

JOB PERFORMANCE OF ADMINISTRATIVE EMPLOYEE IN SURABAYA: THE ROLE OF WORK ENVIRONMENT AND CAREER DEVELOPMENT

Enrico Kevin Singkali¹

Fenika Wulani²

P. Julius F. Nagel³

Widya Mandala Surabaya Catholic University^{1,2,3}

fenika@ukwms.ac.id²

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ABSTRACT

This research aims to identify the impact of work environment and career development on job performance. A questionnaire is distributed to administrative employees in Surabaya. The data collected and can be used in hypothesis testing are 101 respondent data. Hypothesis testing was carried out using multiple linear regression in the SPSS 23.0 program. The findings of this study support the research hypothesis, namely that work environment and career development significantly have a positive effect on the job performance of administrative employees in Surabaya.

INTRODUCTION

Organizations certainly expect their employees to have high performance. Even job performance is the most important employee work behavior that organizations care about (Mushtaq et al., 2017). Employees with poor performance can put organizations in danger (Han et al., 2022). Therefore, they seek various ways to improve the performance of their employees (Han et al., 2022).

Job performance in some literature uses the term task performance (Dunlop & Lee, 2004) or in-role performance (Williams & Anderson, 1991) to distinguish it from other forms of performance, such as organizational citizenship behavior (OCB) (Williams & Anderson, 1991). In this study, the job performance to be investigated refers to the task or in-role performance, a behavior required by a formal job

description (Riketta, 2002). It includes activities directly related to producing goods or services for organizations or their core operational processes (Sekiguchi et al., 2008).

Social exchange theory explains improving employee performance (Organ, 1974). According to this theory, if organizations or their representatives (such as supervisors/managers) treat their employees positively, they will reciprocate with behaviors that are beneficial to organizations (Settoon et al., 1996). The work environment (Yeh et al., 2022) and career development (Loyarte-López et al., 2020) are among the various workplace factors that can improve employee performance.

The work environment is a set of conditions in which work is carried out

(Denton & Maatgi, 2016). It can be physical and social workplace conditions (Lindeberg et al., 2022). If the work environment is not suitable and challenging, it will cause discomfort and limit employees to high performance (Stouten et al., 2010). Therefore, organizations must provide a work environment to support their employees' performance.

Career development is a process of meeting the needs of employees and organizations that can improve employee competencies to carry out their current and future work (Lee & Lee, 2018). Career development is a collaborative effort of organizations, managers, and employees (Lee & Lee, 2018). Even though employees are the main person in charge of career development (Lee & Lee, 2018; Ling & Lee, 2012), organizations need to provide career development opportunities for their employees (Ling & Lee, 2012). They can obtain various benefits by providing career development opportunities, such as increasing employees' and managers' performance and strengthening organizations' core values (Loyarte-López et al., 2020). Therefore, organizations need to provide career development opportunities so employees can perceive that they are receiving favorable treatment from organizations. As a consequence, their performance is likely to increase.

This study's research object used is the employees working in the administration field in Surabaya. This research focuses on employees in the administrative field because they play an important role in the company (Garcia, 2014). They have a variety of clerical activities that support the organizations' success and may even be the first impression to organizations' guests or clients (Garcia, 2014). These administrative staffs are the backbone of the work process in organizations because of their various activities, and they must have sufficient resources to carry out these activities (Half, 2016). Administrative jobs may involve document storage, correspondence, handling telephone calls, scheduling

managers, setting up office meetings, and managing company data (Garcia, 2014; Half, 2016). They are also required to be able to handle various tasks and master technology to carry out their duties (Garcia, 2014; Half, 2016).

Based on the duties and roles of administrative employees, it can be said that they are important assets in organizations and carry out more activities in the workplace. Thus it is possible they need a pleasant work environment at work. In addition, with various changes in the way of working, including in the administration field, such as a new and technology-based system (Aldaihani, 2020), organizations become more in need of employees, including administrative staff, with high competence and performance. Career advancement opportunities are one way to increase employee morale and performance and retain the best people (Gander et al., 2019). Therefore, organizations must understand the importance of career development for their employees. Thus, this study aims to identify the role of work environment and career development in improving the performance of administrative employees in Surabaya.

LITERATURE REVIEW

Job performance and work environment

Referring to Denton and Maatgi (2016), the work environment is the workplace condition where the work is carried out. This work environment can include physical and social conditions. Physically, it can include room, facilities, furniture (Lindeberg et al., 2022), work equipment, noise level and air temperature (Stouten et al., 2010), and work safety (Aruldoss et al., 2021). While socially, it can be in interactions between people, leadership, and ways of working (Lindeberg et al., 2022). A poor work environment, such as inadequate work equipment, inappropriate temperatures, and high noise levels, can increase work stress (Stouten et al., 2010). Individuals who experience work stress are

likely to have reduced performance (Rabenu et al., 2017).

Organizations that provide a positive work environment will be returned with positive work behavior by their employees (Teo et al., 2020). It is consistent with the social exchange theory that good gifts will be returned with kindness (Organ, 1974). With a positive work environment, such as good lighting and low noise, the availability and regular placement of work equipment can make it easier for employees to carry out their work tasks. Likewise, good working relationships with coworkers, such as lower bullying, can reduce stress and conflict between people (Stouten et al., 2010). Consequently, employees can focus more on their work and are likely to perform higher. Several studies have shown that the work environment positively affects performance (e.g., Lindeberg et al., 2022; Sihalolo & Siregar, 2019). Thus, it can be assumed that improving the work environment can improve employee performance and vice versa.

H1: The work environment has a positive effect on job performance.

Job performance and career development

Career development is a joint effort of employees, organizations, and managers to improve employees' skills, knowledge, competencies, and attitudes to do their current and future work (Lee & Lee, 2018). Organizations and managers must provide their employees with career opportunities (Lee & Lee, 2018). Organizations can carry out succession planning and identify employees with qualifications and interests according to certain positions, provide career consultation, learning opportunities, challenging tasks (Conger, 2002), and information about careers and career paths (Zheng & Kleiner, 2001). Meanwhile, managers can provide motivation and become mentors for employees (Conger, 2002). Nevertheless, the responsibility for career development is on the employees themselves (Conger, 2002).

Employees must have career goals and learning tasks to perform them successfully, find mentors, and build networks (Conger, 2002). Career development is important because it can improve employee competence (Potnuru & Sahoo, 2016). Employees who are competent, willing to learn continuously, find mentors, have a wide network, and understand the company's line of work will enable them to perform better and achieve high performance. The findings of studies by Balbed and Sintaasih (2019) and Lee and Lee (2018) show that career development positively affects employee performance. These results explain that the existence of opportunities and using career development opportunities will improve employee performance.

H2: Career development has a positive effect on job performance

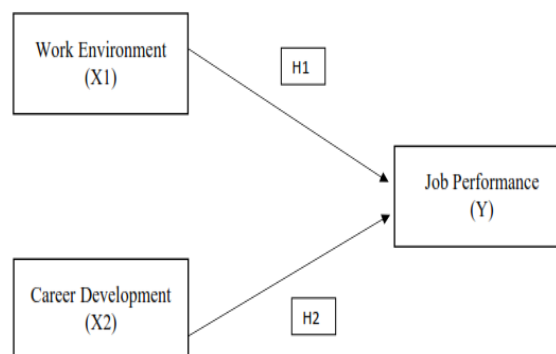


Figure 1.
Research Model

RESEARCH METHOD

Sample and data collection procedure

The population of this study is administrative employees in Surabaya. Sampling was done based on convenience sampling. Data was collected by distributing online questionnaires to the respondents. Distribution assistants carry out collected data by sharing the Google form questionnaire link to their network of those who work as administrative employees in Surabaya. According to Memon et al. (2020), the minimum sample

is determined based on the Sample-to-variable ratio, which is 15-20 times the independent variables. In this study, the number of independent variables is 2, so the minimum sample size must be 20×2 , which is 40 respondent data.

Measures

Job performance is the process and result of employee work. Job performance is measured by seven statement items used in Wulani's research (2007), e.g., "I completed the assigned task adequately". The work environment is the condition and completeness of the facilities in the workplace. The work environment variable is measured by adopting five items used in the studies of Guan (2017) and Muhamadun and Ghoniyah (2012). For example, "the available work facilities are sufficient to support my work activities". Career development is an effort to improve personal abilities provided by the organization and carried out by a person to achieve his/her career goals. The career development variable was measured by

adopting the ten statement items used in Simanjuntak's (2018) research, such as "The promotions given by the company are in accordance with the employee performance". Respondents were asked to respond to these statement items on a 5-point scale (1 = strongly disagree - 5 = strongly agree).

RESULT AND DISCUSSION

Data collection was carried out in 12 days in May 2022. The data obtained from the distribution of the questionnaires were 102. However, the questionnaire that was filled out and could be used was 101 data. This number has met the minimum sample size. Details of the characteristics of the respondents can be seen in Table 1. Table 1 shows that female respondents are slightly more than males (53.5%), most of them have age are less than 30 years old (71.2%), the latest education is a bachelor's (85.1%), and have to tenure of less than six years (81.2%). This profile shows that most administrative staff are millennials with undergraduate/graduate education.

Table 1.
Respondent Profiles

Gender	N	Percentage
Male	47	46.5%
Female	54	53.5%
Age (Years)		
< 25	16	15.8%
25 - < 30	56	55.4%
30 - < 45	26	25.7%
≥ 45	3	3%
Education		
Senior High School	4	4%
Associate Degree	10	9.9%
Undergraduate/Graduate	86	85.1%
Others	1	1%
Tenure (years)		
< 1	13	12.9%
1 - < 3	26	25.7%
3 - < 6	43	42.6%
6-<10	15	14.9%
10-<15	3	3%
≥15	1	1%

Furthermore, data analysis was carried out in two stages, i.e., first, data quality testing. In this test, validity and reliability tests were carried out. Second, multiple regression analysis was conducted to test the research hypothesis. The results of the validity test are shown in Table 2. The test results using the correlation test with the product moment Pearson correlation show that all items used to measure the variable are valid because the significant value < cut off value (0.05) (Raharjo, 2014b).

Table 2.
Validity Test Result

Item	Correlation	Sig.	Cut Off
perf1	0.733**	0.000	0.05
perf2	0.810**	0.000	0.05
perf3	0.831**	0.000	0.05
perf4	0.780**	0.000	0.05
perf5	0.750**	0.000	0.05
perf6	0.825**	0.000	0.05
perf7	0.811**	0.000	0.05
wr1	0.805**	0.000	0.05
wr2	0.689**	0.000	0.05
wr3	0.782**	0.000	0.05
wr4	0.860**	0.000	0.05
wr5	0.789**	0.000	0.05
cdev1	0.667**	0.000	0.05
cdev2	0.770**	0.000	0.05
cdev3	0.736**	0.000	0.05
cdev4	0.404**	0.000	0.05
cdev5	0.813**	0.000	0.05
cdev6	0.794**	0.000	0.05
cdev7	0.753**	0.000	0.05
cdev8	0.727**	0.000	0.05
cdev9	0.756**	0.000	0.05
cdev10	0.786**	0.000	0.05

Table 3 shows that in the Cronbach Alpha value-based reliability test, the values of all variables are more significant than 0.60, which, according to the criteria, can be reliable (Raharjo, 2014a).

Table 3.
Reliability Test Result

Variable	Cronbach's Alpha
Work environment (wr)	0.842
Career development (cdev)	0.909
Job performance (perf)	0.892

Furthermore, data analysis was carried out using multiple linear regression to determine the support for the research hypothesis. The test results are shown in Table 4.

Table 4.
The result of Regression Analysis

Model	B	Std. Error	t value	Sig.
Constant	.139	1.282	.108	.914
Work environment → job performance	.342	.142	2.408	.018
Career development → job performance	.426	.083	5.138	.000
R square				
		.610		
F test				
		76.717 sig. 0.000		

Based on the test results with multiple linear regression analysis, the regression equation can be arranged as follows: $Y = 0.139 + 0.342X_1 + 0.426X_2 + e$.

Referring to Table 4, the regression coefficient of the effect of work environment on job performance is 0.342 and has a positive direction. Based on the table above, it can be seen that the work environment has a t-test value of $2.408 > t$ table (i.e., 1.96) with a significant level of $0.018 < 0.05$, so

hypothesis 1 is supported. Thus, employee performance will increase if the work environment is rated higher. Vice versa, job performance will also decrease if the work environment decreases.

The regression coefficient of the influence of career development on job performance is 0.426 and has a positive direction. Career development has a t-test value of $5.138 > t_{table}$ (i.e., 1.96) with a significant $0.000 < 0.05$, so hypothesis 2 is supported. It shows that job performance will increase if employees' career development is high. Vice versa, if career development decreases, job performance will also decrease.

Table 4 also shows that the research model has conformity with the data set (Zach, 2019), namely the calculated F value of 76.717 with a significance level of 5%. Furthermore, based on the coefficient of determination, the magnitude of R Square is 0.610. The results of this statistical calculation mean that the ability of the independent variables (work environment and career development) to explain the variance of the dependent variable (job performance) is 61.0%, and other variables outside the analyzed regression model explain the remaining 39.0%.

Based on the results of this study, it can be seen that the work environment positively affects employee performance. It shows that a good work environment can improve employee performance. Furthermore, organizations can obtain positive behavior from employees who work effectively for their benefit to have a good impact and be beneficial for them. This finding supports Lindeberg et al.'s (2022), and Sihalolo and Siregar (2019) study that the work environment positively affects employee performance. A good work environment increases the level of concentration of employees in the workplace, and this condition causes an increase in the level of employee productivity. An excellent physical and social work environment will help improve

employee performance. Especially for administrative employees likely to do most of their tasks within the office area, the physical environment, the availability of work equipment, and a comfortable working atmosphere are essential.

This study also found that career development positively affects job performance. This finding supports previous research by Balbed and Sintaasih (2019) and Lee and Lee (2018). Organizations that provide career opportunities for their employees and employees that are also proactive in learning to improve their competencies will help them to be more high-performing.

The results of this study support the social exchange theory that if the company and its representatives (i.e., supervisor/managers) provide favorable treatment for their employees, they will also receive favorable returns from employees. For administrative employees, a pleasant work environment can make it easier for them to carry out their duties. Furthermore, they will interpret career development as an appreciation for their work. Moreover, if they can get a higher job position or the opportunity to show their abilities with these career development activities, they will perceive a good gift from organizations. It will encourage them to repay with high performance.

CONCLUSIONS

This study supports hypothesis 1, that the work environment positively affects employee performance. Thus, employees will perform well if organizations provide a good work environment. The finding supports the results of the study of Lindeberg et al. (2022) and Sihalolo and Siregar (2019). The results also show that hypothesis 2 is supported. This study finds that career development has a positive effect on employee performance. This result is consistent with previous studies' findings, such as those of Balbed and Sintaasih (2019) dan Lee and Lee (2018).

Based on this study's results, organizations need to provide a comfortable work environment and support employees to complete their tasks to get high employee performance. Furthermore, companies need to provide and inform employees of career development opportunities. Employees also need to be proactive in setting career goals, asking for supervisor feedback, and continuing to learn to improve their competence and performance.

However, this study also has limitations. First, this research was only conducted in the field of work as an administrative employee in Surabaya. Therefore, further research is recommended to examine the research model on employees in other occupations who may get different results. Second, this study only considers the work environment and career development as antecedents of administrative employee job performance. Future studies could consider identifying other employment factors, such as peer and supervisor support and person-job fit. Working in the administrative field requires employees to have the ability to multi-task (Half, 2016), work efficiently, and master digital (Makhmudova et al., 2020). Therefore, employees may need social support from other parties and acceptance of their working conditions to continue doing their jobs.

The findings of this study provide insight for companies and managers to provide a comfortable work environment for employees. The work environment can be influenced by how it is managed and the work culture (Lindeberg et al., 2022). In addition, employees must have career goals, strive to continue learning, and look for opportunities to achieve their career goals.

Based on the respondents of this study, most of them are employees from the millennial generation. For them, promotion and career development are important (James et al., 2011). Therefore, companies and managers need to consider meeting this expectation. The human resource

management (HRM) unit can support employee career development (Potnuru & Sahoo, 2016), Such as conducting routine and objective performance appraisals, managing information on lists of high-performing employees, and providing an employee promotion system. In addition, the HRM unit can train supervisors to conduct performance appraisals objectively. Training programs can also be provided to all employees to have a harmonious working relationship. Furthermore, organizations can carry out various career development activities such as job enrichment and rotation (Loyarte-López et al., 2020).

The identification results in the data show that the item with the lowest mean value in the work environment variable is in the statement, "My relationship with coworkers is very harmonious". Organizations must pay more attention to the working relationship between employees to get a good work environment. Conflicts between employees can shift focus and absorb employee energy. As a consequence, employee performance may decrease. Organizations can organize gatherings or encourage employees to respect each other among coworkers to strengthen good employee relations. Thus, employees will feel the care and favorable actions of the organization for them. They will then respond with increased performance.

The lowest mean value in the career development item is in the statement, "The good relationship I have with my supervisor makes my career bright". This result indicates that good relations between employees and supervisors do not always make one's career brilliant; supervisors have not provided good feedback to improve performance. In addition, They may not provide information about their employees' career paths and growth opportunities. Therefore, supervisors need to be influential mentors, provide career path information, and objectively assess the performance of their employees. Thus, employees

experience favorable treatment, namely, the opportunity to develop their careers. As a consequence, they will respond by increasing their performance.

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