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## Perspective on individual and group characteristics to enhance work performance and career development: an empirical research on Indonesia Port Corporations

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**Abstract:** The role of human resource management as a determining factor in achieving corporate goals. Human resource management considers human capital as a major resource for a sustainable competitive advantage for companies. The purpose of this research is to prove and analyse the influence of individual characteristics, working environment, and organisational culture towards working motivation, and performance, and career improvement of Indonesia Port Corporations employees. It is conducted to employees in Indonesia Port Corporations, as they have the potentiality to step up to the highest position and minimise the desire of employees to be rotated or transferred between branches port so that the pattern of mutation and careers can be hampered. This research summarises 12 hypotheses. However, this study indicates that from the 12 proposed hypotheses, nine of them are significantly affected, while the other remaining three are insignificant.

**Keywords:** human resource management system; employees' motivation system; organisational culture; employees' performance; career development; Indonesia.

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## 1 Introduction

Human resource management (HRM) in enterprises in the era of the 21st century is an increasingly great concern even specifically. It is not in spite of the emergence of awareness about the role of HRM as a determining factor in achieving corporate goals. From the macro side, the economic growth theory states the accumulation of human capital provides the main contribution to the growth of macroeconomy; while on the micro side, the theory of human resource considers human capital as a major resource for a sustainable competitive advantage for companies (Lucas, 1988). The study of HRM to implement normative model consists of two approaches, namely Harvard and Michigan approach (Boselie et al., 2001, 2003). Harvard approach is known as a soft version in HRM. In this approach, employee commitment is a primary resource for competitive advantage; and HRM should emphasise the development of employee commitment to achieving organisational goals and generally to the attention of stakeholders including shareholders, employees, and unions. Michigan approach known as hardware version, the human resources management of resources and emphasise aspects of human resources itself. In this approach, there is a match required internal (internal fit) in the practice of human resources and external conformity (external fit) between human resource practices and business strategy. The view is known as the strategic HRM strategy (Delery and Doty, 1996). In this century, a major concern in the study of human resources is the performance of the company (Boselie et al., 2003), in this case giving special attention to the practice of human resources (HRM) or trusted can improve company performance by increasing the commitment and competence of employees, including the recruitment, incentive payments, an increase in manpower training, employee participation, employee career as well as improving employee welfare.

The individual characteristics are forming employee behaviour can affect motivation, initiative, performance and career actualisation for employees (Mayfield et al., 2003). Therefore, management companies should be able to identify the personality of its employees, for example through psychological tests, to determine what motivational tools that will be used to motivate employees so that raises motivation more powerful, full of initiative and high performance. The individual characteristics of employees of Indonesian Port Corporation is very diverse, among other aspects of ethnicity, there are tribes Makassar, Bugis, Mandar, Buton, Gorontalo, Manado, Dayak, Ternate, Tolaki, Ambon, Papua, also ethnic newcomers include Javanese, Sundanese, Batak, etc.; it will affect the work motivation, performance, and desire for a career. How the magnitude of

the effect depends on the basic characteristics of the tribe. Suppose there is a tribe that is a hard worker, there is also a tribe known slacker. Other individual characteristics are the diversity of religious affiliations of employees; there is Islam, Christianity, Catholicism and others. The level of education is very diverse, the more tendency to east more low education. With the diversity of ethnicity, religion, and education level will certainly affect the work motivation, performance and career development of employees of Indonesian Port Corporation. Work environment includes clarity about responsibility, coordination, working groups, labour standards and organisational clarity. This is in accordance with the opinion of Buelens and Van den Broeck (2007) states that employee perceptions of work environment would affect motivation and performance of employees. This means that through the provision of a conducive working environment by the company will be able to motivate and improve employee performance. Likewise according to Boardman and Sundquist (2009), Chandrasekar (2011) and Wright (2001) which states that a conducive work environment will encourage employees to be motivated. The working environment at Indonesian Port Corporation as described above, of the geographical aspects, Indonesian Port Corporation headquartered in Makassar, the port has branches in 11 provinces, most of which are separated by the distance of the sea. The distant work environment can affect the work motivation, performance and career development of employees. Suppose an employee is even transferred to another branch, he felt challenged; but instead, may also not want to be transferred. From the aspect of the amount of the port, there is a major port (the port of Makassar, Balikpapan, Bitung, Samarinda and Ambon) there is also medium and small harbour. Other aspects, such as office conditions, the level of comfort, labour standards, the clarity of organisation and coordination. Aspects of the working environment at Indonesian Port Corporation can affect employee motivation, performance and career development of employees, whether the impact is significant or not is dependent on the perception of the employees of Indonesian Port Corporation.

Cultural organisations in this regard are the regulations and norms in force in Indonesian Port Corporation for all employees. Existing organisational culture, and guide the work so that every employee is required to adjust to the culture. As a professionally managed company, it is the organisational culture of Indonesian Port Corporation is expected to motivate employees, so that employees will not experience bottlenecks in improving its performance as well as his career in the company. The company always encourage/motivate employees in terms of initiative, tolerance, and clarity of purpose, integration, support management, control, status, compensation, conflicts and communication activities for all employees. Enforcement of organisational culture, in Indonesian Port Corporation that required every employee to accept and comply fully, meaning culture that imposed a strong culture. Gould-Williams (2003) stated that a strong organisational culture will be able to motivate and guide the behaviour of employees to achieve organisational goals and individual. From the results of studies conducted by Westover and Taylor (2010), that the organisational culture has a significant effect on work motivation. This means that an organisation's culture is getting stronger means more powerful it in motivating employee behaviour so that the organisation will benefit by increasing the performance of the company's employees. A point in the cultural organisations of interest in Indonesian Port Corporation, with the varied ethnic origin, religion and local culture, the employee may receive an organisational culture that is set by the management of Indonesian Port Corporation.

Employee motivation can be influenced by individual characteristics, work environment and organisational culture in Indonesian Port Corporation. Employees, who are motivated to improve their performance and career development. The motivation of the employees is correlated with the behaviour of the employees (Boselie et al., 2001; Delfgaauw and Dur, 2010). Opinions of Egan et al. (2004), Herzberg et al. (2011), Delfgaauw and Dur (2010), Boardman and Sundquist (2009) and Goodman et al. (2001) of the results of their researches that, employee performance has a significant relationship with employee motivation. This means that through the provision of motivation by the company, the employees will be more motivated and passionate work and performance continues to increase. But employees of Indonesian Port Corporation have the characteristics of diverse individuals, distant work environment and culture that is diverse, the extent to which employees are motivated so as to encourage work motivation of employees.

Employee performance can also be influenced by individual characteristics, work environment, and organisational culture, as well as the extent of encouragement, can be moved so that each employee is performing up to the company. Employees who perform well are usually compelled to desire the development of his career. Employee performance improvement will have a positive impact in addition to the company as well as for the employees concerned. Employees who motivate himself to performance increases, the employees concerned will be easily in a class occupy a higher position in the company. This is because for those employees who wish to ride his class, the management of Indonesian Port Corporation set one of the requirements for a class rise office is employee performance.

Based on the background described above, in which Indonesian Port Corporation oversees ports with a vast territory stretching from ports located in the province of East Kalimantan, Sulawesi, Maluku to Papua. One thing that is unique is that the ports in the Indonesian Port Corporation located in communities of diverse ethnic, cultural and religious as well as the distance between the branch port so far are certain characteristics of the individual, the work environment, organisational culture affects motivation and performance employees as well as the career development of its employees. The problem that is likely to occur is with the differences in the characteristics of an individual as a result of differences in ethnicity and demographics, differences in work environment between East Kalimantan and Sulawesi are relatively more fertile compared to the Moluccas and Papua, as well as cultural differences due to different ethnic groups can inhibit the reluctance of employees to be rotated or transferred between branches of the harbour so that the pattern of mutation and careers can be hampered.

## **2 References work**

This research was also supported by previous studies that detail to elucidate the relationships between variables in this study, as for these studies include in this research will be described as follows:

### *2.1 Individual characteristics relationship with work motivation*

The individual characteristics consisting of biographic characteristics, abilities and learning have a relationship with work motivation. According to Karatepe et al. (2006) the relationship between individual characteristics of work motivation as follows:

- a Age relationship with job satisfaction showed positive turns, getting older means getting shows satisfaction, especially the jobs they control; this means that even if an old but still working motivation, the better.
- b Employees who are married (marital status) have the motivation to work is greater than the bachelor.
- c The influence of gender on job performance, it has been proven in many studies found little difference between employees who are considered important men and women in work performance, for example in motivation, leadership, specialisation capabilities, and ability to learn.
- d Learning through social learning theory (social learning) to the stages of the process of strengthening (reinforcement process) a positive one of them through continuous training program makes the individual employee morale increased, which in turn become motivated.
- e Personality has a relationship with job satisfaction;

According to Judge et al. (2001) the inhibiting factors of motivation not only from outside but also from within ourselves. There are some value beliefs, culture and customs that hinder motivation among them the superstition and superstition, not going to run the mountain pursued, consider despised manual labour, talismans or mascots. From these opinions can be concluded that the individual characteristics of the particular characteristics of the biographical have a positive relationship with work motivation; problems increasingly older age and married employees more motivated to work better; and there is no difference between men and women in employment motivated.

### *2.2 Relations with the work environment work motivation*

There are some experts claim that there is a relationship which significant among the working environment and work motivation, namely:

- a According to Fletcher (2001) there are six climatic variables organisations: decision-making, warmth, risk, openness, respect and organisational structure. Job satisfaction is a function of the interaction between a person's personality characteristics and work environment.
- b Chandrasekar (2011) suggests that by helping to create a more attractive work environment, contextual performance can increase employee commitment and retention of employees.
- c Zhu et al. (2005) argues that in achieving the goal, which is to be able to take control or influence and motivate others, then in the application of HRM, it must be applied leadership style depending on the circumstances, situation, time and the place.

- d Gould-Williams (2003) states that if you believe that anyone in the company has to spend all the potential to elevate the company, the training for all employees is essential.

From the opinions of the authors can conclude that the work environment is:

- a Interaction between place and individuals resulting in job satisfaction.
- b Positive leadership style (full openness and warmth) will encourage employees to be motivated.
- c Workplace comfortable, clean, beautiful, well-arranged, organised and safe can increase employee motivation.
- d It will be better if the company enhance the skill of the employees.

### *2.3 Organisational culture relationship with work motivation*

According to Lok and Crawford (1999), the performance advantages of a strong corporate culture comes from its three consequences of norms and values shared strongly held, namely: increased efforts (motivation) employees. While motivation theory states that a person has needs associated with the place and the atmosphere in the environment he works (Herzberg et al., 2011), namely: a decent wage, opportunities to advance, as an individual recognition, job security, work is good, acceptance by the group, treatment reasonable and recognition for his achievements. Therefore, the elements of the organisational culture and corporate culture that will either lead to high motivation. Research conducted by Gifford et al. (2002) state that the new culture has a significant effect on work motivation of staff. Likewise, the results of research conducted by Zhu et al. (2005) mention that the organisational culture in a positive and significant effect on motivation.

### *2.4 Individual characteristics relationship with employee performance*

Some experts based on the results of his research, concluded that the individual characteristics had a significant relationship with the employee's performance as follows:

- a According to Rich et al. (2010), the relationship between age and job performance possibilities is an increasingly important issue because there is conviction extensive that the performance slump with increasing age.
- b According to Tracey et al. (2001) contextual performance behaviours that include: perseverance, diligence, obedience, and self-discipline will improve the effectiveness of each individual employee and manager.
- c Lucas (1988) states that behaviour like helpfulness, attention and cooperation will increase the effectiveness of the working group and to improve the control and coordination of the organisation by reducing friction among members of the organisation as well as foster the psychological and social context that support the performance of tasks.

- d According to Liao and Chuang (2004), job competence is the underlying characteristics of a person who produces an effective performance and or excels in a job.
- e According to Piccolo and Colquitt (2006), competence may consist of: a motive, trait, skill, aspect of self-image, social role, or the amount of knowledge that results in effective performance.

From the opinions of experts can be concluded that the characteristics of the individual have a close relationship with the performance.

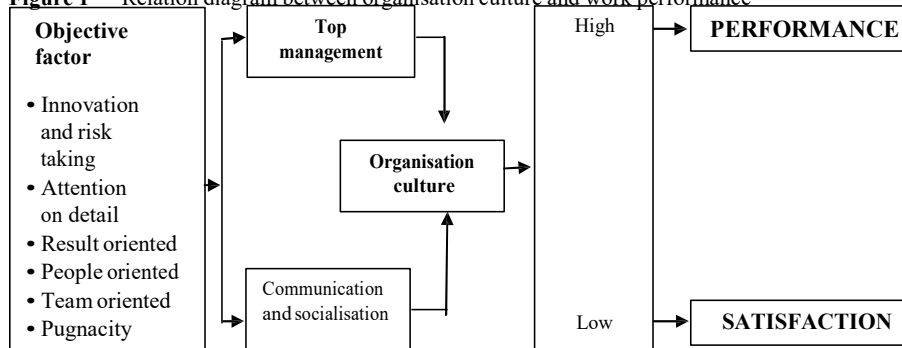
### 2.5 *Work environment relationship with employee performance*

The work environment has a close relationship with the employee's performance. Cropanzano et al. (2003) suggests that by helping to create a more attractive work environment, contextual performance can increase employee commitment and retention of employees. While Delery and Doty (1996) states that when the performance and potential well, when superiors and subordinates have an open relationship, when promotions and salary increases are plentiful when there is plenty of time for preparation and discussion, the performance appraisal is easy to do.

### 2.6 *Organisational culture relationship with employee performance*

Organisational culture socialised with good communication can determine the overall strength of the organisation/company, performance, and competitiveness in the long-term. According to Frese and Fay (2001) describes the relationship between communications, corporate culture impact on the performance of employees as outlined in Figure 1.

**Figure 1** Relation diagram between organisation culture and work performance



Based on the diagram, it appears that the formation of the good performance generated if there is communication between all employees so as to form the internalisation culture of the organisation/company strong and understood in accordance with the values of the organisation that may cause a positive perception among all levels of employees to support and influence the climate of satisfaction the impact on employee performance.

### *2.7 Individual characteristics relationship with employee career development*

Results of research conducted by Eriksson and Ortega (2006) and Liao and Chuang (2004) with the result, employees who are younger at the start of a career is more interested in the rotation because they see the rotation as the high-level values to their careers in comparison to employees older. Results of Ortega (2006) research which states that career development is the work is done formally and sustainable and additions focused on improving the ability of a worker. Opinions from Jans and Frazer-Jans (2004) which states that career development is a personal improvement carried out by someone to achieve a career plan.

According to Maurer (2001), the importance of career development for employees because employees will find it in their work and in achieving the desired career; employees feel valued and cared for so that they will feel an integral part of the organisation. The implication desire to exit or the emergence of dissatisfaction at work will decrease. Good biographical characteristics, abilities, and learning on average have a desire to improve their lives better; one way is to try to achieve a good career in the company.

### *2.8 Work environment relationship with career development employees*

Employees will perceive their work environment, whether in accordance with what he expected. If it is in conformity with the expected employee, the employee will be compelled to increase its passion and its performance will increase as well as prerequisites of the achievement of his career development. And vice versa, when the work environment does not match the expectations of employees, employee morale will decrease which will further degrade its performance, so that the employees' career development will be hampered.

Opinions of Boselie et al. (2003) states that more and more members of the organisation are willing to accept the core values, the employee will be bound and engage in long-term to the company (in this case the employee's career).

### *2.9 Work motivation relationship with employee performance*

Experts claim that there is a significant relationship between employee performances with work motivation, among others:

- a According Delfgaauw and Dur (2010), one can always point out that the performance appraisal information is central to the major decisions related to: compensation of employees, demotions, and promotions, as well as to create the motivation of individuals.
- b According to Goodman et al. (2001) stated that in the global competitive environment, where human resources must be used effectively, the compensation fee for appeal cannot be denied again. The reward system services directly connect the basic salary adjustments to employee performance.
- c Skinner in Piccolo and Colquitt (2006) says that the theory of motivation, the message is clear: to maintain motivation, managers must demonstrate to employees of the close relationship between the performances in return.



- d Delery and Doty (1996) stated that from some perspectives, the reward system does seem indispensable services; however, despite that, the system of compensation for services often produces the opposite result to the forecast, namely: disappointment, discouragement, and a decline in performance.
- e Tracey et al. (2001) suggests that the performance resulted in awards and accolades generate satisfaction.
- f According to Buelens and Van den Broeck (2007), motivation is the result of a process, which is internal or external to an individual, giving rise to enthusiasm and persistence, in terms of carrying out certain activities. In other words, motivation is an important determinant of the performance of the individual.
- g Based on the results of the study done by Frese and Fay (2001), concluded that “there is a positive relationship between motivation and achievement.” That is, leaders and managers who have high motivation tend to have a high work performance and instead, they are low work performance is made possible due to the low motivation of underachievement.
- h Fletcher (2001) says that the achievement is a source of motivation. The higher the level of achievement motivation, increase its position and job title. Every employee is motivated to achievement, and then the performance will be better.

From the results of research experts are already clear that the employee’s performance has a significant relationship with employee motivation; getting employees motivated the higher the performance.

#### *2.10 Work motivation relationship with career development employees*

Based on the results of research experts, the relationship between work motivation and career development stated as follows:

- a The research result Hackman and Oldham (1976) found that early employees career may be more interested in the rotation because they see it as something of higher value to their careers than older employees; job rotation also seem more common for employees who work well.
- b Herzberg et al. (2011) stated that almost all fields of research show that job rotation increases the influence of career-related outcomes such as employee satisfaction, motivation, engagement, and commitment.
- c Kanfer et al. (2001) stated the importance of career development for employees is that employees will find it in their work and in achieving the desired career, employees feel valued and cared for so that they will feel an integral part of the organisation. The implication desire to exit or the emergence of dissatisfaction at work will decrease.
- d In the fourth phase of needs theory there is a need Maslow’s awards; in theory, McClelland needs there is a need for achievement and power and the motivation theory Claude S. George there is a need for recognition of achievement (Tart, 2005).

- e According to Baruch (2006) the successful implementation of career development involves four basic steps, namely:
  - 1 individual assessment of the abilities, interests, and their career goals
  - 2 the organisation of the potential capabilities of employees
  - 3 communication regarding career opportunities available for employees and their career choices
  - 4 consultation career to achieve a realistic career plan.

From the opinion or research experts mentioned above it can be concluded that creates employee motivation in the work environment is necessary, one of them to help develop the careers of employees; means an employee can reach a career high driven by a strong motivation to perform well.

### **3 Research methodology**

This research explanatory research, a study that aims to find explanations of the relationship (proposition) causality between one variable with another variable by testing the hypothesis (Wright et al., 2005). This research used correlation analysis, regression analysis or analysis of lines (Cohen et al., 2013) as the methodology to test the relation of the variable. Furthermore, the subject of the research are individual characteristics, work environment, organisational culture, motivation, employee performance and career development of employees on PT Pelabuhan Indonesia IV (Persero). The steps in this research start from a theoretical assessment, so as to find the variables used to measure at the same concept as the basis for the hypothesis. The results of the analysis and testing of the hypothesis used as a basis for generalisation. Therefore, this study uses a quantitative approach.

Based on the background of the problem, review of the literature and the results of previous studies, the thought processes structured framework to provide guidance deductive reasoning through relevant theories, as well as provide guidance to clarify the inductive insight in the analysis through empirical studies. Between theoretical studies with empirical studies to have a reciprocal relationship, which is then compiled hypothesis. The hypothesis is a temporary solution over the formulation of the problem that needs to be verifiable through statistical tests. Statistical test in this study using structural equation modelling (SEM). The results of the analysis of hypothesis testing will produce a study which is expected to provide new findings or at least theoretical development. The population is the subject of the research or the total number of units of analysis whose characteristics will be suspected (Kleinbaum et al., 1982).

Based on the background, the population in this study were employees of Indonesian Port Corporation which meet the following criteria:

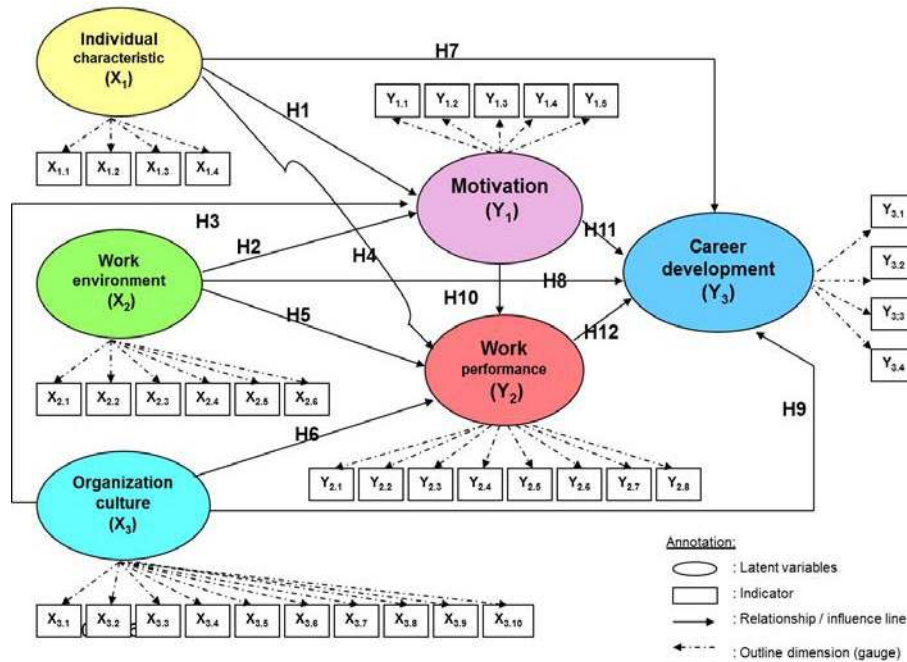
- a occupying the post of grade 12 to grade 4 positions
- b minimum education bachelor.

Indonesian Port Corporation management regulations require that for structural positions are minimal Degree educated employees. Based on data from Indonesian Port Corporation employees who meet these criteria amounted to 157 people. An analysis model is a multivariate approach, with six latent variables and 37 indicators.

Measurement of indicators of exogenous variables organisational culture is done through questionnaire using five selection of answers based on Likert scale, with details: a scale of 1 to statement strongly disagree, a scale of 2 to the statement disagree, scale 3 to the statement, please agree, scale 4 to the statement agree and scale of 5.

Therefore, the effect relationship between variables and hypotheses in this study as well as an explanation of each variable indicator of previous studies, the overall research model can be described in a conceptual framework diagram shown in Figure 2.

**Figure 2** Conceptual framework (see online version for colours)



From the pictures, it looks individual characteristics variable ( $X_1$ ), working environment ( $X_2$ ), cultural organisation ( $X_3$ ), work motivation ( $Y_1$ ), employee performance ( $Y_2$ ) and employee career development ( $Y_3$ ).

Based on the formulation of the problem, the study objectives, a literature review and a conceptual framework, it can be arranged hypothesis is as follows:

- 1 The individual characteristics significantly influence employee motivation.
- 2 The working environment has a significant effect on employee motivation.
- 3 Organisational culture significantly influences employee motivation.
- 4 The individual characteristics significantly influence the performance of employees.
- 5 The working environment has a significant effect on the performance of employees.

Testing the validity and reliability study variables was performed using confirmatory factor analysis (CFA) with the help of Amos 6.0 software. If the variable has a value study goodness of fit index (GFI) > 0.90, then the variable is said to be valid studies and if the value construct reliability ( $\rho_{\eta}$ ) > 0.70 then said to be reliable. Research hypothesis testing performed by t test on each track direct effect partially. Summary results of the research hypothesis testing as seen in Figure 3, and the conclusion in Table 1 with hypothesis testing results as follows:

Figure 1 is a path diagram illustrating the relationships between six variables: Individual characteristics ( $X_1$ ), Organisation culture ( $X_3$ ), Work environment ( $X_2$ ), Motivation ( $Y_1$ ), Work performance ( $Y_2$ ), and Career development ( $Y_3$ ). The diagram shows standardized path coefficients and their significance levels (S for significant, NS for not significant).

Legend:

- > = significant influence
- - -> = no significant influence

Path coefficients and significance levels:

- $X_1 \rightarrow Y_1$ : 0.206<sup>NS</sup> (dashed arrow)
- $X_1 \rightarrow Y_2$ : 0.087<sup>S</sup> (dashed arrow)
- $X_1 \rightarrow Y_3$ : 0.589<sup>S</sup> (solid arrow)
- $X_3 \rightarrow Y_1$ : 0.133<sup>NS</sup> (solid arrow)
- $X_3 \rightarrow Y_2$ : 0.283<sup>S</sup> (solid arrow)
- $X_3 \rightarrow Y_3$ : 0.111<sup>S</sup> (solid arrow)
- $X_2 \rightarrow Y_1$ : 0.164<sup>S</sup> (solid arrow)
- $X_2 \rightarrow Y_2$ : 0.210<sup>S</sup> (solid arrow)
- $X_2 \rightarrow Y_3$ : 0.129<sup>NS</sup> (dashed arrow)
- $Y_1 \rightarrow Y_3$ : 0.431<sup>S</sup> (solid arrow)
- $Y_2 \rightarrow Y_3$ : 0.035<sup>S</sup> (solid arrow)
- $Y_1 \rightarrow Y_2$ : 0.256<sup>S</sup> (solid arrow)

**Table 1** Hypothesis testing result

<i>Independent variable</i>	<i>Dependent variables</i>	<i>Coefficient of path analysis</i>		
		<i>Standardise</i>	<i>p_value</i>	<i>Explanation</i>
Individual characteristic	Work motivation	0.206	0.059	Non-significant
Work environment	Work motivation	0.133	0.442	Non-significant
Organisation culture	Work motivation	0.589	Fix	Significant
Individual characteristic	Work performance	0.087	Fix	Significant
Work environment	Work performance	0.164	Fix	Significant
Organisation culture	Work performance	0.283	Fix	Significant
Individual characteristic	Career development	0.256	0.036	Significant
Work environment	Career development	0.129	0.187	Non-significant
Organisation culture	Career development	0.111	Fix	Significant
Work motivation	Work performance	0.210	Fix	Significant
Work motivation	Career development	0.431	0.006	Significant
Work performance	Career development	0.035	Fix	Significant

*Source:* Author own research (2016)

From Figure 3, and Table 1, hypothesis testing result can be concluded as follows:

- 1 Individual characteristics not significant effect on work motivation. Standardise path coefficient = 0.206 by P\_VALUE = 0.059, thus it was decided non-significant. This shows that the significant positive effect on the individual characteristics of work motivation is not real. Therefore, this means that the hypothesis that the number of individual characteristics significantly influence motivation to work, based on the study indicates not significant. Respondents perceive very well on work motivation, meaning that any individual characteristics not significantly effect on work motivation, because the management of Indonesian Port Corporation has created a good working motivational systems, among others, income and welfare of the employees have been meeting the needs of employees.
- 2 Working environment not significantly effect on work motivation. Standardise path coefficient = 0.133 by P\_VALUE = 0.442, thus it was decided non-significant. This indicates that a significant positive influence on work motivation work environment is not real.
- 3 Cultural organisation significant effect on work motivation. Organisational culture as measured by indicators initiatives, tolerance, direction/destination, integration, management support, monitoring, identity, compensation and communication activities are valid and reliable. Standardise path coefficient = 0.589 by P\_VALUE < 0.001 (denoted by notation \*\*\*), thus significantly disconnected. This shows that there is a significant positive effect on the organisational culture work motivation, for example the better the culture of the organisation, work motivation is increasing.
- 4 The individual characteristics are formed from the indicator biographical characteristics, abilities, personality and learning, all of which are valid and reliable. The individual characteristics significantly influence the performance of employees of Indonesian Port Corporation and positive, meaning hypothesis number four is

that the individual characteristics significantly influence employee performance, based on the results of the study proved to be significant. Standardise path coefficient = 0.087 with  $P\_VALUE = \text{fix}$ , thereby significantly disconnected. This shows that there is a significant positive effect on the characteristics of individual employee performance, thus the better the individual characteristics of the employee's performance is increasing.

- 5 Work environment formed of an indicator of responsibility, coordination, working groups, awards, work standards and organisational clarity, is significant effect on employee performance. Standardise path coefficient = 0.164 by  $P\_VALUE = \text{fix}$ , thereby significantly disconnected. This shows that there is a significant positive effect on the work environment employee performance, for example the better the work environment, the employees performance increasing.
- 6 Cultural organisation formed from the indicator initiative, tolerance, direction/destination, integration, management support, monitoring, identity, compensation and communication activities, and significant effect on employee performance. Standardise path coefficient = 0.283 with  $P\_VALUE = \text{fix}$ , thereby significantly disconnected. This shows that there is a significant positive effect on the organisational culture employee performance, for example the better the organisational culture employee performance increases. While the indirect path through work motivation, is also significant.
- 7 Individual characteristics formed by the indicator biographical characteristics, abilities, personality and learning, all of which are valid and reliable. This shows significant effect on employee career development. Standardise path coefficient = 0.256 with  $P\_VALUE = 0.036$ , thereby significantly disconnected. This shows that there is a significant positive effect on the individual characteristics of career development employee, for example the better the individual characteristics of the employee career development is increasing. Indirect pathways through work motivation are non-significant, but the path through employee performance is significant.
- 8 Working environment formed by the indicator responsibility, coordination, working groups, awards, work standards and organisational clarity, not significant effect on employee career development. Standardise path coefficient = 0.129 by  $P\_VALUE = 0.187$ , thus it was decided non-significant. This shows that the significant positive effects on the work environment career development employees are not real. As for the indirect path through work motivation is also non-significant, but the path through Employee performance is significant. In this case a good working environment perceived by the respondents, while career development created by the management, then even if the working environment positive but limited vacancies career, the career development will be hampered.
- 9 Organisational culture of Indonesian Port Corporation formed by the indicator initiative, tolerance, direction/destination, integration, management support, monitoring, identity, compensation and communication activities. Cultural organisation significant effects on employee career development. Standardise path coefficient = 0.111 by  $P\_VALUE = \text{fix}$ , thereby significantly disconnected. This shows that there is a significant positive effect on the organisational culture

employee career development, which is the better organisational culture will further accelerate the career development of employees.

- 10 Employee motivation Indonesian Port Corporation formed by indicators of achievement, recognition, responsibility, advancement opportunities and job satisfaction. Work motivation significant effect on employee performance. Standardise path coefficient = 0.210 with P\_VALUE = fix, thereby significantly disconnected. This shows that there is a significant positive effect on the work motivation employee performance, i.e., the higher the work motivation employee performance increases.
- 11 Work motivation significant effect on employee career development. Standardise path coefficient = 0.431 by P\_VALUE = 0.006, thereby significantly disconnected. This shows that there is a significant positive effect on the work motivation employee career development, example the higher the work motivation employee career development is increasing. As for the indirect path through the employee performance is also significant.
- 12 Performance of employees of Indonesian Port Corporation formed by the indicator of the quantity of work, quality of work, discipline, creativity, teamwork, leadership, initiative and skills. Significant effects on the employee performance employee career development. Standardise path coefficient = 0.035 with P\_VALUE = fix, thereby significantly disconnected. This shows that there is a significant positive effect on the employee performance employee career development, i.e., the higher the employee performance employee career development is increasing.

## 5 Conclusions

The conclusion of this study based on the 12 hypotheses that have been done proving through this study, in which nine hypothesis is proved in accordance hypothesis that significant influence, while the three hypothesis turned out to be not significant. Furthermore, hypothesis number 3 – cultural organisation on work motivation, 4 – individual characteristic on performance, 5 – work environments on employee performance, 6 – cultural organisation on employee performance, 7 – individual characteristics on employee career developments, 9 – organisational culture on employee career development, 10 – employee motivation on employee performance, 11 – work motivation on employee career development and 12 – performance on employee career development were shown to influence significantly in line with the theories and studies that are used as a reference.

However, the three hypotheses numbers 1 – individual characteristic on work motivation, 2 – working environments on work motivation and 8 – working environments on employee career development, results do not approve/reject the theories and studies that are used as reference in this study.

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