

The Influence of Career Development and Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable in Structural Officials of Milenial Generation Supervisory Level of PT PLN (Persero) UID Suluttenggo

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Abstract: human capital is an important key in the company to be more productive in achieving company performance targets. Likewise, the management of human capital at PLN UID Suluttenggo continues to encourage employee performance to be more productive when placed in their work environment. This study aims to determine the Effect of Career Development and Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable in Structural Officers of the Millennial Generation at the Supervisory Level at PLN UID Suluttenggo. The analytical method used is the Structural Equation Model (SEM) using the AMOS 24 application. The results show that the work environment has a significant effect on job satisfaction, the work environment has an effect on employee performance. Meanwhile, career development has no effect and is not significant on job satisfaction, and career development has no effect and is not significant on employee performance. The job satisfaction variable is proven to be an intervening variable that strengthens the influence of work environment and career development variables on employee performance variables. The results of this study are input for Human Capital management, especially PLN UID Suluttenggo as well as for further research.

Keywords: Career Development, Work Environment, Employee Performance, Job Satisfaction.

INTRODUCTION

Background of the problem

The progress of a country can be seen from the side of its success in the process of every infrastructure development and development in that country. One of the things that supports the success of a country is the optimization of Human Capital as the main capital. Even when compared with other factors such as: Natural Resources, Science and Technology, Culture, Capital, Entrepreneurship, it can be said that Human Capital plays the most important role. The rapid development of the economy will require companies to have quality human capital. Quality Human Capital will support the company in improving the quality of service to consumers. So that by improving the quality of the products produced, the company is able to answer market needs that continue to grow over time.

human capital quality will encourage companies to be more productive in order to achieve performance targets and company goals. PT PLN (Persero) Suluttenggo Main Distribution Unit, also known as PLN UID Suluttenggo, is an electricity supply company that is continuously demanded to be productive and improve its performance in serving electricity needs in 3 (three) provinces which are its working areas, namely: North Sulawesi, Central Sulawesi and Gorontalo. The large market demand for electric power is a challenge for PLN UID Suluttenggo to be able to provide reliable electricity services to customers.

PLN UID Suluttenggo can continue to survive and be productive in the midst of increasingly high demands and challenges, one of which is supported by the availability of quality human capital. Human capital is a valuable investment for companies, which if continuously optimized and empowered will make changes and encourage organizational development in a better direction, even creating value creation that supports increased productivity and profitability, as well as individual and organizational performance. Based on empirical data at PLN UID Suluttenggo related to structural and functional career development over the last 5 (five) years from 2018 - 2022 can be seen in the following graph.



Graph 1. PLN UID Suluttenggo Career Development

Source: PLN UID Suluttenggo

Based on the graph above, it can be seen that the tendency for career development at PLN UID Suluttenggo has decreased, especially in 2021, while until the end of 2022 it is predicted that there will only be a slight increase. Field conditions related to career management can also be reviewed from the results of the EES (Employee Engagement Survey), where in the last 3 (three) years at PLN UID Suluttenggo, Career Management (Career Management) is one of the dimensions with the lowest score.

Table 1. PLN UID Suluttenggo EES Results 2019 - 2021

Dimensi	2019	2020	2021
Brand Reputation (BR)	87,16	87,61	89,79
Compensation & Benefit (CB)	83,84	81,87	86,00
Career Management (CM)	81,50	78,34	84,05
Company Policy (CP)	83,76	85,53	86,74
Leadership & Supervision (LS)	84,05	82,65	87,19
Meaningful Work (MW)	84,07	83,29	87,10
Overall Organization Culture (OC)	81,46	80,07	85,05
Performance Management (PM)	82,26	80,62	85,77
Recognition (RC)	81,49	78,9	84,55
Training & Development (TD)	83,24	82,36	86,32
Teamwork & Relationship (TR)	85,19	85,31	87,94
Work Conditions (WC)	78,07	70,34	81,21
Work Engagement (WE)	84,07	83,29	86,11
EES	83,09	81,55	85,99

Source: PLN UID Suluttenggo

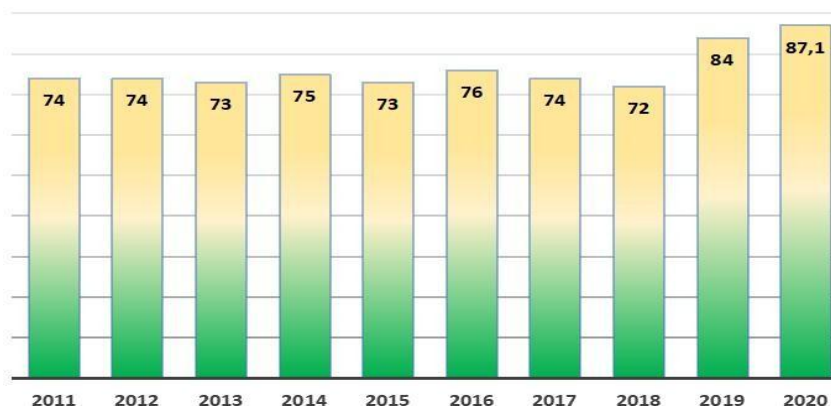
Apart from career management, the results of the 2021 EES Survey at PLN UID Suluttenggo illustrate that the other lowest value dimension is Work Conditions, in the last 3 (three) years at PLN UID Suluttenggo it was 81.21 for Work Conditions compared to the average the national average score is 84.01.

Table2. EES Results for 2021 Units at PLN

UNIT	WORK CONDITION	CAREER MANAGEMENT	RECOGNITION
UIW SULUTTENGGO	81,21	84,05	84,55
UID JATENG	82,18	83,5	83,19
UID JAYA	83,44	84,55	84,24
UID JABAR	82,49	84,26	83,93
UIW MMU	82,18	84	84,57
UIW NTT	82,26	84,41	85,33
PLN NASIONAL	84,01	83,92	84,07

Source: PLN UID Suluttenggo

Likewise with the results of the Job Satisfaction Survey at PLN UID Suluttenggo, showing an increase in job satisfaction of PLN UID Suluttenggo employees, as seen in the Job Satisfaction graph in the last 10 (ten) years at PLN UID Suluttenggo.



Graph 2. Job Satisfaction of PLN UID Suluttenggo employees

Source: PLN UID Suluttenggo

Based on the background above, this study seeks to reveal the Effect of Career Development and Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable in Structural Officers of the Millennial Generation at the Supervisory Level of PT PLN (Persero) UID Suluttenggo.

Research purposes

The aims of this research are:

1. To find out and analyze career development that has a significant effect on job satisfaction of Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.
2. To find out and analyze the work environment that has a significant effect on job satisfaction of

Structural Officers of the Millennial Generation at the Supervisory Level at PLN UID Suluttenggo.

3. To find out and analyze career development that has a significant effect on employee performance Millennial Generation Structural Officers Supervisory Level at PLN UID Suluttenggo
4. To find out and analyze the work environment that has a significant effect on employee performance Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo
5. To find out and analyze whether job satisfaction has an effect on employee performance at the Millennial Generation Structural Officer at the Supervisory Level at PLN UID Suluttenggo.

LITERATURE REVIEW

Human Resource Management

Human resources are the integrated abilities of the intellect and physical abilities possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are assets in all aspects of management, especially those concerning the existence of the organization (Bukit, 2017). Another opinion was put forward by Arifin (2017), who stated that the role of Human Resources (Human Capital) in a company is very important because as a driving force and system manager, so that it can run well, its management must pay attention to important aspects such as training, development and motivation. Meanwhile, according to Tahiri (2020) that Human Resource Management is how to maintain the good of employees by motivating them to excel, assessing their performance, compensating them appropriately, and doing what is possible to keep them. Anwar (2021) argues that Human Resource Management includes tasks such as Human Capital preparation, Human Capital management, strategic recruitment, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. This includes policies and practices established to improve organizational efficiency, employee engagement and quality of work. Anwar (2021) argues that Human Resource Management includes tasks such as Human Capital preparation, Human Capital management, strategic recruitment, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. This includes policies and practices established to improve organizational efficiency, employee engagement and quality of work. Anwar (2021) argues that Human Resource Management includes tasks such as Human Capital preparation, Human Capital management, strategic recruitment, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. This includes policies and practices established to improve organizational efficiency, employee engagement and quality of work.

Employee performance

According to Mangkunegara (2017), Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Indrasari (2017), performance is the result of the relationship between effort, ability and perception of the task. High performance as a step toward the process of achieving the goals of the organization concerned. Fahmi (2018) says performance is the result obtained by an organization, both profit-oriented and non-profit oriented, which is produced over a period of time. Tamara (2020), Good employee performance or performance will be directly proportional to good results in the company's business development. Conversely, poor performance will also have a negative impact on the company.

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Career development

According to Larasati (2018), career planning is a process in which individuals can identify and take steps to achieve their career goals. Ginanti (2021) states that career development includes two things, namely career planning and career management. Career planning is a process by which individuals can identify and take steps to achieve their career goals. Career planning involves identifying career-related goals and developing plans to achieve goals. Thus an employee needs to take certain steps to realize the plan. The various steps that need to be taken can be taken at the initiative of the workers themselves, but can also be in the form of activities sponsored by the organization, or a combination of the two. This is one of the very fundamental principles of career development. Tarigan (2018) argues that career is a series of changes in attitudes, values and behavior as well as motivation that occur in each individual over the span of his life to clearly find skills, career goals and needs for development, plan career goals, and continuously evaluate, revise and improve the design. Career is also a process of partnership interaction in stages and cooperation between the organization/company or management, direct superiors and the individual himself. values and behaviors and motivations that occur in each individual over the span of his life to clearly identify skills, career goals and needs for development, plan career goals, and continuously evaluate, revise and improve his design. Career is also a process of partnership interaction in stages and cooperation between the organization/company or management, direct superiors and the individual himself. values and behaviors and motivations that occur in each individual over the span of his life to clearly identify skills, career goals and needs for development, plan career goals, and continuously evaluate, revise and improve his design. Career is also a process of partnership interaction in stages and cooperation between the organization/company or management, direct superiors and the individual himself.

Work environment

The work environment according to Abner (2020), as an environment that refers to institutions or forces that are outside the organization, and has the potential to affect organizational performance. According to Rusdi (2017), the work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers.

Another opinion states that the work environment also includes intangible factors that have a vital role in organizational success which cannot be seen but can be measured through success and results. Intangible facts include policies, incentives, rules, work culture, work relations, superior support, compatibility with colleagues and many other factors (Genzorová, 2017). In line with this statement, Suci (2017) argues that the work environment is a condition where employees work in a company that can affect the physical and psychological conditions of employees both directly and indirectly so that the work environment can be said to be good if employees can work optimally, calmly. and high productivity.

Job satisfaction

According to Meithiana (2017), Range of affect theory, the basic premise of the range of affect theory is that different aspects of work are considered when employees make judgments about job satisfaction. According to Daryanto (2022), job satisfaction is a general attitude which is the result of several specific attitudes towards work factors, self-adjustment and individual social relations outside of work. Tikasari (2017) suggests that employee job satisfaction is related to employee expectations of superiors, co-workers, and the work itself. If in the work environment, employees do not get what is expected, such as fair promotion opportunities, good income, pleasant co-workers and bosses, and satisfaction with the work itself, then employee performance will be poor.

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Relations between Variables

Relationship between Career Development on Job Satisfaction

Katharina's research (2020) suggests that career development has a positive and significant impact on job satisfaction. This is in line with Galla's research (2020) on PLN UIP North Sulawesi, where the results of the research show that work motivation and career development simultaneously and partially have a positive and significant effect on job satisfaction. In line with the results of this study, Febrianti, Suharto and Wachyudi (2020) conducted research at PT Jaya Baya Perkasa and the results showed that career development forms competent and dedicated employees so that it affects employee satisfaction at work.

Relationship between Work Environment and Job Satisfaction

Research by Díaz-Carrión, Navajas-Romeroa, Casas-Rosalc (2020) entitled Comparing working conditions and job satisfaction in Hospitality workers across Europe, where the results suggest that working environmental conditions affect job satisfaction and depend heavily on the institutional context, which shows similarities in several European countries. This study also aims to compare working conditions and job satisfaction among European countries. Donley's research (2021) The Impact of Work Environment on Job Satisfaction: Pre-COVID Research to Inform the Future, suggests that the conditions of the work environment before and after the Covid-19 Pandemic in the Hospital environment greatly affect the comfort of work for nurses as employees, where things This has an impact on their job satisfaction.

Relationship between Career Development on Employee Performance

Research by Muhammad Dedi Saputra, et al (2020) on employees at PT Angkasa Pura II Kualanamu, with the result that partially career development has a significant effect on employee performance, and simultaneously competency, training and career development have a significant effect on employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office. Meanwhile, another study was conducted by Galla (2020) on PLN UIP employees in Northern Sulawesi, suggesting that career development has a positive and significant effect on employee performance, directly or indirectly through job satisfaction. Febrianti's research at PT Jabar Jaya Perkasa also suggests that there is an influence of career development on employee performance.

Relationship between Work Environment on Employee Performance

Saidi's research (2020) suggests that there is a significant relationship between the work environment and employee performance. Hadiyanti (2020) analyzes the effect of work discipline and work environment on employee performance. The results of the study show that work discipline and the work environment have a positive and significant impact on employee performance (Case study at Dr.Mohammad Hoesin Palembang General Hospital). Ratnasari's research (2021) looks at how the work environment and competence affect employee performance, with individual behavior as an intervening variable. This study suggests that the work environment has a positive and significant effect on employee performance both directly and indirectly through individual behavior as mediators.

Relationship between Job Satisfaction and Employee Performance

Lie and Siagian (2018) examined the effect of job satisfaction on employee performance through work motivation on CV. Union Event Planner. The results of the study suggest that work motivation and job satisfaction have a significant effect on employee performance. Febrianti's research (2020) on PT Jabar Jaya Perkasa employees suggests that there is an effect of job satisfaction on employee performance.

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Katarina (2020) analyzes the effect of career development on employee performance through job satisfaction as a mediating variable. The results of the study suggest that job satisfaction has a positive and significant effect on employee performance. Job satisfaction also mediates the influence of career development on employee performance at Inna Sindhu Beach Hotel and Resort. Kholilah (2021) conducted research on The Impact of Employee Satisfaction as a Mediator of Compensation and Career Development on Employee Performance. The results of the study suggest that there is a significant effect of satisfaction on employee performance, and there is a significant effect between compensation and career development on employee performance through satisfaction.

MODEL AND RESEARCH HYPOTHESIS

Research Model

Based on the previous research, the research model framework is then compiled as follows.

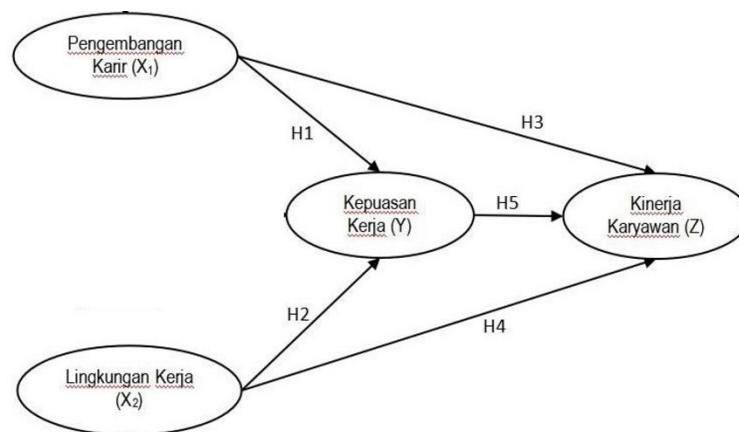


Figure 1. Research Model Framework

Source: Literature Reviews, 2023

Research Hypothesis

Based on the thinking process framework above, the hypothesis can be formulated as follows:

H1: Career Development is suspected of influencing Job Satisfaction of Structural Officers of the Millennial Generation at the Supervisory Level at PLN UID Suluttenggo

H2: Work Environment is suspected of having an effect on Job Satisfaction of Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo

H3: Career Development is suspected of influencing Employee Performance of Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo

H4: The work environment is suspected of influencing the performance of employees of the Millennial Generation Structural Officer at the Supervisory Level at PLN UID Suluttenggo

H5: Job satisfaction is thought to have an effect on employee performance at the Millennial Generation Structural Officer at the Supervisory Level at PLN UID Suluttenggo.

RESEARCH METHODS

Types of research

This research is a quantitative research using correlative descriptive method, descriptive is a method used in research to convey facts by describing what is obtained. Descriptive research is a type of research that aims to describe systematically, factually, and accurately the facts and characteristics of certain populations, or tries to describe phenomena in detail (Lehmann, 1979).

Location and Research Object

Locations and objects of research are structural employees at the PLN UID Suluttenggo Supervisory level who are in the Customer Service Unit, Implementation Unit and Main Unit whose office locations are spread across 3 (three) provinces which are the working areas of PLN UID North Sulawesi, Central Sulawesi and Gorontalo.

Population and Sample

The population is the totality of all possible values of a certain characteristic of a number of objects whose nature you want to study. Bailey (1978) states that the population or universe is the total number of units of analysis. Leedy (1980) suggested that the sample was chosen carefully so that in this way the researcher would be able to see the characteristics of the total population (Muri, 2017). The population in this study were all employees at the Structural Supervisory level (Basic Supervisors and Upper Supervisors), who were included in the Millennial employee category. The total population in this study is the number of employees at the Structural Supervisory, Basic Supervisory and Upper Supervisory levels, which fall into the category of Millennial employees, with a total of 373 employees. Determination of the sample size to be studied uses the Slovin formula as follows:

$$n = N / 1 + N e^2$$

Information:

n = Number of samples

$$n = 373 / 1 + 373 (0.05)^2$$

N = Total Population

$$n = 373 / 1.9325$$

e = error scale (5%) = (0.05)

$$n = 193.01$$

n = 193.01 rounded off to a minimum of 194 respondents. Based on the Slovin formula, 194 respondents were obtained as the minimum sample (minimum sample size).

Furthermore, 250 research questionnaires were distributed with a time limit of 2 weeks. After the deadline was determined, 219 questionnaires were obtained and then verified and 200 valid questionnaires were obtained.

Variable Operational Dimensions

1. Dimensions of Career Development (X1). According to Siagian (2019), various indicators that need to be considered in career development are; Fair treatment in career, Concern of direct superiors, Information about various promotion opportunities, Interest to be promoted, and Satisfaction level.
2. Dimensions of the Work Environment (X2). According to Burhanudin (2019), the non-physical work environment is all conditions that occur related to work relations, both relations with superiors and co-workers, or relationships with subordinates, while the physical work environment is all physical conditions that exist around the workplace. which can affect employees either directly or indirectly.

3. Dimensions of Employee Satisfaction (Y). In Indrisari (2017), stated that job satisfaction stems from various aspects which state that one's job satisfaction is by calculating the difference between what should be and the perceived reality. A person's job satisfaction depends on the discrepancy between should be (expectation, needs or values) with what according to his feelings or perceptions has been obtained or achieved through work. Dimensions of job satisfaction, namely: Satisfaction with the work itself, Satisfaction with rewards, Satisfaction with promotion opportunities, Satisfaction with supervisor supervision, and Satisfaction with colleagues
4. Employee Performance Dimensions (Z). According to Indrasari (2017) Performance is the result of the relationship between effort, ability and perception of the task. High performance as a step toward the process of achieving the goals of the organization concerned.

Data analysis technique

The data analysis technique in this study uses Structural Equation Modeling (SEM). To facilitate the processing of data and statistics in this study, AMOS 24 software was used.

RESEARCH RESULTS AND DISCUSSION

Research result

Career Development Research Results

Career development variables are measured using 4 indicators, where each indicator is composed of 3 questions, which are then composited by finding the mean value for each indicator. The greater the score on the career development scale indicates the greater the role of career development felt by the respondents. The answers to each of the career development scale question items are as follows:

Table 3. Description of Career Development Research Results

Indicator		Career development					Amount	Index
		1	2	3	4	5		
Immediate supervisor concern	PK1	0	0	0	129	72	876	4,345
Availability of Information on Career Development	PK2	0	0	0	152	48	848	4,22
Mechanism Availability Career development	PK3	0	0	0	154	46	846	4,19
Career Path Availability	PK4	0	0	0	148	52	852	4,23
							855.5	4.24625
								84.93%

Source: Data processing, 2023

Based on the table above, it can be concluded that the index on the career development variable averages 4.24 (84.93%) with a high interpretation category, and the largest index indicator is Concern for Direct Superiors (PK1) of 4.345. This shows the Direct Supervisor's Concern indicator has the greatest influence on Career Development compared to other indicators. The results of these measurements are in line with conditions in the field, where in the process of career development either in rotation or mutation, the direct supervisor plays an important role in implementing CMC (Coaching, Mentoring and Counseling) and providing recommendations for developing his subordinates, so that the level of concern of the direct superior is assessed to be the indicators that employees feel are most important to their career development.

Work Environment Research Results

The results of measurements of work environment variables can be seen in the following table:

Table 4. Description of Work Environment Research Results

Indicator		Work environment					Amount	Index
		1	2	3	4	5		
Equipmentand Workspace	LK1	0	0	0	169	31	831	4,115
Communication with Work colleague	LK2	0	0	0	148	52	852	4,23
Communication with Superiors	LK3	0	0	0	119	81	881	4,395
Communication with Subordinates	LK4	0	0	0	138	62	862	4,28
							856.5	4,255
								85.10%

Source: Data processing, 2023

Based on the table above, the average Work Environment variable index is 4.255 (85.10%) with a high interpretation category, and the largest index indicator is Communication with superiors (LK3) of 4.395. This shows that the communication indicator with superiors has the greatest influence on the work environment (non-physical) compared to other indicators. When connected with the conditions at PLN UID Suluttenggo, where the work environment, especially non-physical, in this case, communication with superiors is an important indicator felt by employees, because the better communication with superiors, the more comfortable the employees will be in their work environment.

Job Satisfaction Research Results

The results of measuring job satisfaction variables can be seen in the following table:

Table 5. Description of Job Satisfaction Research Results

Indicator		Job satisfaction					Amount	Index
		1	2	3	4	5		
Feelings acknowledged	KEP1	0	0	0	107	93	893	4,43
Fair Treatment	KEP2	0	0	0	106	94	894	4.47
Distribution of Aspirations	KEP3	0	0	0	118	82	882	4,365
Fair Rewards	KEP4	0	0	0	137	63	863	4,315
							883	4,395
								87.90%

Source: Data processing, 2023

Based on the table above, the average job satisfaction variable index is 4.395 (87.90%) with a high interpretation category, and the largest index indicator is Fair Treatment (KEP2) of 4.47. This shows that the fair treatment indicator has the greatest influence on satisfaction compared to other indicators. The results of this measurement when associated with the condition of employees at PLN UID Suluttenggo, it appears that psychological satisfaction that arises from a sense of justice is considered to be the most important indicator. One of them is the existence of regulations and clear flow for each business process to guide every system implementation in corporate PLN and PLN UID Suluttenggo.

Results of Employee Performance Research

The results of measuring job satisfaction variables can be seen in the following table:

Table 6. Description of Employee Performance Research Results

Indicator		Employee performance					Amount	Index
		1	2	3	4	5		
Quality	KIN1	0	0	0	119	81	881	4,395
Quantity	KIN2	0	0	0	116	84	884	4,375
Punctuality	KIN3	0	0	0	111	89	889	4,405
effectiveness	KIN4	0	0	0	93	107	907	4,535
							890.25	4.4275
								88.55%

Source: Data processing, 2023

Based on table 6, the index on employee performance variables averages 4.42 (88.55%) with a high interpretation category, and the indicator with the largest index is Effectiveness (KIN4) of 4.535. This shows that effectiveness indicators have the greatest influence in determining employee performance compared to other indicators. This condition is in accordance with the general reality at PLN UID Suluttenggo, where the measurement of the success of a job is judged based on effectiveness. Prawiro (2018), argues that effectiveness is a condition that shows the level of success or achievement as measured by quality, quantity, and time, according to what was previously planned.

Analysis of Research Results

Career Development Variable Measurement Model

Career development variable (PK) is measured through 4 (four) indicators, namely: direct supervisor's concern (PK1), availability of information about career development (PK2), availability of career development mechanisms (PK3), availability of career paths (PK4). The display of the measurement model for career development variables can be seen in the following figure.

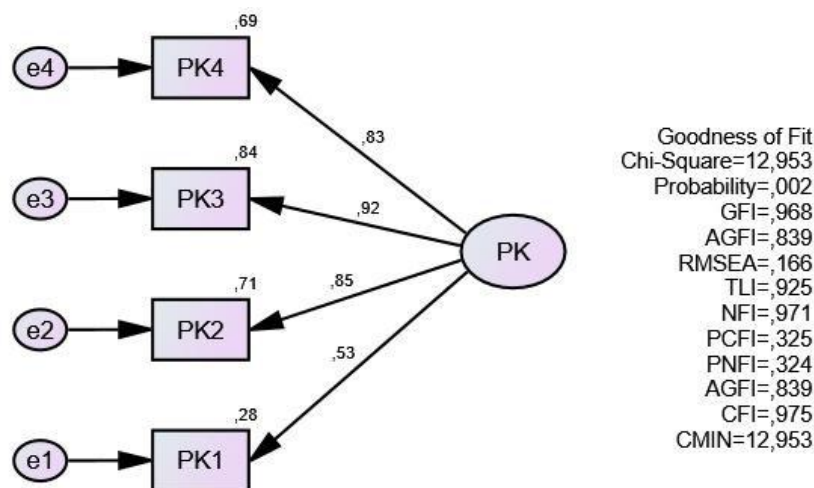


Figure 2. Career Development Variable Measurement Model

Source: Data processing, 2023

Figure 2 shows that all latent variables have a loading factor ≥ 0.50 . So that the indicators used are declared valid in measuring career development constructs.

Work Environment Variable Measurement Model

Work environment variable (LK) is measured through 4 (four) indicators, namely: equipment and work space (LK1), communication with colleagues (LK2), communication with superiors (LK3) and communication with subordinates (LK4). The display of the measurement model for work environment variables can be seen in the following figure.

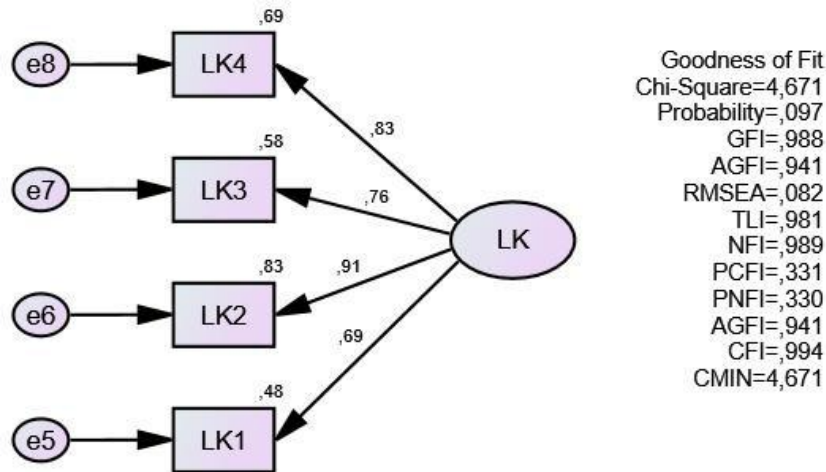


Figure 3. Work Environment Variable Measurement Model

Source: Data processing, 2023

Figure 3 shows that all latent variables have a loading factor ≥ 0.50 . So that the indicators used are declared valid in measuring the work environment construct.

Job Satisfaction Variable Measurement Model

Job satisfaction variable (KEP) is measured through 4 (four) indicators, namely: feeling of being acknowledged (KEP1), fair treatment (KEP2), channeling aspirations (KEP3) and fair rewards (KEP4). The display of the measurement model for the job satisfaction variable can be seen in the following figure.

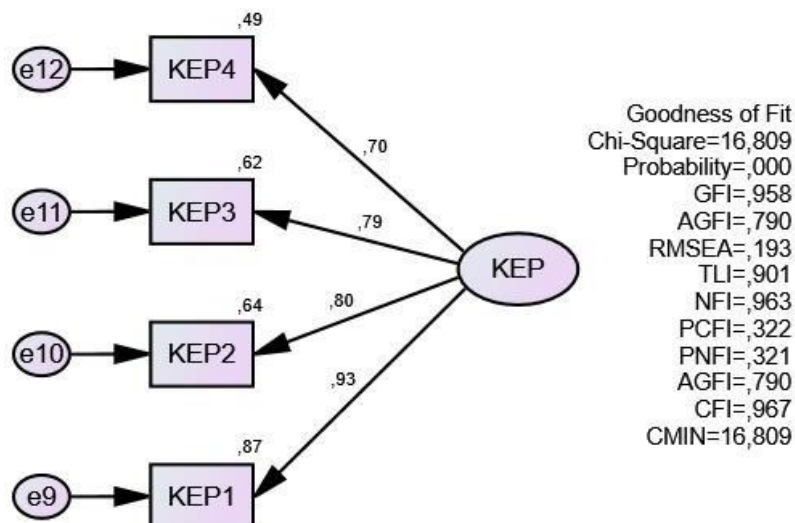


Figure 4. Model of Measurement of Job Satisfaction Variables

Source: Data processing, 2023

Figure 4 shows that all latent variables have a loading factor ≥ 0.50 . So that the indicators used are declared valid in measuring the construct of job satisfaction.

Employee Performance Variable Measurement Model

Employee performance variable (KIN) is measured through 4 (four) indicators, namely: Quality (KIN1), Quantity (KIN2), Timeliness (KIN3), Effectiveness (KIN4). The display of the measurement model for employee performance variables can be seen in the following figure.

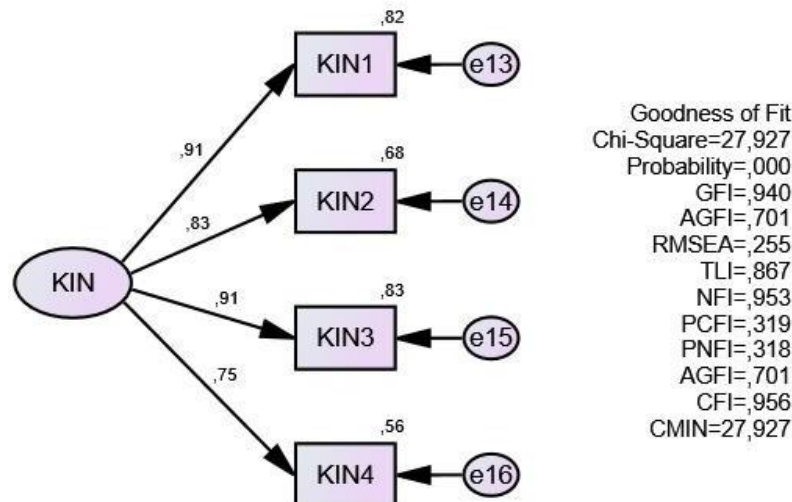


Figure 5. Employee Performance Variable Measurement Model

Source: Data processing, 2023

Figure 5 shows that all latent variables have a loading factor ≥ 0.50 . So that the indicators used are declared valid in measuring the construct of employee performance.

Test the Model as a whole

Testing the model as a whole is shown in the following figure.

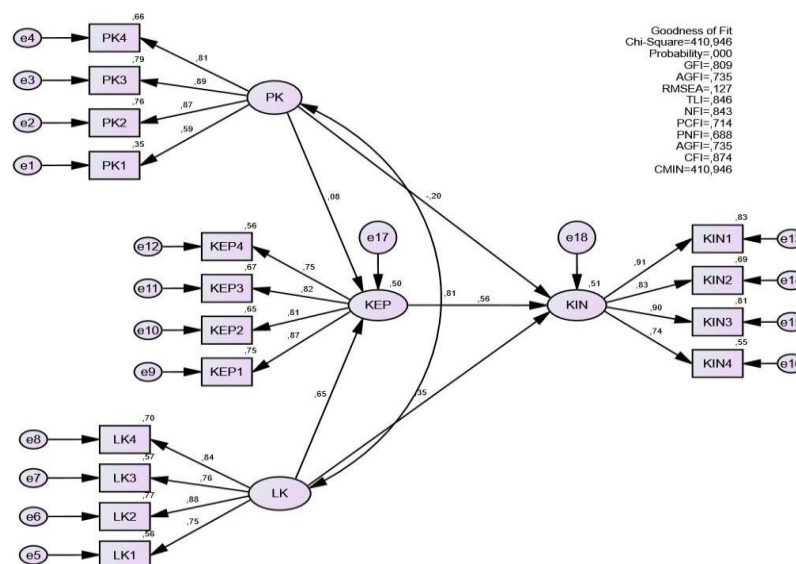


Figure 6. Overall Model

Source: Data processing, 2023

The results of testing the model as a whole based on the criteria of Goodness of Fit show that feasibility is not met.

Hypothesis test

Next will be testing the research hypothesis. Tests were carried out on the 5 proposed hypotheses. Hypothesis testing is done using the t-value with a significance level of 0.05. The t-value in the AMOS 24.0 program is the Critical Ratio (CR) value in Regression Weights: (Group number 1 – Default model) of the fit model. If the Critical Ratio (CR) ≥ 1.967 or the probability value (P) ≤ 0.05 then H0 is rejected (the research hypothesis is accepted). The value of Regression Weights: (Group number 1 – Default model) as a result of processing by AMOS 24.0 for the Full Model is shown in the following table:

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
KEP	<---	PK	0,117	0,199	0,59	0,555	par_13
KEP	<---	LK	1,012	0,211	4,805	***	par_16
KIN	<---	PK	-0,32	0,198	-1,62	0,105	par_14
KIN	<---	KEP	0,585	0,107	5,444	***	par_15
KIN	<---	LK	0,565	0,241	2,345	0,019	par_17

Table 7. Test Results for Regression Weights

Source: Data processing, 2023

Table 7 is used as the main reference for testing the hypothesis in this study. The test criterion is to reject H0 if the t-Value or Critical Ratio (CR) ≥ 1.967 or p-value ≤ 0.05 . The results of testing all the hypotheses proposed in the study are summarized in the following table:

Table 8. Conclusion of Hypothesis Testing Results

hypothesis	Track		CR	P	Results
H1	PK	→ KEP	0.59	0.555	Rejected
H2	LK	→ KEP	4,805	***	Accepted
H3	PK	→ KIN	-1.62	0.105	Rejected
H4	LK	→ KIN	2,345	0.019	Accepted
H5	KEP	→ KIN	5,444	***	Accepted

Source: Data processing, 2023

Discussion

The effect of career development on job satisfaction Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.

The results showed that Hypothesis 1 was rejected, which is in accordance with the test results that the career development variable has no effect on job satisfaction of Structural Officers of the Millennial Generation at the Supervisory Level at PLN UID Suluttenggo. This shows that although career development is an employment activity that helps employees plan their future careers in an organization, the results of research on Supervisory Level Millennial Generation Structural Officers at PLN UID Suluttenggo show that career development has no effect on employee job satisfaction.

The influence of the work environment on job satisfaction Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.

The results of the study show that Hypothesis 2 is accepted, where the work environment variable influences the job satisfaction variable of Structural Officers of the Millennial Generation at the Supervisory Level at PLN UID Suluttenggo. Based on the results of research at PLN UID Suluttenggo it was concluded that the work environment is all aspects both physical and non-physical that can affect employees in carrying out assigned tasks, where the work environment will affect employee job satisfaction, so it is important for management to pay attention to the work environment of its employees.

The influence of career development on employee performance Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.

The results of the study show that Hypothesis 3 is rejected, where career development has no effect on the performance of Supervisory Level Millennial Generation Structural Officers at PLN UID Suluttenggo. Based on these results it can be concluded that a career is a series of changes in attitudes, values and behavior as well as motivation that occur in each individual over the span of his life to clearly identify skills, career goals and the need for development. This is important for management to pay more attention to career development systems, mechanisms and clarity of career systems both in terms of regulations and implementation, especially for millennial generation structural officials who are at the PLN UID Suluttenggo Supervisory level.

The influence of the work environment on employee performance Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.

The results of the study show that Hypothesis 4 is rejected, where the work environment variable influences the performance of Supervisory Level Millennial Generation Structural Officers at PLN UID Suluttenggo. Based on research at PLN UID Suluttenggo and other research, it is an important concern for PLN UID Suluttenggo management in seeking a work environment that is both physical and non-physical to create a comfortable, pleasant working atmosphere and motivates each employee to work well so as to improve individual employee performance especially the millennial generation structural officials who are at the Supervisory level.

The effect of job satisfaction on employee performance Millennial Generation Structural Officers at the Supervisory Level at PLN UID Suluttenggo.

The results showed that Hypothesis 5 was accepted, where job satisfaction had an effect on the performance of Supervisory Level Millennial Generation Structural Officers at PLN UID Suluttenggo. To support increased employee satisfaction at PLN UID Suluttenggo, especially for millennial generation structural officials who are at the Supervisory level, management needs to explore employee aspirations so as to get input into programs that need to be developed, including those related to the Rewards/Wage System, Reward and Punishment Systems, Career development systems and competence, employee welfare improvement, pleasant working atmosphere,

CLOSING

Conclusion

Based on the analysis of the results of research testing, it can be concluded that:

1. Career development has no effect and is not significant on job satisfaction Millennial Generation Structural Officer Level Supervisor PT PLN (Persero) UID Suluttenggo)

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2. The Work Environment has an influence and is significant on job satisfaction Millennial Generation Structural Officers Supervisory Level PT PLN (Persero) UID Suluttenggo
3. Career development has no effect and is not significant on the performance of Structural Officers of the Millennial Generation at the Supervisory Level of PT PLN (Persero) UID Suluttenggo
4. The Work Environment has an influence and is significant on the performance of Structural Officers for the Millennial Generation at the Supervisory Level of PT PLN (Persero) UID Suluttenggo
5. Job satisfaction has a significant and significant effect on the performance of Structural Officers for the Millennial Generation at the Supervisory Level of PT PLN (Persero) UID Suluttenggo

Suggestion

Suggestions or input that can be submitted to the management of the PLN UID Suluttenggo HR management are as follows:

1. Optimizing the design of training/learning programs that are right on target in increasing employee effectiveness at work.
2. Optimizing the implementation of a career path system based on the Human Experience Management System, including paying attention to the length of tenure in a position, especially millennial employees who hold structural positions in the 3T areas (Forefront, Outermost, Disadvantaged).
3. Increasing transparency of information on career path mechanisms through media that can reach employees in all units.
4. Both Management, Human Resource managers and direct superiors always provide time and space to listen to employees' aspirations
5. Optimizing employee competency development to increase the quantity, quality of work, time management for each employee.
6. Cultivating appreciation by superiors, colleagues to employees in every achievement and success.

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