

# The Influence of Career Developments to The Work Motivation of Employees of Health Polytechnic of Surabaya

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**Abstract:** *The purposes of this study are to analyze and to examine the influence of education, training, promotion, and mutation at Health Polytechnic of Surabaya to employees work motivation. The data collecting method is the field observation, by distributing questionnaires and interviewing 203 employees as samples. Then, the data was processed and analyzed by using Multiple Linear Regression Analysis method. By F-test, it can be concluded that education, training, promotion, and mutation simultaneously influence employees work motivation. By T-test, each independent variable, i.e. education, training, promotion, and mutation, has partial influence to employees work motivation. Also, promotion is a dominant variable for employees work motivation.*

**Keywords:** Education, Training, Promotion, Mutation, Work Motivation.

## 1. INTRODUCTION

By the implementation of National Development Movement that is focused on health to realize Healthy Indonesia 2010, Health Polytechnic of Surabaya is summoned to create health workers who are skilled and qualified in terms of types and quantity that are adequate to fulfill the needs and demands of the society in health service. Health Polytechnic of Surabaya is a Technical Operational Unit of Ministry of Health of Indonesia, which is under the supervision of and is responsible to the Board of the Development and Empowerment of Health Human Resources, whom duties and functions are an executive of the development of vocational professional education and an executive of research in professional education and health.

The problem is that there is a great difference between structural employees and functional employees in terms of employees' career development. Most structural staffs think that their careers develop slower than the functional employees – in this case, the lecturers in Health Polytechnic of Surabaya. Some efforts in career development have been done by structural employees such as joining training, but structural employees do not show an advance development in their careers and grades.

Career developments especially for functional employees really support the education development of Health Polytechnic of Surabaya. This will be more meaningful if it is supported by career developments of structural employees. In fact, the career development will motivate the employees that can increase and effect employees' performance. The high employees' performance will facilitate the objectives of Health Polytechnic i.e. developing vocational professional education and conducting researches in professional education and health. However, this must be proven further.

A career development is a process of increasing the individual skills achieved in order to gain the expected career. Several things related to career developments are performance, exposure, work link, resignation, loyalty to organizations, supervisor and sponsor, staffs who have a key role, a chance to grow, and international experience.

Armstrong (2007:68) proposed that motivation means something that makes people act or behave in certain ways. Motivation is something that stirs people to achieve a sense of

common purpose by making sure that the wants and needs of an organization and its members are harmonious or balance. Thus, this research will explain the importance of career developments that consist of education, training, promotions, and mutation that influence employees' motivations especially in Health Polytechnic of Surabaya.

## 2. RESEARCH METHODS

### Career Development

According to Rivai (2005:290), a career development is a process of improving individual skills achieved in order to gain expected career. Meanwhile, according to Handoko (2009: 131) a career development is individual efforts of an employee to achieve a career plan, which is supported by personnel department, or does not depend on the department. A career development can be done by education, training, promotion, and mutation.

#### 1. Education

Martoyo (Sikula, 2011: 64) explained that education is a process of human resources development, in which education development is more philosophical and theoretical compared to training. By means of education, someone is prepared to have provisions to be ready to know, to recognize, and to develop the thinking method systematically to solve the problems faced in the future. This will be shown in individual performances, which in the end will guarantee the increase of job productivity.

#### 2. Training

Rivai (2005: 226) said that a training is a part of skill education outside the education system applied an a relatively short time with a method that focused more on practice than theory. A training is an activity to improve current and future performances. According to Nawawi (2008: 319), a training is a process of giving assistance to the workers or members of organizations to master skills and special expertise to fix flaws in working.

#### 3. Promotion

According to Moekijat (2008: 105), the term promotion means progress, moving forward, granting status, and higher rewards. A promotion is a change of positions which includes a greater responsibility. A promotion for an employee is more important than the increase of salary. Generally, every promotion means a gift of much more money. If an employee

knows that there will be a chance to be promoted, there will be a push to the employees to keep working for the government. In fact, it is hard to imagine a service system/ position in the government offices without any promotion.

#### 4. Mutation

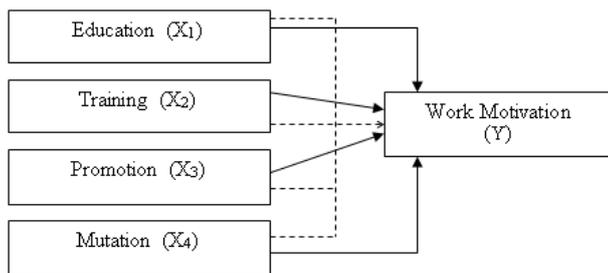
Transfer and demotion are two main activities in placing the employees in a company. Transfers happen when an employee is moved from a division to other division with the same level of salary, responsibility, or the structure. Demotions happen when an employee is moved from a position to another position which is lower, either the salary, responsibility, or the structure. Moekijat (2008: 107) said that a transfer is formed as change in a position from a grade to another grade which is neither higher nor lower in salary plan.

#### 5. Work Motivation

Robbins and Judge (2008: 230) stated that motivation is defined as a process that results in individual intensity, direction, and diligence in the effort to achieve a goal. Armstrong (2007: 68) explained that increasing motivation can result in more efforts which are realized in the form of performance.

#### Research Model

The research proposed is shown in Picture 1.



Picture 1  
Research Model

#### Hypothesis

H1 : Career developments which consist of education, training, promotion, and mutation simultaneously have significant influence to the work motivation of employees of Health Polytechnic of Surabaya.

H2 : career developments which consist of education, training, promotion, and mutation partially have significant influence to the work motivation of employees of Health Polytechnic of Surabaya.

H3 : A promotion is a dominant variable which influence the work motivation of employees of Health Polytechnic of Surabaya checked.

#### METHOD

This is an explanatory research because the purpose is to explain the causal relationship among variables through hypothesis testing and is a conclusive research. The population is all employees in Health Polytechnic of Surabaya i.e. all structural and functional employees that are 542 employees. The sample is 203 structural and functional employees.

The sampling method is stratified proportional sampling. The analysis technique is multiple linear regression analysis, F-test, and T-test. Before being analyzed, the data is tested for its validity and reliability

## 6. RESULTS AND DISCUSSION

### Validity Test Result and Measuring Instrument Reliability

The result of validity test with product moment Pearson (r-count) correlation, it is known that all statement items are valid. It is valid because the r-count grade of all statement items in the questionnaires are positive and higher than r-table (r-count > r-table). The grade of r-table is  $\alpha=0.05$  with free degrees (df) = 199 that is 0.0905.

The reliability test result shows that each study variable has Alpha Cronbach ( $\alpha$ ) higher than 0.60 so it can be concluded that all study variables are reliable to be analyzed further.

### Multiple Linear Regression Analysis Result

This research applies multiple linear regression to see the influence of education (X1), training (X2), promotion (X3), and mutation (X4) to work motivation of employees of Health Polytechnic of Surabaya.

Table 1. Multiple Linear Regression Analysis Result

Variable	Regression Coefficient	t	Sig.
Education (X <sub>1</sub> )	0,211	5,360	0,000
Training (X <sub>2</sub> )	0,277	6,791	0,000
Promotion (X <sub>3</sub> )	0,310	7,004	0,000
Mutation (X <sub>4</sub> )	0,296	6,169	0,000
R	0,807		
R Squared	0,651		
Constanta	-0,044		
Standart Error	0,17656		
F Change	92,797		
Sig. F	0,000		
Durbin-Watson	2,169		

Source: processed data (2010)

Based on Table 1, it can be made multiple linear regression model i.e.  $Y = -0,044 + 0,211 X_1 + 0,277 X_2 + 0,310 X_3 + 0,296 X_4$

- Intercept Constanta that is -0,044 shows average work motivation of employees when the free variable is zero.
- Regression coefficient X1 that is 0,211 shows that if education variable increase 1 unit so work motivation will increase 0,211 with an assumption that other free variables are constant.
- Regression coefficient X2 that is 0,277 shows that if training variable increase 1 unit so work motivation will increase 0,277 with an assumption that other free variables are constant.
- Regression coefficient X3 that is 0,310 shows that if promotion variable increase 1 unit so work motivation will increase 0,310 with an assumption that other free variables are constant.
- Regression coefficient X4 that is 0,296 shows that if mutation variable increase 1 unit so work motivation will increase 0,296 with an assumption that other free variables are constant.
- Multiple correlation coefficient grade (R) of multiple linear regression is 0,807. (R) Grade shows that the relationship between work motivation (Y) variable with other four free variables i.e. education (X1), training (X2), promotion (X3), and mutation (X4) is strong (almost 1).
- Determination coefficient grade (R<sup>2</sup>) of multiple linear analyses is 0,651. This means 65,1% of employees' work

motivation can be explained by four free variables namely education (X1), training (X2), promotion (X3), and mutation (X4), whereas 34,9% shows that employees work motivation is influenced by other variables or factors but free variables examined.

h. Standard Error of The Estimated (SEE) is 0, 17656. The lower SEE will make the regression model become smaller in predicting other free variables.

### Classical Assumption Test Result

In multiple linear regressions, there are several classical assumptions that must be met to produce an accurate or close-to-reality linear estimator. The results of the three classical assumptions in this study have met the assumption in which there is no auto-correlation, no heteroskedasita, and no multikolinieritas.

### Hypothesis Test Result

To test the influence of free variables simultaneously, F-test statistic technique can be used by the following steps:

1. Deciding the formulation of hypothesis

$H_0 : b_1 = b_2 = b_3 = b_4 = 0$ , meaning that education, training, promotion, and mutation simultaneously do not have significant influence to the employees working motivation.

$H_1 : b_1 \neq b_2 \neq b_3 \neq b_4 \neq 0$ , meaning that education, training, promotion, and mutation simultaneously have significant influence to the employees working motivation.

2. Deciding the critical grade, by comparing Fcount and Ftable. In significant level 0,05 and  $n = 199$  it is known that  $V_1 = k = 4$  and  $V_2 = 199$  (from  $203 - 4$ ), so the grade of Ftable is 2,45.

3. The comparison between the grade of Fcount and the grade of Ftable, Based on Table 4.3 it is known that the grade of Fcount = 92,797 whereas Ftable with significance level 0,05 and  $V_2 = 199$  is 2,45.

4. Based on the grade of Fhitung ( $92,797 > F_{table}$  (2,45), so it refuses  $H_0$  and accepts  $H_1$ . It means that education, training, promotion, and mutation simultaneously have significant effect to the work motivation of the employees of Health Polytechnic of Surabaya.

To test the influence of each free variable (Xi) partially to the non-free variable (Y), T-test is used. The analyzing steps in hypothesis test for regression coefficient are as follows:

1. Deciding the formula of hypothesis:

$H_0 : \beta_i = 0$ , meaning that Xi partially does not have influence to Y.

$H_1 : \beta_i \neq 0$ , meaning that Xi partially has influence to Y.

2. Deciding the critical grade is by comparing tcount and t in the significant level 0,05 and  $n = 204$ . In the significant level 95% and  $df = 203 - 3 = 199$  so the t-test critical grade is  $\pm 1,658$ .

3. The comparison between tcount and ttable for each variable is shown in Table 4.5.

Table 2. Comparison between ttable and tcount

Variable	$t_{table}$	$t_{count}$
1. Education (X <sub>1</sub> )	1,658	5,360
2. Training (X <sub>2</sub> )	1,658	6,791
3. Promotion (X <sub>3</sub> )	1,658	7,004
4. Mutation (X <sub>4</sub> )	1,658	6,169

Source: Data processed (2010)

4. Decision Making

a. Based on the comparison between the grade of tcount and ttable for X1, it is shown that the grade of tcount (5,360) > ttable (1,658) so  $H_0$  is refused and  $H_1$  is accepted. The conclusion is education partially has significant influence to work motivation of employees of Health Polytechnic of Surabaya.

b. Based on the comparison between the grade of tcount and ttable for X2, it is shown that the grade of tcount (6,791) > ttable (1,658) so  $H_0$  is refused and  $H_1$  is accepted. The conclusion is training partially has significant influence to work motivation of employees of Health Polytechnic of Surabaya.

c. Based on the comparison between the grade of tcount and ttable for X3, it is shown that the grade of tcount (7,004) > ttable (1,658) so  $H_0$  is refused and  $H_1$  is accepted. The conclusion is promotion partially has significant influence to work motivation of employees of Health Polytechnic of Surabaya.

d. Based on the comparison between the grade of tcount and ttable for X4, it is shown that the grade of tcount (6,169) > ttable (1,658) so  $H_0$  is refused and  $H_1$  is accepted. The conclusion is mutation partially has significant influence to work motivation of employees of Health Polytechnic of Surabaya.

Standardized coefficients can be used to find out the dominant influence of the four variables i.e. education, training, promotion, and mutation to the work motivation of employees. This is done by finding out standardized coefficients of each free variable; the higher standardized coefficients of a free variable partially contributes greater influence to the work motivation of the employees.

Table 3. Beta Grade (standardized coefficients)

Variable	Beta Grade (standardized coefficients)
1. Education (X <sub>1</sub> )	0,239
2. Training (X <sub>2</sub> )	0,309
3. Promotion (X <sub>3</sub> )	0,325
4. Mutation (X <sub>4</sub> )	0,300

Source: data processed (2010)

Table 3 shows the grade of promotion free variable (X3) is 0,325 that is stated as having dominant influence to work motivation of employees of Health Polytechnic of Surabaya because the standardized coefficients of promotion variable is higher than other free variables.

### DISCUSSION

The results of multiple linear regression analysis and hypothesis test (F-test and T-test) in this study show that simultaneously and partially education, training, promotion, and mutation variables have significant influence to the work motivation of the employees of Health Polytechnic of Surabaya. Simultaneously, the four variables namely education, training, promotion, and mutation influence the work

motivation. This is shown by the great contribution of career developments - that consist of education, training, promotion, mutation - to the work motivation of employees of Health Polytechnic of Surabaya that is 65,1% , whereas the other 34,9% is other factors that are not studied.

This study shows that the implementation of career developments that consist of education, training, promotion, and mutation simultaneously and partially has influence to the work motivation of Health Polytechnic of Surabaya employees. This study supports Sukendar (2004), who concluded that career developments of employees of Bank Tabungan Pensiun Nasional Bandung Branch simultaneously and partially have quite strong and positive influence to the work motivation of employees. Besides, it also supports Kustiana (2006) who summed up that training has significant influence to the youth motivation.

Maslow's theory of needs (Gibson et al., 2007) explained that the motivation of fulfilled needs stops, meaning that if the career development is still needed by employees so their motivation will increase. Thus, if the career development is not needed, their motivation will decrease. Based on Maslow's theory of needs, the highest level need in the needs of career development is self actualization. Self actualization is human need to fulfill actualization in social life using the maximum ability, skill, and potential. Self actualization of an employee is really influenced by the level of education.

Education will show someone's ability in doing his/ her tasks so it is expected to gain sufficient results according to what is expected by the organization or company. An education degree will ease to solve problems in the organization or in the employee's unit. The higher education degree will be charged the greater responsibilities and work innovation. An employee's education has a great potential in the career development and motivates to work harder in the future. Hence, it needs to give the same chances to upgrade their education because the result will give a huge benefit for the organization where they work.

This study also shows that promotion has dominant influence to the work motivation of Health Polytechnic of Surabaya employees. Empiric data shows that the standardized coefficient of promotion is 0,325. According to Moekijat (2008: 105), promotion means progress, moving forward, granting status, and higher rewards. A promotion is a change of positions which includes a greater responsibility, a movement upwards, a ladder of power. A promotion is a movement to a higher position. A promotion is one's better progress in working.

Promotion becomes a dominant variable of career developments in motivating an employee in working because promotion shows the progress in one's career (position enhancement). Promotion makes the responsibility greater, shows better skills, especially the raise of salary. An employee who is promoted will be more passionate in working so that the motivation will be automatically increase

## 7. CONCLUSION

1. Career developments which consist of education, training, promotion, and mutation simultaneously have significant influence to the employees' work motivation of Health Polytechnic of Surabaya.
2. Career developments which consist of education, training, promotion, and mutation partially have significant influence to the employees' work motivation of Health Polytechnic of Surabaya.
3. Promotion is a dominant variable which has influence to the employees' work motivation of Health Polytechnic of Surabaya.

## 8. SUGGESTION

1. Give the same chances to all employees, not only prioritize the lecturers.
2. Give the same chances to all employees to continue their education.
3. This study shows that the employees' motivation is still low, so it needs to increase the motivation by giving rewards for employees who have achievement such as scholarships and training.

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