given by the leadership, so that employees can behave to mutual respect for fellow employees.
4. In order to improve the performance of employees and overall organizational performance, it should be noted that employees must be able to achieve predetermined performance measured by the level of discipline work.

5. Then the results of this study is expected to be a reference for future research in the future, by adding other variables in the model such as competence variables, work discipline, work attitude and employee performance and organizational performance.

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