

The Relationship between Career Development and Employee Performance: Work Motivation as a Mediator

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ABSTRACT

This research aims to examine the effect of career development on employee performance mediated by work motivation at the Provedoria dos Direitos Humanos e Justiça (PDHJ) institution in Caicoli, Dili Timor-Leste. This research with a sample size of 100 respondents used a saturated sample because the population was small in this institution. The data collection technique used a questionnaire distributed to all employees working at PDHJ Caicoli, Dili Timor-Leste. Data was analyzed using the Smart-PLS (Partial Least Square) analysis technique. The results of this research show that the career development variable has a positive and significant effect on motivation, work motivation has a positive and significant effect on employee performance, career development has a positive and significant effect on employee performance and employee work motivation is proven to positively mediate the effect of career development on employee performance. at the institution Provedoria dos Direitos Humanos e Justiça. The results of this research show that the better the career development at the PDHJ institution, the higher the employee's work motivation, and the higher the employee's work motivation, the higher the employee's performance.

Keywords: career development, work motivation, employee performance

I. INTRODUCTION

Human resources are the most valuable and vital asset for all countries in this part of the world for the progress of their country, especially developing countries. For this reason, if a country wants to develop, the main key to success is that it really needs human resources who are reliable, responsible and highly dedicated. Likewise, a company, be it a government or private agency, really needs quality human resources to improve employee performance. Achievement of employee performance can be seen from high dedication, responsibility

for doing the job well, professionalism oriented towards quality work results. In this way, a company or agency will achieve its targeted vision and mission.

Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time (Riyadi, 2011). According to Wahyuni, et al (2021) performance is a person's work performance or work results, both in terms of quality and quantity, achieved by employees per unit period of time in carrying out tasks achieved by employees in carrying out their work in accordance with the responsibilities given to them. Rafii & Andri (2015) say that performance is the result of a person's overall achievement or level of success during a certain period in carrying out their tasks compared to various possibilities, such as work standards, work targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Thus, employee work performance can be measured based on the work results achieved by employees in accordance with specified targets, standards and regulations that apply to a company.

Career development is a process of increasing an individual's work abilities to achieve the desired career (Artina, 2013). So it is the responsibility of the company to prepare employees with certain qualifications and experience so that when a company needs a position there are already employees available. Furthermore, Rivai in Febriansyah (2016) stated that many factors can influence a person's performance, one of which is career development. Regina (2013) career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications, abilities and experience when needed.

According to Caroline & Susan (2015), a leader who hopes to achieve maximum performance in the organization must pay attention to factors that influence employee performance, namely career development.

Based on the results of research by Supianah (2023), it shows that career development variables influence employee performance through motivation at the Education and Culture Office of Polewali Mandar Regency. The results of research from Gameron (2022), show that career development has a positive and significant influence on employee performance. Furthermore, the results of this research are supported by the results of research by Manu et al (2022) which states that career development has a positive and significant influence on employee performance.

Likewise, research results from Natalia et al (2020) show that career development has a positive and significant effect on work motivation at the Single Fin Surf Shop, Cafe and Bar, Badung Regency, as well as career development has a positive and significant effect on employee performance. Furthermore, the results of Amaliya Dwi Anjani's research at CV.

Apart from career development, work motivation is one of the factors that influences improving employee performance. According to Omolo (2015), the cause of low employee performance is caused by motivation, namely deviations by employees, high costs of recruitment, training, increased competition, increased regulations by the government as well as a feeling of loss of motivation and too much workload.

Nurcahyani & Adnyani, (2016) said that the factor that influences employee performance is work motivation. Furthermore, according to Veronica et al. (2018) stated that work motivation is the drive, effort and desire that exists within humans which activates, empowers and directs behavior to carry out tasks well within the scope of their work. Furthermore, Balbed and Sintaasih (2019) proved that work motivation is able to mediate the influence of career development on employee performance. Employee performance can be improved through increasing career development and employee work motivation.

According to research results by Sessions et al (2020), work motivation has a positive effect on employee performance. The results of this research indicate that if work motivation is higher, employee performance can also increase.

Based on existing data, as of April 2023, it was recorded that the number of permanent civil servants and contract employees (general regime) working at the Provedoria dos Direitos Humanos e Justiça (PDHJ) institution at the Caicoli head office, Dili Timor-Leste was 100 people. . Of the total number of employees, employees who have worked at PDHJ for 6 years or more are 79%, but there are many employees whose class or level has not changed because the position promotion system must follow the regulations of the Timor-Leste Civil Service Commission (Komisaun Funsau Públika-KFP) based on law. -Timor-Leste Civil Service Law number 5, second edition. PDHJ does not yet have any specific regulations or rules regarding promotions for civil servants at PDHJ.

In accordance with regulations from the Timor-Leste civil service commission, employees with contract status do not automatically get a promotion to a higher position because the position is still rented. If they get a promotion, they have to become permanent employees, but there are new job vacancies and they are allowed to take part in recruitment. and new selection. Although legally, PDHJ has the authority and mandate stated in the Constitution of the Democratic Republic of Timor-Leste (RDTL) specifically in article 27, namely to promote good governance and human rights and protect human rights. However, until now there are no specific regulations and policies regarding career development for civil servants who work at PDHJ institutions. Thus, career development for civil servants in PDHJ institutions must follow the rules of the Timor-Leste Civil Service Commission (Komisaun Funsau Públika). This can have an impact on employee work motivation to carry out work according to targets, with high responsibility and dedication to produce work that is good in terms of quantity and quality.

To improve employee performance, one of the most basic things for institutions is that they need to increase employee motivation at work. Because, when employee motivation is high, employee performance will automatically increase. Thus, work motivation is very important in mediating the relationship between career development and employee performance.

The aim of this research is to analyze the influence of career development on employee performance; Analyzing the influence of career development on work motivation; Analyzing the influence of work motivation on employee performance; Analyzing work motivation is able to mediate the relationship between career development and employee performance.

II. LITERATURE REVIEW

The definition of performance according to Budiningsih & Setiaji (2001) is a comparison between the results achieved and the participation of the workforce per unit of time. Furthermore, according to Simamora (1997), performance is the level of employee work results in achieving the job requirements given, in other words performance is the result of employee work both in terms of quality and quantity based on predetermined work standards.

Employee performance is defined as an employee's ability to perform certain skills (Sinabela, 2012). According to Afandi (2018), performance is the result of work achieved by an individual or group of people in an organization in accordance with their respective authority and responsibilities to achieve organizational goals and in accordance with established provisions, not against the law and contrary to morals or ethics. Furthermore, Robbins (2012) stated that employee performance is a function of the interaction of ability and motivation. According to Kartodikromo, et al., (2017) performance is a work result achieved by a person in carrying out the tasks given to him based on agreement, experience, persistence and time. Rafii & Andri (2015) say that performance is the result of a person's overall achievement or level of success during a certain period in carrying out their tasks compared to various possibilities, such as work standards, work targets or targets or criteria that have been determined in advance and have been mutually agreed upon. .

According to Sasmita (2012), there are six indicators for measuring individual employee performance, namely:

A. Quality

Work quality is measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities.

B. Quantity

Quantity is the amount produced expressed in terms such as number of units, number of activity cycles completed.

C. Punctuality

Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.

D. Effectiveness

Effectiveness is the degree to which the use of organizational resources (energy, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources.

E. Independence

Independence is the level of an employee who will later be able to carry out his work functions.

F. Work commitment

Work commitment is a level where employees have a work commitment to the agency and employee responsibilities towards the office.

According to Regina (2013), career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications, abilities and experience when needed. Nugroho & Kunartinha (2013) define clear career planning and development in an organization as will be able to increase employee work motivation in carrying out their work, thus creating a sense of satisfaction in carrying out their work.

Furthermore, Widodo (2015) said that career development is a series of lifelong activities that contribute to the exploration, formation, success and achievement of a person's career. Florence (2007) in her research stated that career development is an organized planning method used to adjust employee goals to the business needs of an organization. Gunarso in Busro (2018) said that career development is the career path of an employee in a position or rank that can be carried out during his tenure in the organization.

According to Rivai and Sagala (2016), career development is the process of improving individual work skills to achieve the desired career. In addition, Jacobs & Washington (2003) say that career development is a series of programs over a certain period of time, which are planned and integrated which are aimed at ensuring that an individual has the required competencies and can be utilized as optimally as possible to support the achievement of organizational goals. The definition of career development put forward by Jacobs (2003) is a series of programs over a certain period of time, planned and integrated which are aimed at ensuring that an individual has the required competencies and can be utilized as optimally as possible to support the achievement of organizational goals. Career describes the relationship between employees and the organization, where career is the meeting point between employee needs and organizational needs.

Career development indicators according to Sungkono (2013: 126) are career opportunities, career advancement, promotion, career path and career planning.

G. Work motivation

The term or word motivation comes from the Latin word *movere*, which means encouragement or moving the cause or reason someone does something (Hasibuan, 2005).

Hasibuan, (2005) motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. This motivation is only given to humans, especially to subordinates or followers.

Koontz (in Hasibuan, 2005) motivation refers to encouragement and effort to satisfy a need or a goal. Cascio, (in Hasibuan, 2005) said that motivation is a force that results from a person's desire to satisfy their needs (for example: hunger, thirst and community).

Chung & Megginson (in Cardoso, 2003) state that motivation is formulated as behavior aimed at targets. Motivation is related to the level of effort made by a person in pursuing a goal, motivation is closely related to employee satisfaction and job performance. Zameer et al, (2014) found that the role of work motivation is very vital for improving employee performance. Muogbo (2013) states that providing motivation for workers in an organization can have a significant effect on employee performance.

According to Marwansyah (in Bianca, et al., 2013), employees must be given encouragement in the form of motivation, for example being given awards such as career development, promotions or incentives.

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The aim of providing motivation according to Hasibuan, (2005) is as follows:

1. Encourage employee passion and morale
2. Increase employee morale and job satisfaction
3. Increase employee work productivity
4. Maintaining loyalty and stability of company employees
5. Increase discipline and reduce employee absenteeism levels
6. Make employee procurement effective
7. Creating a good working atmosphere and relationships
8. Increase employee creativity and participation
9. Increase the level of employee welfare
10. Increase employees' sense of responsibility towards their duties
11. Increasing the efficiency of using tools and raw materials, etc.

There are several adherents of motivation theory, Hasibuan (2005) among them are:

1. Classical Motivation Theory, this theory was put forward by Taylor.

The basic concept put forward in this classical theory is that a person will work well if that person believes they will receive rewards that are directly related to their work.

The theory above shows that motivation is related to labor wages, meaning that the size of a person's motivation in doing work is greatly influenced by the size of the reward they will directly receive. The greater the direct wages/rewards that the worker will receive, the greater the person's drive or motivation will be in doing the work.

2. Theoryneed motivation, this theory was put forward by Abraham Maslow.

Based on this theory, humans are motivated to behave or carry out activities because of various life needs. Abraham Maslow viewed that humans are motivated by five needs which are arranged as a hierarchy. Humans will be motivated to fulfill whatever needs are strongest for them at any given moment. The strength of a need depends on the current situation and the individual's experience, starting from the most basic physical needs that must be met to satisfy needs at a higher level. This hierarchy of needs is generally met systematically, meaning that needs that have been fulfilled will be abandoned to meet needs at the next level at another level.

Thus, if one need has been fulfilled, humans will be motivated to fulfill other needs. The hierarchy of needs proposed by Maslow (in Hasibuan, 2005) is as follows:

1. Physical needs (Physiological Needs)

Physical needs are the needs necessary to maintain a person's survival, such as eating, drinking, housing and so on.

2. The need for security and safety (Safety and Security needs)

The need for security and safety (Safety and Security needs) is the need for security from threats, namely feeling safe from the threat of accidents and safety in doing work.

3. Social needs (Affiliation or Acceptance Needs)

Social needs (Affiliation or Acceptance Needs) are social needs, friends, being loved and being accepted in the company of employees and their environment. Humans basically always want to live in groups and no human wants to live alone in a remote place.

4. The need for self-esteem (Esteem or Status Needs)

The need for self-esteem is the need for self-esteem, recognition and appreciation of prestige from employees and the community around them.

5. The need for self-actualization (Self Actualization)

The need for self-actualization by using optimal abilities, skills and potential to achieve very satisfying or extraordinary work performance that is difficult for other people to achieve.

3. Claude S. George's Motivation Theory

This theory suggests that a person has needs related to the place and atmosphere in the environment where he works, namely:

Decent wages and opportunities for advancement. Motivating subordinates should be done by fulfilling their desires and needs for material and non-material things that provide satisfaction for them.

Recognition as an individual. The existence and achievements of subordinates should receive reasonable and sincere recognition and appreciation.

Good place to work. This will motivate subordinates by providing good facilities and infrastructure that will be used in carrying out work.

Fair treatment. Direction and motivation should be done persuasively and with words that can stimulate enthusiasm for work.

Recognition of achievements. Motivating subordinates should provide opportunities for achievement and promotion.

To measure employee work motivation, there are several indicators which, according to Sastrohadiwiryo (2003), include:

1) Performance

Individual will to work.

Needs can direct them to achieve goals/targets.

2) Award

Recognition of the performance achieved by individuals can play a motivating role.

Employees' inner satisfaction because they have successfully completed their work.

3) Challenge

The presence of challenges is a motivating factor so that someone can handle them.

Employees solve problems.

4) Accountability

Through a sense of mutual belonging, it can certainly motivate someone to be responsible.

Accountability to employees can direct them to deal with problems.

5) Participation

By participating in decision making, known as a suggestion box, company management can use it as advice/input, thus triggering employees to get involved.

Respect between employees as an effort to interact in the work environment.

6) Enhancement

Employees adapt to their work environment.

The level of employee involvement during innovation.

Collaborate between employees.

7) Opportunity

Opportunities to advance in terms of career path.

Hope for better work.

III. RESEARCH METHODOLOGY

A. Type of Research/Approach

Quantitative research is obtaining data in the form of numbers or summarized qualitative data. Meanwhile, qualitative research is research that uses data in the form of words, schemes and images. In this research, the author uses descriptive quantitative data, namely through a questionnaire which is primary data from a measurement scale, namely a Likert scale which can be analyzed. Sugiono (2016)

B. Research Sites

The location of this research will be carried out at the Provedoria dos Direitos Humanos e Justiça office in Caicoli, Dili Timor-Leste.

C. Research Population and Sample

According to Sugiono (2016), population is the entire research subject, if someone examines all elements in the research area then the research is population research. The population used was permanent and contracted civil servants (agentes administrativu) at the head office of the Provedoria dos Direitos Humanos e Justiça (PDHJ) institution with a total of 100 people.

The researcher chose one technique, namely saturated sampling, because saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). Where in this research the entire population will be used as a sample because if the population is between 100 and 150 people and the data collection uses a questionnaire, it is best to collect the entire data (Sugiono 2016).

D. Data Types and Sources

In this research, the data used is quantitative and qualitative data sourced from primary data sources and secondary data sources.

1. Primary data is data obtained/collected directly through direct observation and questionnaires prepared using interview techniques.
2. Secondary data is data related to this research obtained/collected through related agencies and international journals.

E. Data Collection Techniques and Procedures

1) *Observation.*

Observation is initial research to conduct an assessment by conducting direct and systematic observations. The data obtained in the observation is recorded in an observation note. The data received is the number of employees working at PDHJ Caicoli, Dili Timor-Leste.

2) Questionnaire.

The instrument used in this research to collect information was a questionnaire designed using a five-point Likert scale. In the Likert scale procedure, a set of statements is arranged with respondents' answers along a continuum between strongly agree and strongly disagree. For each answer choice a score is given, the respondent must describe and support the statement used for the chosen answer.

F. Data analysis technique

The analysis technique used by researchers in the research is two stages, namely descriptive statistical analysis (periant) and inferential statistical analysis (inductive). For this reason, three variables were analyzed, namely, career development, work motivation and employee performance.

1) Descriptive Statistical Analysis (Perian)

The aim is to describe or provide an overview of the object under study as it really is without drawing conclusions or generalizations.

Descriptive statistical analysis includes: age, education level, marital status, gender, length of work as well as respondents' responses to each statement item regarding each research variable. Respondents' responses in this study used a Likert scale with a score between 1 and 5. Descriptive analysis was carried out using the SPSS program.

2) Inferential (Inductive) Statistical Analysis

Inferential (inductive) statistics is a method used to determine a population based on a sample by analyzing and interpreting the data into a conclusion (Hatani, 2008).

The goal is to provide a basis for forecasting and estimation that is used to transform information into knowledge.

G. Modeling Analysis Using SEM-Partial Least Square (PLS)

Structural Equation Modeling-Partial Least Square (SEM-PLS), is a powerful analysis method because it is not based on many assumptions.

SEM-PLS can be used as a data analysis technique using SmartPLS software version 3.0. In SEM-PLS, model design can be in the form of theory, literature review, results of previous empirical research, analogy (relationships between variables in other fields of science), normative, logical or rational. The following two modelers will be designed, namely:

1) Measurement Model (Outer Model)

In this research, the exogenous/independent variable is career development (X) and the endogenous/dependent variable/Y is employee performance. This research is reflexive, so the measurement model

used is a reflective measurement model. Several criteria used to test the validity and reliability of the reflective model include:

a) Convergent validity.

Convergent validity is the correlation between the reflexive indicator score and the latent variable score. This research uses a loading of 0.5 to 0.6 which is considered sufficient, because it is the initial stage of developing a measurement scale and the number of indicators per construct is not large, namely ranging from three to seven indicators.

b) Discriminant validity

Discriminant validity for measuring reflexive indicators based on cross loading with latent variables. Another method is to compare the square root of average variance extracted (AVE) value for each construct with the correlation between other constructs in the model. If the initial measurement values of the two methods are better than the values of other constructs in the model, then it can be concluded that the construct has good discriminant validity values or vice versa. In this regard, it is recommended that the measurement value should be greater than 0.50.

c) Composite reliability and Cronbach's Alpha

Composite reliability and Cronbach's Alpha is a measurement of accuracy, consistency and precision in measuring latent variables. A latent variable is said to be reliable if the composite reliability and/or Cronbach's Alpha value is greater than 0.70, but a value of 0.6 - 0.7 is still acceptable for exploratory research, Hair et al., (2014).

The measurement model/outer testing process to obtain loading factor scores, average extracted variance, composite reliability, and Cronbach's Alpha model was carried out using Smart PLS 3.0 software.

2) Structural or Measurement Model (Inner-Model)

Measurement or design of a structural model or inner model is a model that describes the relationship between constructs (latent variables), where the concept of the construct is clear and easy to define. Inner-model testing stage with the help of statistical regression methods. A number of criteria in testing the inner model used in this research, namely: R-Square (R^2), Q-Square Predictive Relevance and GoF (Goodness of Fit).

a) R-square (R^2)

Testing the R-Square coefficient (R^2) to measure how much influence and strength the exogenous/independent/X variable, namely career development, is able to influence the endogenous/dependent/Y variable, namely employee performance in the research model. The R^2 coefficient has a value range between zero (0) to 1. The closer the value of 1 to the R^2 coefficient, it means that the influence of the exogenous variable is greater and stronger on the endogenous variable (Hair et al., 2010; Hopkins, 2015). On the other hand, the closer to the value of 0 (zero) the R^2 coefficient means that the exogenous variable is smaller and the weaker its influence on the endogenous variable.

3) *Q-Square predictive relevance*

Prediction relevance (Q^2) testing or known as Stone-Geisser's. This test was carried out to validate the model's predictive ability. Ghozali & Latan (2015) said that the interpretation of the results of Q^2 predictive relevance is that $Q^2 > 0$ indicates that the exogenous latent variable is good (suitable) as an explanatory variable that is able to predict the endogenous variable. The Q-Square Predictive Relevance (Q^2) calculation is carried out using the Stone Gaiser Indicator formula as below, Hair et al., (2010). Hopkins, (2015).

4) *Goodness of Fit (GoF)*

Goodness of Fit (GoF) is a test of the feasibility of a research model to determine the accuracy of the sample regression function in estimating the actual value Ghozali, (2015). The GoF value is in the range of values between 0 and 1 (Akter et al., 2011; Hair et al., 2010).

A GoF value that is closer to one means the model is getting better, and vice versa, the closer the value is to zero, the model is said to be getting worse.

IV. FINDINGS & DISCUSSIONS

A. Research Result

1) *Descriptive Characteristics of Respondents*

Based on the results of data tabulation, it shows that the respondents in this study were 54 respondents or 54% men and 46 women or 46%. Looking at age, respondents between the ages of 36-45 are 48 or 48%, those aged between 46-55 years are 26 people or 26%, those aged between 20-35 years are 20 people or 20% and those aged 6 years and over namely 6 respondents or 6%.

In terms of work experience, the majority of respondents in this study, 55%, had work experience of 10 years or more. This indicates that most research respondents have had sufficient experience as civil servants at the Provedoria dos Direitos Humanos e Justiça office.

In accordance with the level of education, namely respondents with a Bachelor's level of education were 53 respondents or 53%, high school or equivalent level were 37 people or 37%, Master's level of education were 7 respondents or 7% and diplomas were 3 respondents or 3%. Based on this data, it can be categorized that the majority of employee respondents at Provedoria dos direitos Humanos e Justiça have a Bachelor's degree (S1), namely 53 respondents or 53%.

Based on position or title according to existing data, it shows that the majority of respondents in this study were 87 respondents or 87% as staff, while directors were 7 respondents or 7%, directors general or equivalent were 3 respondents or 3% and section heads were 3%.

Judging from employment status, 73 respondents or 73% of respondents in this study are permanent civil servants who currently work at the Provedoria dos direitos Humanos e Justiça institution in Caicoli Dili, Timor-Leste and the rest are employees in contract positions.

B. Description of Research Variables

1) Respondents' Responses to Career Development Variables

The career development intended in this research is to measure the systems or procedures commonly used in PDHJ workplaces for career development for employees which can influence the employee's situation or condition either directly or indirectly.

The measurement of the career development variable in this research consists of four indicators or question items, namely: I always get opportunities from institutions to develop a higher career (X1), I always get support from my superiors in terms of career advancement (X2), I always get trust from the leadership in terms of promotion to a higher position (X3) and the leadership always provides equal opportunities to all employees for career development. (X4). A description of career development variables can be shown in the following table:

Respondents' responses to the statement items on the career development variable were shown by an average score of 3.79 in the good category. This means that the employees at Provedoria dos Direitos Humanos e Justiça have good career development, such as getting opportunities for higher career development, the leadership always provides support to staff in promotions or promotions to higher positions, the leadership gives them the confidence to do so. tasks with work responsibilities as well as leaders always provide equal opportunities to all employees so as to create good working conditions. This will create a focus of attention, creativity in the application of individual talents and abilities for career development in accordance with applicable procedures.

The indicator that has the highest score on this variable is receiving support from superiors in promotion to a higher position (X2) with a mean score of 3.90 in the very good category. Based on this, it can be said that employees who work at Provedoria dos Direitos Humanos e Justiça have a higher perception of the indicator of receiving support from superiors in promotion to higher positions. This shows that the leadership always has support for employees at Provedoria dos Direitos Humanos e Justiça to develop their careers. So good career development is really needed so that it can support the process of achieving agency or organizational goals.

The indicator that has the lowest respondents in this variable is gaining trust from the leadership (X3), where this indicator gets a mean value of 3.73. The four indicators above have an average value of 3.73-3.90 and the mean value shows 3.79.

Employees at Provedoria dos Direitos Humanos e Justiça have low perceptions of indicators of gaining trust from leadership. This shows that employees feel they do not have the trust of their superiors to increase promotions and get opportunities for career development to a higher level.

2) Respondents' responses to work motivation variables

The measurement of the work motivation variable in this research consists of five indicators, namely: I feel satisfied because I always get awards/praise from the institution (Z1), I always get help from my co-workers when facing challenges in completing tasks given by the leadership (Z2), I am always responsible for the work assigned by my superiors (Z3), I have the opportunity and chance to improve my abilities and skills (Z4) and I always have the opportunity to take part in training (Z5). A description of work motivation variables can be shown in the table below:

The highest value for each indicator of the work motivation variable is the indicator of getting the opportunity to take part in training, which is 4.24, a very good category in the Provedoria dos direitos Humanos e Justiça Caicoli Dili statement. The indicator regarding getting opportunities and opportunities to improve abilities and skills is 3.83 in the good category, then the indicator of getting help from co-workers when facing challenges in completing tasks is 3.82 in the good category. The indicator of feeling satisfied because they always receive awards/praise from the institution is 3.77, and the indicator of employees being responsible for the work given by their superiors is 3.73 in the good category, but respondents have a low perception of the indicator that employees are responsible for the work given by their superiors. of 3.73. The five indicators above have an average value of 3.73-4.24 and the mean value shows 3.87.

Based on the respondent's perception, there is a low indicator that employees are responsible for the work assigned by their superiors. It can be said that employees at Provedoria dos Direitos Humanos e Justiça have a very low level of work motivation through motivating factors that arise from within each employee to be responsible for the work at hand, thus affecting work performance.

3) *Description of employee performance variables*

In general, respondents' responses to the statement items on the employee performance variable are shown by an average score of 4.00 in the high category in the Provedoria dos direitos Humanos e Justiça Caicoli Dili statement. The indicator of independence in carrying out work is 3.97, then the indicator of working in accordance with the quality standards set by the institution and having a high commitment in carrying out the tasks given by the respective superiors is 3.95 in the high category. The indicator for completing assigned tasks on time is 3.88 in the high category. Based on existing data, all the indicators above have an average value of 3.88-4.00 with a mean value of 3.94. For this reason, the data in the table above is assessed in the high category. Thus, it can be seen that, to improve the quality of work, it is necessary to develop the abilities and skills of employees at the Provedoria dos Direitos Humanos e Justiça institution. In this way, employees will fulfill existing duties and obligations responsibly and professionally.

4) *Inferential Analysis Results*

a) Convergent validity

Based on Figure 1 above, it shows that all loading factor values for career development variables, work motivation and employee performance variables have values > 0.60 , so it can be concluded that all indicators have met the convergent validity criteria.

b) *Discriminant validity*

Discriminant validity namely testing construct validity by predicting the indicator size of each block (Ningsih & Hermawan, 2019). One way of discriminant validity can be seen by comparing the Average Variance Extracted (AVE) value with the correlation between other constructs in the model. If the AVE root value is > 0.50, it means that discriminant validity has been achieved.

c) *Composite reliability and Cronbach's Alpha*

Composite reliability and Cronbach's Alpha aim to evaluate the reliability values between indicator blocks of the variables that form the research model. Composite reliability and Cronbach's Alpha are said to be good if the value is above 0.70. Based on the results of data processing with the Smart PLS 3.0 program, composite reliability and Cronbach's Alpha values were obtained as shown in

Based on the evaluation results of composite reliability and Cronbach's Alpha, information can be obtained about the three latent variables used in this research which are above 0.70, so it can be stated that the indicator block is said to be reliable or reliable for measuring the variables in this research.

C. Structural Model (Inner Model)

After the estimated model meets the discriminant validity criteria, the structural model (inner model) is then tested by looking at the coefficient of determination (R²) and path coefficient. The coefficient of determination is tested to see how much the endogenous construct can be explained by the exogenous construct. And the path coefficient aims to see the significance and strength of the relationship and also test the hypothesis. An R-square value of 0.75 means a strong model, a value of 0.50 is a moderate model, and a value of 0.25 means a weak model. The higher the value of the coefficient of determination, the better the proposed prediction value. The Inner Model of the research results is presented in the following figure.

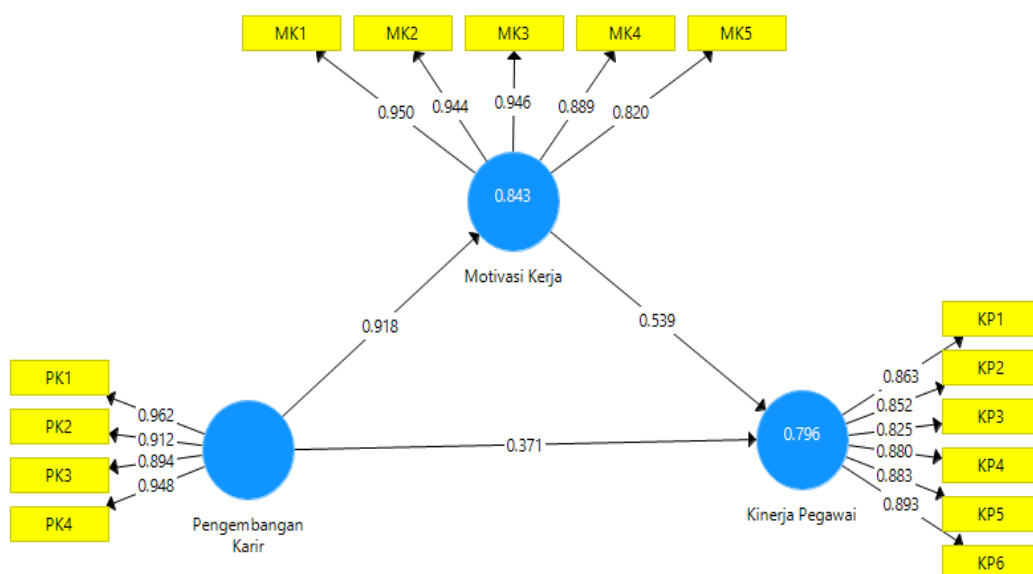


Figure 1. Structural Model

1) *R-Square (R²)*

The R – Square value of the independent variable career development on the mediating variable work motivation is 0.843. These results indicate that the work motivation of employees at the Provedoria dos Direitos Humanos e Justiça (PDHJ) Caicoli, Dili Timor-Leste can be explained by career development variables amounting to 84.3% and the remaining 15.7% is caused by other factors not included in this research model . The R – Square value of the career development and work motivation variables on the dependent variable work performance is 0.796. These results indicate that the work performance of employees at the Provedoria dos Direitos Humanos e Justiça Caicoli Institution, Dili Timor-Leste can be explained by career development and work motivation variables of 79.6% and the remaining 20.4% is caused by other factors not included in this research model.

2) *Q-Square predictive relevance (Q2)*

The results of the Q2 calculation show a value of = 0.968, which means that 96.8% of the relationship between latent variables can be explained strongly by the research model, while the remaining 3.2% is another factor that is not taken into account in the research model.

3) *Goodness of Fit (GoF)*

Based on the GoF calculation results, it shows a value of 0.8788, based on the GoF criteria according to Latan and Ghozali (2013: 86), according to the results of the value above, it is classified as high GoF. This shows that this research model has a high level of accuracy.

Based on the evaluation results of the structural model/inner model as measured by the R-Square (R²), Q-Square Predictive Relevance (Q2), and Goodness of Fit (GoF) criteria, the measurement results can be stated in the good category.

For this reason, all the structural model evaluation criteria used (R², Q2, and GoF) show good results, so the research model that tests the relationship between career development variables, work motivation and employee performance meets the criteria or is included in the good model category.

D. Hypothesis Testing Results

Test criteria with a significance level (α) of 5% are determined as follows:

- a. If t-count > t table, namely more than 1.96, then the hypothesis is accepted.
- b. If t count < t table, which is less than 1.96, then the hypothesis is rejected.

The following data test results using bootstrapping are presented in the following image:

1. The career development variable (X) is proven to have a positive and significant effect on work motivation (Z). This result is indicated by a p-value < 0.05 and a t-statistic value > 1.96. Thus, the first hypothesis, namely that career development has a positive and significant effect on the work motivation of employees at the Provedoria dos Direitos Humanos e justiceiça (PDHJ) Caicoli, Dili Timor-Leste, can be accepted.
2. The work motivation variable (Z) is proven to have a positive and significant effect on employee performance (Y). This result is indicated by a p-value < 0.05 and a t-statistic value > 1.96.

Thus, the second hypothesis, namely that work motivation has a positive and significant effect on employee performance at the Provedoria dos Direitos Humanos e Justiça (PDHJ) Caicoli, Dili Timor-Leste, can be accepted.

3. The career development variable (X) is proven to have a positive and significant effect on employee performance (Y). This result is indicated by a p-value < 0.05 and a t-statistic value > 1.96. Thus, the third hypothesis, namely that career development has a positive and significant effect on employee performance at the Provedoria dos Direitos Humanos e Justiça (PDHJ) Caicoli, Dili Timor-Leste (PDHJ) Caicoli, Dili Timor Leste Institution, can be accepted.
4. Work motivation (Z) has been proven to be able to significantly mediate the relationship between career development and employee performance. This result is indicated by a p-value < 0.05 and t-statistic > 1.96. Thus, the fourth hypothesis, namely that there is a positive and significant influence between career development on employee performance through the mediating role of work motivation, can be accepted.

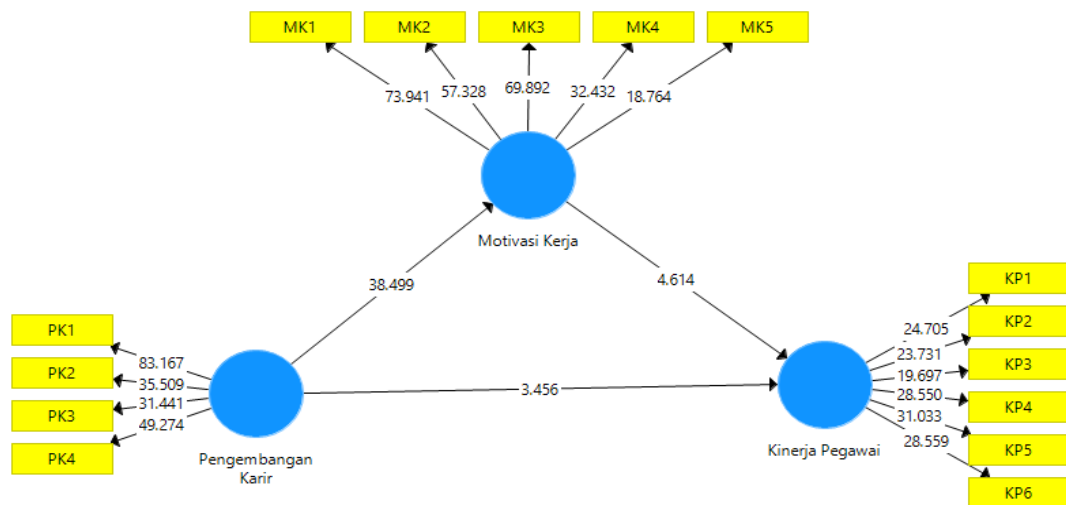


Figure 2. Measurement Model

V. CONCLUSION AND RECOMMENDATIONS

A. CONCLUSION

1. Career development has a positive and significant effect on work motivation at the Provedoria dos Direitos Humanos e Justiça institution, meaning that if career development is further improved, it can also increase the work motivation of employees at the Provedoria dos Direitos Humanos e Justiça (PDHJ) institution and vice versa, the lower the career development, the lower the career development. can reduce employee work motivation.
2. Work motivation has a positive and significant effect on employee performance. This shows that the increase or decrease in the performance of employees at PDHJ is influenced by work motivation. Thus, if the work motivation of employees at PDHJ is increased, it will affect the employee's performance or vice versa.
3. Career development positively and significantly influences employee performance. These results show that career development at PDHJ institutions needs to be implemented optimally because career development has an important role in improving performance and helping employees increase the effectiveness of work implementation. The better an employee's career, the higher the contribution made by the employee to the institution.

4. Employee work motivation has been proven to positively mediate the influence of career development on employee performance. This proves that when employees at the Provedoria dos Direitos Humanos e Justiça institution have high motivation at work, they will put more effort into working to achieve common goals, so that employee performance will be stronger. The relationship between career development, work motivation and employee performance can be taken into consideration by other organizations in decisions regarding human resources in order to create better company operations.

B. RECOMMENDATIONS

Based on the results of this research, several suggestions were put forward, namely:

For Provedoria dos Direitos Humanos e Justiça

1. Leadership should make specific and clear regulations regarding career development plans and promotions to higher levels, so that every employee feels that they are being treated fairly and have opportunities for career development. Furthermore, employees will be motivated to improve work performance.
2. The leadership should provide equal opportunities for every employee who has the potential to develop their career in the institution as well as giving awards to employees who perform well, for example in the form of giving awards, promotions to higher positions so that they can stimulate high work motivation which will produce a high level of motivation. and improve employee performance.

For future researchers

Future researchers can conduct research in the government or private sector to be able to compare career development and work motivation on performance in organizations or other agencies.

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