The Effect of Career Development and Integrity on Performance through Motivation of Employees PT. Harapan Mulia Berkah Tangerang Regency

Bustanul Arifin[1*], Suharto[2], Djoko Setyo Widodo[3]
[1]Student Master of Management Krisnadwipayana University, Jakarta, Indonesia
[2]Associate Professor at Faculty of Economics Krisnadwipayana University, Jakarta, Indonesia
[3]Lecturer at Faculty of Economics Krisnadwipayana University, Jakarta, Indonesia

Abstract: This study aims to determine the effect of career development and integrity on employee performance simultaneously, to know the influence of career development on the performance of employees partially, to know the integrity of the employee's performance partially, to know the influence of motivation on employee performance partially, to know the influence of career development on employee performance through motivation and know the influence of integrity on employee performance through motivation variable. Research conducted on employees of PT. Noble Hope Blessing in Tangerang District. The sampling technique used the random sample method by involving 54 people. Data analysis using path analysis. The results showed that career development and employee integrity affect the performance of employees simultaneously. Variable Career development, Employee integrity, and motivation affect the performance of employees partially. Direct Influence Career development and integrity on employee performance are greater than indirect influence so it can be said that motivation variable not as intervening variable.
Keywords: Career development, integrity, motivation, employee performance.

INTRODUCTION

Employees need work that can be done seriously. Work is a position of employment in a position, maybe we can do a lot of work in a position because the work that produces the money we need in meeting the needs of every day or to do and buy things we like. The position is our work field, the profession we, who may be changing for a while throughout our lives. Careers are all of our working lives. Corey & Corey [1] suggest that each career path that we take may consist of one or several positions, which is increasing along with our work experience.

Every employee who works requires work and career development so that employees can be well motivated to work. The development of a clear career in the company in an impact on the increase in motivation.

Career development includes activities to prepare an individual on the progress of a planned career path. So from the definition of career development above, it can be concluded that career development is an activity to prepare individuals to develop themselves through the career path planned.

The better understanding of career development and implementation, it is expected the employee performance will also be greater.

Another factor to consider in improving performance is the integrity of employees in the work. Integrity is to act consistently in accordance with organizational values and policies and professional codes of ethics, even under difficult circumstances. Simply put, motivation shows the firmness of attitudes, unity of deeds and moral values adopted by a person. The higher the integrity is expected employee performance will also be greater.

LITERATURE REVIEW
Employee Performance

Performance is the result of work or activity of an employee in quality and quantity in an organization to achieve the goal in carrying out the task and work given to him. Rivai [2] said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company.

It can be concluded that the performance appraisal (performance) is a systematic assessment to find out the results of employee work and organizational performance. In addition, it is also to determine appropriate job training, provide better responses in the future and as a basis for determining policies in terms of promotion and determination of benefits. The purpose of performance appraisal (performance) is to improve or improve organizational performance of the organization's HR.

According to Jackson [3] states that performance is to find out how productive an employee is and whether he can work effectively with the organization in the future so that employees, organizations, and society all benefit. Meanwhile, according to Miner [4] Variable employee performance in this study is defined as the results achieved by someone (employee) according to the size applicable to the work in question [4]. For performance appraisal used indicator:

- Quality of work
- Quantity of work
- Time at work
- Cooperation With Other

Career Development
Career development according to Mondy [5] includes activities to prepare an individual on the progress of a planned career path. So from the definition of career development above, it can be concluded that career development is an activity to prepare individuals to develop themselves through the career path planned.

Mondy [5] describes there are several principles in career development, among others, as follows:

- The work itself has a profound effect on career development. If everyday jobs present a different challenge, what is learned at work is far more important than formal development activities.
- The required skill development form is determined by specific job requests. The skill required to become a supervisor will be different from the skills needed to become a middle manager.
- Development will occur only if an individual has not acquired a skill that suits the demands of the job. If the goal is further developed by an individual then individuals who already have the skills demanded the job will occupy a new job.
- The time spent on development can be reduced/reduced by identifying a rational set of individual work placements.

Integrity
Integrity is derived from the Latin "integrate" which means complete or flawless, perfect, without a

mask. The point is that what is in the heart is the same as what we think, say, and do [6].

So it can be said that Integrity is a consistent attitude and behavior to uphold the work ethics and professional ethics. Integration requires a temptation or an opportunity to commit a disgraceful act. But the motivated person does not commit such a disgraceful act because he has confidence in the importance of upholding the noble values in his environment.

Integration is to act consistently in accordance with organizational values and policies and professional codes of ethics, even under difficult circumstances to do so. Simply put, motivation shows the firmness of attitudes, unity of deeds and moral values adopted by a person.

People who have integration will not be deterred by the temptation to betray the moral values that are believed. A person motivated is a person who maintains a high degree of honesty and ethics in his daily speech and actions. They are competent, meticulous and reliable people in behaving, trustworthy by their colleagues, subordinates, and superiors as well as outsiders. They also treat others fairly.

Motivation
Motivation is a drive of will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motif which means "encouragement" or stimulus or "driving force" that exists within a person. According to Weiner [7] cited Elliot *et al.* [8], motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno [9], motivation can be interpreted as an internal and external impulse in a person who is indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. According to Weiner [7] cited Elliot *et al.* [8], motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of one's interaction with the situation it faces [10].

Motivation becomes a force, a force or power, or a complex state and a willingness in the individual to move toward a certain goal, whether consciously or unconsciously [11].

A person's motivation can be generated and grows through himself-intrinsically and from the extrinsic environment [8, 12]. Intrinsic motivation means the desire of the self to act in the absence of external stimuli [8]. Intrinsic motivation will be more

profitable and provide a steady in learning. Extrinsic motivation is described as a motivation that comes from outside the individual and can not be controlled by the individual [12]. Elliot *et al*. [8], exemplify it by value, gifts, and/or rewards used to stimulate one's motivation.

RESEARCH METHODS
Research Design
This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:
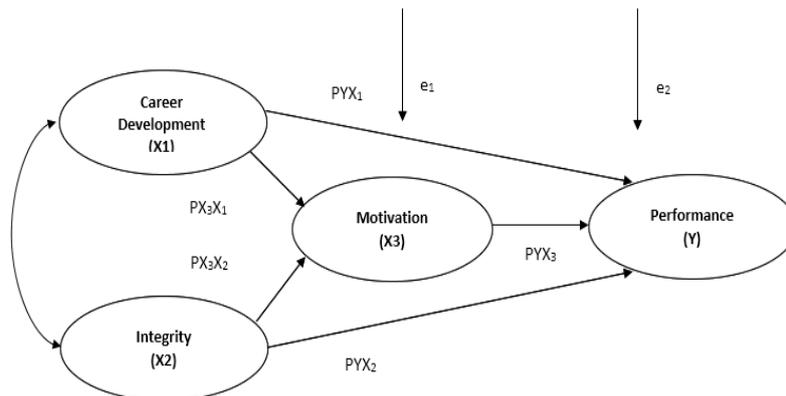

Fig-1: Overall Path Analysis

Population and Sample
The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions [13]. The sample is the pull of a portion of the population to represent the entire population [14]. Samples used by the authors in this study are employees of PT. Hope Mulia Berkah Tangerang District.

The total number of employees is 54 people. The employee is taken from 122 with a Slovin formula. Sampling is included in the sample stacking by means of the random sampling method. This sampling is a sampling in a unit of analysis with respect to the formula $n = 122 / (1 + 122 \times 0.12) = 54$. The overall sample taken in this part of the organization uses saturated sampling.

Data Collection Technique
To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

Primary data
Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

Secondary data
Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who can responsibly answer the basic theory.

Data Quality Test
Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono [15] "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms [16]. By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

RESEARCH RESULTS AND DISCUSSION
Test Data Validity and Reliability
Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. Of all valid question items Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach. Of all the research variables are reliable.

Classical Assumption Testing

The regression equation resulting from the calculation using SPSS version 21 must be tested for quality by using classical assumptions to qualify Best Linear Unbiased Estimated (BLUE). Some classical assumption tests that must be met are a test of normality, autocorrelation, and Heteroscedasticity.

Normality Test

The data normality test is used to draw the conclusion whether the data under study is normally distributed so that if it is described it will form a normal curve. Test the normality of data using Kolmogorov Smirnov with the results can be seen in the following table.

Table-1: Calculation results Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		CAREER	INTEGRITY	MOTIVATION	PERFORMANCE
N		54	54	54	54
Normal Parameters[a,b]	Mean	19,4630	18,5556	19,0741	24,4630
	Std. Deviation	3,59094	5,15300	4,55098	3,62753
Most Extreme Differences	Absolute	,208	,108	,179	,164
	Positive	,088	,088	,123	,085
	Negative	-,208	-,108	-,179	-,164
Test Statistic		,208	,108	,179	,164
Asymp. Sig. (2-tailed)		,000[c]	,167[c]	,000[c]	,001[c]
a. Test distribution is Normal.					
b. Calculated from data.					
c. Lilliefors Significance Correction.					

Based on table 1 it is known that the data meet the assumption of normality if the significance value has a number greater than 0.05. The data in the table above illustrates that the data has that of significance above 0.05 so it can be said that the data on the questionnaire has a normal distribution.

The portrayal of the normality curve can also be seen based on the image below. The image is obtained from the illustration on SPSS where X included is S Resid and Y is Z Pred.
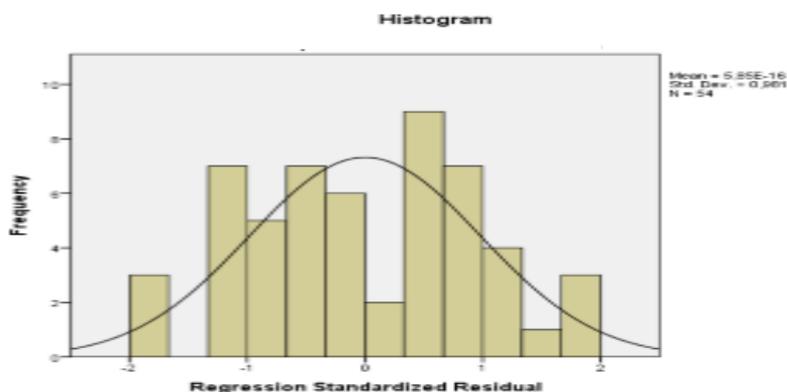

Fig-2: The data normality curve

Based on Figure 2 it is known that data is normally distributed. This analysis supports the analysis that has been done before. The equations formed when drawn also form a linear curve. This curve can be described as follows.
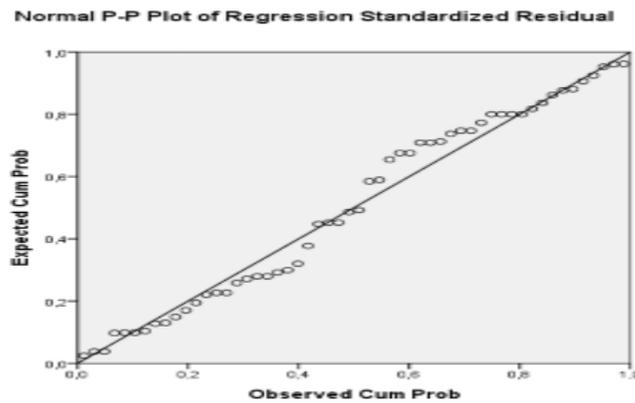
Normal P-P Plot of Regression Standardized Residual

Fig-3: Data Linearity Curve

Test Data Autocorrelation

This test includes testing whether data on one variable has a significant correlation or not.

Autocorrelation testing can be seen using Durbin Watson as follows.

Table-2: Calculation of Durbin Watson

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,592[a]	,350	,324	2,98159	1,351
a. Predictors: (Constant), INTEGRITY, CAREER					
b. Dependent Variable: PERFORMANCE					

Based on table 2 the value of Durbin Watson is at reception does not occur autocorrelation data.

Data Multicollinearity Test

Multicollinearity test data is a test to see if there is a high correlation between independent variables. Testing this assumption is done by using the

VIF value. If the VIF value is smaller than 5 then the inter-independent variable does not occur multicollinearity. VIF calculation results can be seen in the following table.

Table-3: VIF calculation results 1

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	CAREER	,994	1,006
	INTEGRITY	,994	1,006
a. Dependent Variable: PERFORMANCE			

Based on table 3 it is known that the VIF value is less than 5 so it can be said that the independent variables are not correlated.

Test Data Heteroskedasticity

The data heteroscedasticity test is a test to assess whether the predicted value of the data is

correlated with the value of the independent variable. If it happens then the resulting equation is also not a good estimator. This test can use the curve model resulting from the equation between X Pred on variable Y and D Resid on variable X in SPSS program. The resulting image can be seen in the following figure.
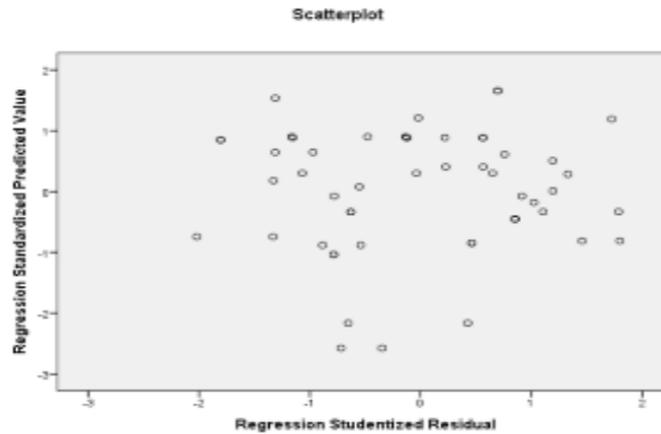
Fig-4: Testing of heteroscedasticity

Based on Figure 3 it can be seen that spreading dots do not form a certain pattern means that not the densest correlation between the prediction of data on variable Y with the value of independent variables on variable X so that the data does not occur symptoms of heteroscedasticity.

Hypothesis Testing
Influence Career development and Employee integrity to employee performance
Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table-4: First equation analysis results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,101	2,605		4,261	,000
	CAREER	,441	,114	,436	3,853	,000
	INTEGRITY	,258	,080	,366	3,232	,002
a. Dependent Variable: PERFORMANCE						

Based on table 4 the simultaneous structural equations can be illustrated as follows

$$Y = 0.436X1 + 0.366X2$$

Table-5: Value F Calculate simultaneous equations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	244,041	2	122,021	13,726	,000[b]
	Residual	453,385	51	8,890		
	Total	697,426	53			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), INTEGRITY, CAREER						

Based on table 5 it is known that the F value is 13,726 and the significance is 0,05. This value is less than 0.05. This means that career development and employee integrity variables affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table-6: The square r-value of the first regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,592[a]	,350	,324	2,98159	1,351
a. Predictors: (Constant), INTEGRITY, CAREER					
b. Dependent Variable: PERFORMANCE					

Based on table 6 it is known that r square value of 35.0% means that career development and

employee integrity variables affect employee performance of 35.0% while the rest is influenced by other variables not included in equation model.

Analysis of the influence of career development on employee performance partially

Result of influence analysis Career development on performance partially can be seen in following table.

Table-7: Results of the analysis of the second regression equation

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,309	2,453		6,241	,000
CAREER	,470	,124	,466	3,793	,000
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows

$$Y = 0.466 X1$$

Based on the table 7 above analysis results note that the coefficient of career Development of 0.466. The value of t is 3.793. Value significance of 0.00. This value of significance is smaller than 0.05.

This means that career development variables affect partially employee performance. The amount of influence of leadership on the performance of the work can be seen in the following table.

Table-8: The value of r squared the second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,466[a]	,217	,202	3,24112
a. Predictors: (Constant), CAREER				

Based on table 8 it can be seen r square value of 0.217. This means the effect of the variable Career development on employee performance of 21.7% and the rest is influenced by other variables that are not incorporated into the equation model.

Analysis of the influence of employee integrity on employee performance partially

The result of the analysis of the influence of integrity on performance partially can be seen in the following table.

Table-9: Results of the analysis of the third regression equation

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19,227	1,721		11,171	,000
INTEGRITY	,282	,089	,401	3,155	,003
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows

$$Y = 0.401 X2$$

Based on table 9 above analysis results note that the coefficient of Employee Integrity of 0.401. The value of t is 3.155. Value significance of 0.00. This value of significance is smaller than 0.05. It means that

employee integrity variable influence on partial employee performance. The magnitude of the effect of employee integrity on employee performance can be seen in the following table.

Table-10: The r-value of the square of the third equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,401[a]	,161	,145	3,35517
a. Predictors: (Constant), INTEGRITY				

Based on table 10 it can be seen r square value of 0.161. This means that the influence of the Integrity variable on the performance of employees is 16.1% and the rest is influenced by other variables that are not included in the equation model.

Analysis of the effect of motivation on employee performance partially

The result of analysis of the influence of motivation on performance partially can be seen in the following table.

Table-11: Results of the analysis of the fourth regression equation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,790	1,779		8,874	,000
	MOTIVATION	,455	,091	,570	5,009	,000
a. Dependent Variable: PERFORMANCE						

Based on table 10 it can be seen r square value of 0.161. This means that the influence of the Integrity variable on the performance of employees is 16.1% and the rest is influenced by other variables that are not included in the equation model.

Analysis of the effect of motivation on employee performance partially

The result of analysis of the influence of motivation on performance can be seen in the following table.

Table-12: Results of the analysis of the fourth regression equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,570[a]	,325	,312	3,00785
a. Predictors: (Constant), MOTIVATION				

Based on table 10 it can be seen r square value of 0.325. This means that the influence of the motivation variable on the performance of employees is 32,5% and the rest is influenced by other variables that are not included in the equation model.

Analysis of influence Career development on employee performance through motivation variables

The coefficient of influence Career development on employee integrity can be seen in the following table

Table-13: Influence Career development on motivation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,270	3,248		3,162	,003
	CAREER	,452	,164	,357	2,755	,008
a. Dependent Variable: MOTIVATION						

Based on table 13 it can be seen that the effect of career development on employee performance is 0.546. Influence Career development on employee performance through motivation is 0,357 x 0,570 = 0,203. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

Analysis of Influence Employee Integrity to Employee Performance through motivation variable

The value of motivation coefficient on employee integrity can be seen in the following table

Table-14: Value of coefficient of influence Integrity of employees to motivation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,321	2,324		7,024	,000
	INTEGRITY	,148	,121	,168	1,229	,225
a. Dependent Variable: MOTIVATION						

Based on table 14 it can be seen that the direct effect of employee integrity on employee performance is 0.401. While the influence of employee integrity on employee performance through motivation is 0,168 x

0,570 = 0,096. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.
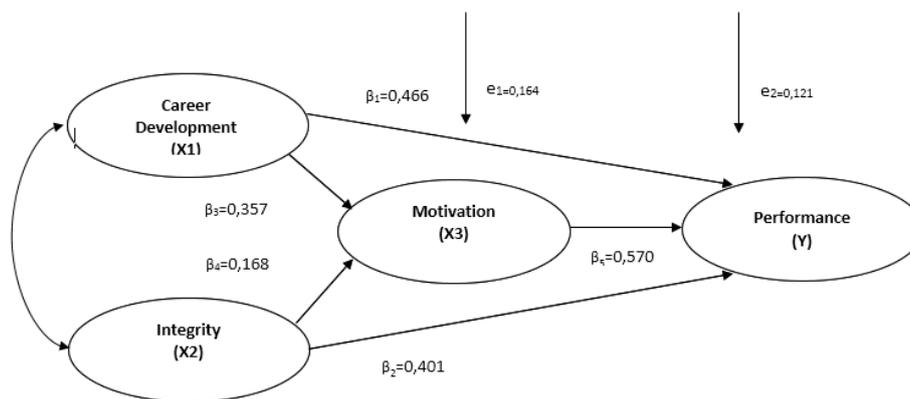
Fig-4: Overall Path Analysis

CONCLUSIONS AND SUGGESTIONS
Conclusion

Variables Career development and employee integrity affect employee performance simultaneously. F value count of 13,726 and significance equal to 0, 05. This value is less than 0.05. The r squared value of 35.0% means that career development and employee integrity variables influence employee performance of 35.0% while the rest is influenced by other variables not included in equation model.

Variable Career development affects the performance of employees partially. The value of t is 3.793. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.217. This means that the effect of career development on employee performance is 21.7% and the rest is influenced by other variables that are not included in the equation model.

Variables Employee integrity affects partial employee performance. The value of t is 3.155. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.161. This means that the influence of employee integrity variables on employee performance is 16.1% and the rest is influenced by other variables not included in equation model.

Motivation variables affect the employee's performance partially. The value of t is 5.009. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.325. This means that the effect of motivation variable on employee performance is 32,5% and the rest is influenced by another variable not included in equation model.

Influences Career development on employee performance is 0.546. Influence Career development on employee performance through motivation is 0,357 x 0,570 = 0,203. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.

The direct effect of employee integrity on employee performance is 0.401. While the influence of integrity of employee to employee performance through motivation is 0,168 x 0,570 = 0,096. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.

Suggestion

Career development in the company needs to be considered. Employees must be aware of career development programs owned by the company so that employees can predict a promotion or career in the future. Career development is well known by employees also can trigger employee motivation at work so that expected employee performance to be good.

Employees also need to improve their integrity towards the organization. Employees who have high integrity towards the organization are expected that the employee is not easy to leave or move on to other organizations, have a defensive attitude toward the organization and ready to serve the organization. Increased integrity can be done by meet the needs of employees and socialize so that employees easily understand what is desired by the organization.

Motivation is also enhanced to improve performance. Motivation is enhanced by meeting the needs of employees and spur job satisfaction among employees such as pay attention to the work environment of employees and communication that occurs in the organization.

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