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## The influence of career ability and development to organizational performance through work satisfaction as mediation variables in Pt. Halla Corporation

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### Abstract

This study aims to determine the effect of ability on organizational performance, determine the effect of career development on organizational performance, determine the effect of job satisfaction on organizational performance, determine the effect of ability on job satisfaction, determine the effect of career development on job satisfaction, know the effect of knowledge management on organizational performance through job satisfaction and find out the effect of career development on organizational performance through job satisfaction. The study was conducted on PT. Hall Corporation. The sampling technique uses saturated samples involving 104 employees. Data analysis uses path analysis. Based on data analysis, it is known that the ability variable influences organizational performance. Career development influences organizational performance. Job satisfaction variables affect organizational performance. Ability variable influences job satisfaction. Career development variables affect job satisfaction. The indirect effect between ability variables and career development on organizational performance through job satisfaction is greater than the direct effect.

**Keywords:** Ability, career development, job satisfaction, organizational performance

### Introduction

Factors that influence organizational performance are ability, career development, and job satisfaction. Ability is an expression that someone has based on the environment, how to get along, and the level of knowledge. All of which can be obtained from a variety of experiences or can also be brought from the air, meaning from the descendants of the family (parents). The meaning of ability is the attitude of someone who has continuous characteristics in carrying out one's actions without any changing influence. So in this definition is closely related to the maximum ability of a person to deal with social problems in society. Soelaiman (2007: 112) <sup>[10]</sup> ability is a trait that is born or learned that enables someone who can complete his work, both mentally or physically. Employees in an organization, although motivated well, not all can work well. Ability and skills play a major role in individual behavior and performance. Skills are skills related to the task that is owned and used by someone at the right time.

Career development is an effort that must be done so that career plans that have been made bring optimal results. Career development is a series of lifelong activities (such as workshops) that contribute to exploring the determination of success and fulfillment. Mangkunegara, (2014) <sup>[1]</sup> states that success in the workplace can have a major influence on family life and the corporate environment. Therefore the benefits of career development will help achieve organizational goals and individual goals, which means strengthening relationships and employee loyalty attitudes toward the organization so that organizational programs will be achieved.

Career is the whole position/job/position that can be occupied by someone during his work life in the organization or several organizations. From the employee's point of view, a position is very important because everyone wants a position that suits his wishes and wants a position as high as possible according to his abilities. Higher positions usually result in higher salaries, greater responsibilities, and better knowledge, which is usually expected by employees. Therefore, when someone enters the workforce, that person may ask whether his career goals (as the highest position expected) will be achieved in the organization where he

works. His career goals cannot be achieved in the organization, the person may not have high morale or are not motivated to work or will even leave the organization.

Another factor affecting organizational performance is job satisfaction. Job satisfaction is the level of pleasure a person feels for his role or work in the organization. The level of satisfaction of individuals that they get the right reward from various aspects of the work situation of the organization where they work. Handoko (2008: 193-194) <sup>[3]</sup> suggests that job satisfaction is a pleasant or unpleasant emotional state with employees looking at their work. The time of completion is a reflection of one's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything in the environment. The level of job satisfaction is one of the factors that influence job performance because that ultimately affects the effectiveness of the organization. And also employee job satisfaction is not enough to just be given incentives, but employees also need motivation, recognition from superiors for the results of their work, work situations that are not monotonous and the opportunity to initiate and be creative.

## Literature Review

### Ability

Robbins (2010) <sup>[7]</sup> states that ability is the capacity and capability possessed by each individual to carry out tasks in work that has become his responsibility. Both in the organization, social life, or family functions. Soehardi (2003) <sup>[9]</sup> states that ability is a study that produces normative values on a person's behavior and is considered as the result of his work to the community. Eating in this case the ability referred to as talent gained from birth, the learning process, and experience. Kreitner (2015) <sup>[5]</sup> states that ability is the attitude of someone who has continuous characteristics in carrying out one's actions without any influencing influence. So in this definition is closely related to the maximum ability of a person to deal with social problems in society.

Ability consists of two groups of factors (Robbin, 2008: 57) <sup>[7]</sup>, namely:

1. Intellectual abilities are the abilities needed to perform various mental-thinking, reasoning, and problem-solving activities.
2. Physical ability, namely the ability to perform tasks that require stamina, skills, strength, and similar characteristics.

### Career Development

According to Mondy (2008) <sup>[6]</sup>, career development includes activities to prepare an individual for the progress of the planned career path. Furthermore, Mondy (2008) <sup>[6]</sup> explains several principles in career development including:

1. The job itself has a very big influence on career development. If every workday presents a different challenge, what is learned at work is far more important than formal development plan activities.
2. The form of skill development required is determined by the specific job request. The skills needed to become a supervisor are different from the skills needed to become a middle manager.
3. The development will occur only if an individual has not acquired the skills following the demands of the job. If these goals are further developed by an

individual, individuals who already have the skills required for the job will occupy the new job.

4. The time spent on development can be reduced/reduced by identifying rational individual work placement sequences.

### Job Satisfaction

According to Hasibuan (2007) <sup>[4]</sup>, the notion of job satisfaction is an emotional condition in an employee who is happy and loves his job. This attitude can be seen from work morale, discipline, and work performance. This can be enjoyed at work, outside of work, and a combination of the two. According to Martoyo (2005) <sup>[11]</sup>, the meaning of job satisfaction is one of the psychological aspects that reflects a person's feelings towards his job, a sense of satisfaction with the suitability between abilities, skills, and expectations with the work he is facing.

As mentioned above, the notion of job satisfaction is a form of emotional attitude that is fun and loves the work which is shown by work morale, discipline, and work performance. According to Hasibuan (2012) <sup>[4]</sup>, an employee job satisfaction indicator can be seen from the following things:

#### 1. Enjoys His Work

Employees are aware of the direction they are going, have a reason to choose their goals, and understand how to work. In other words, an employee likes his job because he can do it well.

#### 2. Loving the Job

In this case, employees do not just like their work but also realize that the work is following their wishes.

#### 3. Positive Work Morale

This is an inner agreement that arises from within a person or organization to achieve certain goals following the specified quality.

#### 4. Work Discipline

Conditions that are created and formed through the process of a series of behaviors that demonstrate the values of obedience, obedience, loyalty, order and order.

#### 5. Job Performance

The work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

### Organizational Performance

Organizational performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehriyono, 2010: 60).

According to Dwiyanto (2008: 50) <sup>[2]</sup>, there are several indicators used to measure the performance of public bureaucracy, which are as follows:

#### 1. Productivity

The concept of productivity not only measures efficiency but also effectiveness. Productivity is generally understood as the ratio between input and output. The concept of productivity was deemed too narrow and then the General Accounting Office (GAO) tried to develop a broader

measure of productivity by including how much public service had expected results as an important performance indicator.

## 2. Responsiveness

Responsiveness is the ability of organizations to recognize the needs of the community to set priorities for services, as well as the development of public service programs following the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly reflects the ability of public organizations in carrying out its mission and objectives, especially to meet the needs of the community. Low responsiveness is indicated by the inconsistency between services and community needs. This clearly shows the failure of the organization in realizing the mission and objectives of public organizations.

## 3. Responsibility

Responsibility explains whether the implementation of public organization activities is carried out following the principles of administration that are correct or following organizational policies. This can be assessed from the analysis of documents and reports of organizational activities by matching the implementation of the activities

and programs of the organization with the organizational procedures and provisions in the organization.

## 4. Accountability

Public accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that the political officials are elected because they are elected by the people, by themselves will always represent the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of many people. The performance of public organizations can not only be seen from the internal measures developed by public or government organizations, such as the achievement of targets. Performance should be judged by external measures, such as the values and norms prevailing in the society.

## Research Methods

### Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The research conceptual framework can be explained as follows:

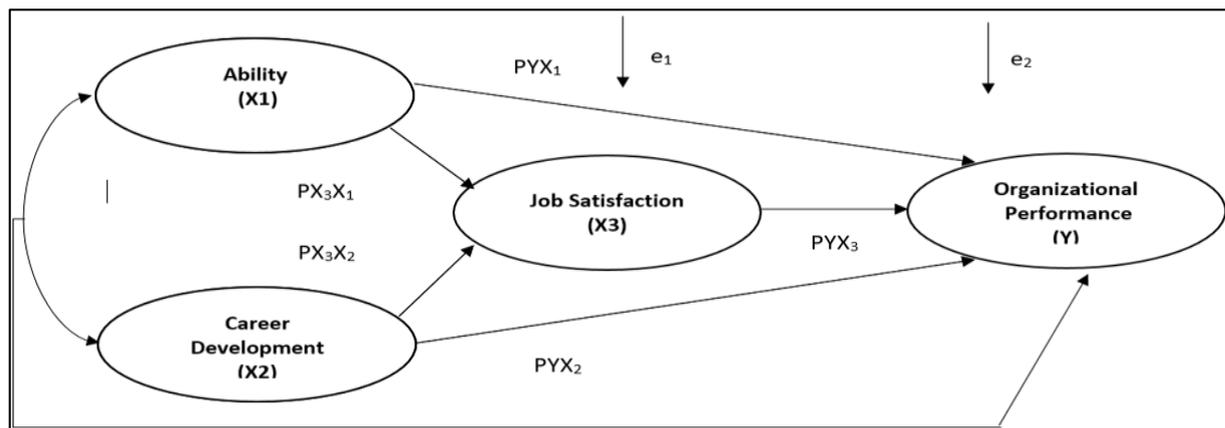


Fig 1: Overall Path Analysis

## Population and Samples

The population in this study is employees who work in the office of PT. Hall Corporation. While the sample used included 104 employees who worked at the company's offices. This sampling uses the saturated sample method because it uses all employees in the company office. Data analysis techniques using path analysis.

## Research Results and Discussion

### 1. Analysis of the Effect of Ability on Organizational Performance

The results of the analysis of the effect of ability on organizational performance note that the ability coefficient of 0.554. T value of 6.715. The significance value is 0.00. This significant value is smaller than 0.05. This means that the ability variable influences organizational performance. The magnitude of the effect of ability on organizational performance can be seen as r squared value of 0.307. This means that the effect of the ability variable on performance is 30.7% and the rest is influenced by other variables not included in the equation model.

### 2. Analysis of the Effect of Career Development on Organizational Performance

The results of the analysis of the influence of career development on organizational performance can be seen that the coefficient of work career development is 0.621. T value of 7.994. The significance value is 0.00. This significant value is smaller than 0.05. This means that career development variables affect organizational performance. The magnitude of the influence of career development on organizational performance can be seen as an r square value of 0.385. This means that the influence of career development variables on organizational performance by 38.5% and the rest is influenced by other variables not included in the equation model.

### 3. Analysis of the Effect of Job Satisfaction on Organizational Performance

The results of the analysis of the effect of job satisfaction on organizational performance are known that the coefficient of job satisfaction is 0.858. T value of 16.886. The significance value is 0.00. This significant value is smaller than 0.05.

This means that the variable job satisfaction affects organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be known as an r square value of 0.734. This means that the influence of job satisfaction on organizational performance by 73.4% and the rest is influenced by other variables not included in the equation model.

#### 4. Analysis of the Effect of Ability on Job Satisfaction

The results of the analysis of the effect of ability on job satisfaction note that the ability coefficient of 0.666. T value of 9.025. The significance value is 0.00. This significant value is smaller than 0.05. This means that the ability variable influences job satisfaction. The magnitude of the effect of ability on job satisfaction is known to the value of r squared of 0.444. This means that the influence of the ability variable on organizational performance is 44.4% and the rest is influenced by other variables not included in the equation model.

#### 5. Analysis of the Effect of Career Development on Job Satisfaction

The results of the analysis of the influence of career development on job satisfaction are known that the coefficient of career development is 0.765. T value of 11.991. The significance value is 0.00. This significant value is smaller than 0.05. This means that career

development variables affect job satisfaction. The magnitude of the effect of career development on job satisfaction is known to the value of r squared of 0.585. This means that the influence of career development variables on job satisfaction by 58.5% and the rest is influenced by other variables not included in the equation model.

#### 6. Analysis of the Effect of Ability on Organizational Performance through Job Satisfaction Variables

Based on the previous analysis, it is known that the effect of ability on organizational performance is 0.554. The influence of ability on organizational performance through job satisfaction is  $0.666 \times 0.858 = 0.571$ . In this case, the indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening.

#### 7. Analysis of the Effect of Career Development on Organizational Performance through Job Satisfaction Variables

It is known that the direct influence of career development on organizational performance is 0.621. While the influence of career development on organizational performance through job satisfaction is  $0.765 \times 0.858 = 0.656$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

Path analysis can be described as follows:



Fig 2: Overall path analysis

## Conclusions and Suggestion

### Conclusion

The ability variable influences organizational performance partially. The value of r squared is 0.307. This means that the effect of the ability variable on performance is 30.7% and the rest is influenced by other variables not included in the equation model.

Career development partially influences organizational performance. The value of r squared is 0.385. This means that the influence of career development variables on organizational performance by 38.5% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variables partially affect organizational performance. The value of r squared is 0.734. This means that the influence of job satisfaction on organizational performance by 73.4% and the rest is influenced by other variables not included in the equation model.

The ability variable influences job satisfaction partially. The value of r squared is 0.444. This means that the effect of the ability variable on job satisfaction is 44.4% and the rest is influenced by other variables not included in the equation model.

Career development variables affect job satisfaction partially. The value of r squared is 0.585. This means that the influence of career development variables on job satisfaction by 58.5% and the rest is influenced by other variables not included in the equation model.

The effect of ability on organizational performance is 0.554. The influence of ability on organizational performance through job satisfaction is  $0.666 \times 0.858 = 0.571$ . In this case, the indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening.

The direct effect of career development on organizational performance is 0.621. While the influence of career development on organizational performance through job satisfaction is  $0.765 \times 0.858 = 0.656$ . In this case, the direct

effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

### **Suggestion**

Improving organizational performance needs ability, career development, and job satisfaction. Ability is an expression that someone has based on the environment, how to get along, and the level of knowledge. All of which can be obtained from a variety of experiences or can also be brought from the air, meaning from the descendants of the family (parents). Organizational management needs to improve intellectual abilities in the form of training and workshops, physical abilities are enhanced by sports and competition activities, and analytical skills are carried out in the form of training.

To improve organizational performance, career development needs to be considered. Career development is developed by paying attention to career requirements, employee education and so on.

Meanwhile, to improve organizational performance also needs to be considered employee satisfaction at work. Satisfaction must be considered in terms of income, career advancement, and employee needs and so on. With this data inventory, it is hoped that this will be the basis for increasing these variables.

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