



THE IMPROVING EMPLOYEE PERFORMANCE IN LARGE-SCALE OF MANUFACTURING-INDUSTRIAL WORKERS THROUGH THE ORGANIZATION'S CLIMATE REINFORCEMENT, THE TRAINING, CAREER SUCCESS AND WORK MOTIVATION IN PALEMBANG

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Abstract

This research aims to investigate employee performance improvement strategies in large-scale manufacturing industries in Palembang by integrating organizational climate strengthening, training, career success, and work motivation. Specifically, this investigation will focus on the manufacturing industry in Palembang. The mixed method is used, which provides a comprehensive understanding of the factors that contribute to improving employee performance by combining quantitative and qualitative approaches.

The findings from this study indicate that Organizational Climate has a significant positive impact on employee motivation (t-statistic value = 2.639, P-Value = 0.004). Improving Organizational Climate has the potential to increase Work Motivation. In addition, Organizational Climate also has a significant positive effect on Employee Performance (t-statistic value = 1.966, P-Value = 0.025). Improving Employee Performance can also be achieved through this factor. Training positively and significantly impacts employee motivation (t-statistic value = 3.257, P-value = 0.001). Improvements in training also have a positive and significant impact on Employee Performance (t-statistic value = 2.264, P-Value = 0.012). Employee success also significantly affects employee motivation (t-statistic value = 3.341, P-value = 0.000). Career development can increase Work Motivation, and an increase in Career Success also contributes positively and significantly to Employee Performance (t-statistic value = 2.243, P-Value = 0.013). Work Motivation wholly and substantially influences Employee Performance (t-statistic value = 2.314, P-value = 0.011). These findings confirm that higher work motivation can help improve employee performance. The P-value = 0.013). Work Motivation positively and significantly affects Employee Performance (t-statistic value = 2.314, P-value = 0.011). This finding confirms that higher work motivation can help improve employee performance. The P-value = 0.013). Work Motivation positively and significantly influences Employee Performance (t-statistic value = 2.314, P-value = 0.011). These findings confirm that higher work motivation can help improve employee performance.

The role of work motivation mediators is investigated, and this research reveals several significant findings related to that role. There is no significant influence between organizational climate and employee performance through work motivation as a mediator (the significance level of the P-value for the Sobel test is 0.065). Despite this, training has been shown to significantly impact employee performance, with work motivation serving as a mediator (significance P-value from the Sobel test = 0.036). Career success has a significant indirect effect on employee performance, mediated by work motivation (the considerable p-value for the Sobel test is 0.035).

Keywords: Employee Performance, Organizational Climate, Training, Career Success, and Work Motivation

INTRODUCTION

The achievements of an organization depend not only on the assets and infrastructure that the organization possesses; the availability of a competent workforce is also a contributing factor. Every company needs to have human resources that are physically and mentally healthy, have a positive mentality, are disciplined, have enthusiasm, and have the

skills and abilities necessary to meet the challenges and needs of the working world. Improving the quality of employees will encourage improved performance from those employees, and providing training with reasonable requirements will achieve this goal. Exercise is meant to not only serve as a refresher on how to handle the work that is the routine of the employee in question but also to continue to try to find innovations in every work that is done for the work to be more effective and efficient when compared to a time before employees received training. The existence of a training program provided by the company is expected to be able to measure employee performance from time to time,

In the modern world of work, one way to evaluate an employee's contributions to their employer is to assess their performance. The performance of an employee is satisfactory if the employee can deliver the highest possible level of work results by standards that have been established and mutual. The existence of a performance assessment, which is usually stated in the form of a job evaluation form, is a form of evaluation carried out by the organization on employee performance. Several things, including ability, desire and environment, determine employee performance. To perform well, an employee must have the knowledge and high desire to do and know his job. Mattone & Xavier (2013) stated that the importance of human resources in being able to obtain market differentiation,

Manufacturing companies buy raw materials, transform them into finished goods ready to use, and then sell those finished goods to customers who require them. Because manufacturing companies carry out their production processes for the goods that will be sold, manufacturing companies' operations are more complex than the operations of trading companies. The main activity of a manufacturing company is production, where production activities are activities to create or increase the use of goods or services through existing resources, including labour, equipment or machines, facilities, materials and capital. In 2013, Indonesian manufacturing companies were projected to increase to 7.1%. Uncertainty is still present even though it is accompanied by the economic conditions in the United States of America (USA) and the European Union (EU). The expansion of the manufacturing sector in Indonesia continues to be unaffected by several unfavourable trends, including rising petrol prices, basic electricity tariffs, minimum worker wages, unreliable infrastructure, and a depreciating rupiah exchange rate. It is anticipated that competition in the manufacturing industry will motivate each company to improve its performance to realize the intended objectives continuously.

The industry's desired achievements can become a reference for human resources in improving company performance. If a company with many employees experiences productivity and health problems, then the company's performance will also automatically experience problems. The disorder in question is that some of the employees do not have enthusiasm at work, as a result of continuous routines resulting in boredom and job dissatisfaction, and feel that the work being undertaken is a burden that must be done so that it can cause employee performance to continue to decline. Every company engaged in the manufacturing industry is constantly faced with the same problems, namely incompetent human resources, educational levels, and economic and organizational systems that have been unable to produce a healthy business environment. Odunlami and Matthew's (2015) research stated that companies cannot be broken down or divided by companies; they are all related. Unsurprisingly, the company management will also experience a problem if a human resources crisis occurs. Indonesia states that employees are an inseparable part of human resource management. It is reinforced by research by Hyginus Emeka Nwosu, Juliet Ifoema Awurum, and Ifeany Emmanuel Okoli (2015: 249), which states that the manufacturing industry is listed as one of the engines of employment growth, which is expected to create wealth for development, this industry will not be able to overcome the challenges reflected in its poor performance over the years. Therefore, an employee performance crisis is a problem that will be faced by management in the company. A positive image for the company can be achieved through employee performance that contributes positively to the overall value. Because of this, it is essential to emphasize that the crisis in employee performance is a problem that management will face within the company. A positive image for the company can be achieved through employee performance that contributes positively to the overall value. Because of this, it is essential to emphasize that the crisis in terms of employee performance is a problem that will be faced by management in the company. A positive image for the company can be achieved through the strong performance of its employees.

Every company operating in today's era of globalization and unrestricted market access must contend with a business environment fraught with unpredictability and increasingly cutthroat competition if it hopes to achieve its goal of being at the forefront of every aspect of commercial activity. The work results that individuals want to achieve in carrying out their responsibilities can be seen as an evaluation of employee performance (Rizaldi, 2015). These work results are based on the abilities, experience, and skills that individuals apply to complete tasks. Employee capabilities and skills, whether high or low, can have an impact on

their productivity, and this will have a direct effect on the company's overall performance. Employees who show exemplary performance are expected to make a positive contribution to the company,

The performance of employees is the primary issue facing a company; however, achieving satisfactory levels of performance from employees takes time and effort but instead calls for ongoing evaluation. The accomplishment of organizational goals will be influenced positively by successful outcomes or the performance of employees. The evaluation of an employee's performance is intimately connected to that individual's performance, and the evaluation of an employee's performance is required to ascertain the level of success achieved by that employee.

It is anticipated that the climate within the organization will lead to increased employee performance, which is essential for accomplishing company goals. Ability and work motivation contribute to improving employee performance and achieving high-performance levels. Suppose an employee has the ability and high work motivation, of course. In that case, this will be good for the company to meet the needs used in achieving the company's vision and mission, and the company will certainly generate large profits if many employees have the same factors. It can increase performance at work.

The concept that "the right person in the right position at the right time" has significance and is considered the primary factor in gaining excellence from human resources is "the right person in the right position at the right time." In this sense, humans always play an active and dominant role in all of the activities within organizations, regardless of whether those activities occur in the public or private sector. It is due to humans' role in public organizations as planners, actors, and determinants in accomplishing their missions and objectives. This goal will only be achieved with the active role of humans (in this case, employees); how sophisticated the tools owned by public and business organizations will only benefit the organization if there is an active role in employee performance. Managing employees has a certain level of difficulty and complexity because employees have heterogeneous thoughts, feelings, social status, desires and backgrounds that can differentiate one from another (typical). The critical role of a leader or manager is how these unique employees can be managed well through human resource management so that they can contribute to the running of public and business organizations according to the organization's vision, mission, strategy and values .

A human resource approach, both in large and small companies, will create a sense of security and satisfaction at work (quality of work life) and allow human resources in their environment to compete. This hope is based on the fact that it will be possible to create a sense of security and satisfaction at work. In all companies/organizations with workers/employees as human resources, communication is required openly within the limits of their respective powers and responsibilities. Smooth and timely communication can be used to obtain important information from employees/workers. Facing various competitions in achieving development where organizational tasks and functions are increasingly complex always requires several factors that contribute to the completion of organizational tasks,

Researcher Ian Yoeyong Rahsel (2016) stated various labour problems, including low human resource performance. The low level of employee performance is influenced by work motivation. Research by Rokhman (2002) states that empowering human resources is a strategy to improve human resources by giving them responsibility and authority, which will hopefully enable them to achieve higher performance in an era that is constantly changing so that companies are always expected to have a competitive advantage in facing free competition. Human resources are the most critical resource in supporting the success of a company or organization.

To improve performance, organizations can employ various strategies to develop and keep the skills and expertise of their human resources up to date. These strategies can be used to deal with a variety of challenges. According to Cohen et al. (2004), organizations have a responsibility to make an effort to plan human resource career development programmes that are tailored to their career needs. The more significant the gap between the career development programme designed by the organization and career needs, the greater the level of dissatisfaction that will result. Employees who are led to believe that their careers are the ultimate destination in life will be more motivated to take the steps necessary to realize their professional goals. Research conducted by Vendriana Lisdiani (2017) states that every organization needs to retain employees who are successful in their careers because employees who are successful in their careers are expected to show performance that supports the needs of the organization.

The existence of organizational support for developing the careers of its employees can be seen from the perception of career development within the organization. Predicting career success for someone is a highly complex factor, so success is a shared responsibility between the organization where the employee works and the individual himself (Koekemoer, 2014).

Someone committed to their career will be more open to participating in development and training and gaining knowledge that will help them advance in their career (Sultana et al., 2016). The existence of organizational support to develop the careers of its employees can be seen from the perceived career development perceptions in the organization. Predicting career success for someone is a highly complex factor, so success is a shared responsibility between the organization where the employee works and the individual himself (Koekemoer, 2014). Someone committed to his career will be more open to participating in development and training and acquiring knowledge that will help him advance in his career (Sultana et al., 2016).

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The city of Palembang is geographically located at an average height of 8 meters above sea level, with an area of 400.61 km² as the provincial capital, administratively divided into 16 sub-districts and 107 sub-districts, with the growth of the manufacturing industry sector continuing to fluctuate by 1,70%. The highest increase in the absorption of the working population occurred in the large-scale manufacturing industry sector, which absorbed workers with contract, honorary and permanent employee status. The following is a description of the large category of the manufacturing industry workforce in Table 1.

Table 1. Absorption of labor in the large-scale manufacturing industry sector by gender and education level in the city of Palembang

Year	Gender		Education			Total
	Man	Woman	SMA/SMK	Diploma	Undergraduate/ Postgraduate	
2017	134600	38400	157915	37988	162010	530913
2018	112796	37588	93185	19216	58878	321663
2019	118477	32304	297808	45165	107425	601179
2020	128684	31742	85015	48533	99824	393798
2021	132405	31381	322967	40593	111271	638617

Source: Sakernas city of Palembang, 2017, 2018, 2019, 2020 and 2021

An increase in average employee performance only sometimes accompanies sustainable growth in employment in the manufacturing sector. However, superior employee performance is a factor that is expected to provide competitiveness for the company in competition with other companies so that the company can be considered to have quality performance. Measurement of employee performance is always related to the individual's work achievement. In the manufacturing industry, a decline in employee performance can be assessed based on the financial impact they have on the company, considering that each company has different criteria and standards for assessing the performance of their employees. The Human Resources Cost method is utilized in order to make a comparison between the expenses that are incurred in order to keep employees and the contributions that are made to the company by these employees. A decrease in employee performance may occur in a company when there is insufficient work motivation and an insufficient amount of comfort in the working environment. As can be seen in Table 2, the preliminary survey that was carried out revealed that there had been a steady decline in employee performance during specific periods in several large manufacturing companies located in the city of Palembang over several years.

Table 2. The average output of large-scale manufacturing industries in the city of Palembang

Year	Total Production	% Decrease
2017	41.162,16	4,12
2018	38.487,12	3,85
2019	34.653,76	3,47
2020	33.462,72	3,35
2021	33.440,00	3,34

Source: BPS data processed

The main issue is the decline in employee performance, especially in the manufacturing sector, which harms company productivity and can hinder achieving company goals. Therefore, the success or failure of the company in achieving the set goals is closely related to

the performance of human resources within the organization (Nurcahyani & Adnyani, 2016). The main focus of this study is the research gap, namely the decline in employee performance in large-scale manufacturing industries in the city of Palembang.

Employee performance

Performance describes the extent to which a program, activity or policy has been successfully implemented to achieve the goals, objectives, vision and mission set by the organization's planning strategy. Performance appraisal has a significant role in establishing cooperation with employee members. According to Handoko (2000), performance is defined as a process in which the organization assesses and evaluates the achievements of employees or employees. Performance can be measured based on employee performance in tasks, where performance is considered excellent and successful if the expected goals are achieved satisfactorily. According to Simanjuntak (2005), performance refers to achieving results from implementing specific tasks. Hasibuan (2012) defines performance as the result of a person's work in carrying out their duties based on ability, effort, and the opportunities they have, which are measured against predetermined standards and criteria.

Work motivation

It is widely acknowledged that motivation in the workplace drives individuals from within themselves to achieve particular goals. According to the research conducted by JL Gibson, JM Ivancevich, JH Donnelly, Jr., and R. Konopaske (2012), "motivation" refers to the internal driving force that prompts individuals to initiate and direct their behaviour. This concept helps explain variations in the intensity of behaviour and provides direction for the behaviour. Rajeswari Devadass (2011) argues that work motivation is a phenomenon related to individuals in the work context. It involves a combination of internal and external forces that trigger work-related behaviour and determine its nature, purpose, strength and duration. Mangkunegara (2005) defines work motivation as a condition that influences and encourages behaviour related to the work environment. According to Robbins (2014), work motivation is a process that involves individuals, intensity, direction, and effort given to achieve a goal.

Organizational Climate

In order to support the realization of an organization's vision and mission, every business needs to have a supply of high-quality human resources. From upper management to

lower management, human resources are the most critical factor in an organization's ability to carry out its functions effectively. It holds across all management levels. The quality of human resources is reflected in their active and dynamic nature. Employee performance has always been the main focus of academics and practitioners because the role of employee performance as a whole has a significant impact as a support for organizational performance.

Kaushik Kundu (2007) states that organizational climate is an individual's perception of the organization and a collection of characteristics that govern the individual's behaviour. Martini, Yuliano R (2003) revealed that organizational climate reflects the internal condition of an organization because only members of the organization can feel this climate, and this climate can be a means of identifying the causes of negative behaviour that may arise in employees. Wirawan (2008) describes the organizational climate as the views of members of the organization and those who interact regularly with the organization regarding situations that exist or take place in the organizational environment. Kusnan (in Darodjat, 2015) defines organizational climate as an aspect that can be measured in the work environment, both directly and indirectly,

Training

According to Mangkunegara (2017), training is defined as a brief educational process that follows organized and systematic procedures, and it is intended to provide non-managerial employees with the opportunity to acquire technical knowledge and skills within a limited range of goals. According to Marwansyah (2016), training aims to provide individuals with abilities that enable them to effectively carry out specific tasks or jobs in the work context while preventing the decline of skills at all levels of the organization. Dessler (2015) defines training as providing new and existing employees with the necessary skills to perform their duties well.

Career success

Putting in professional effort almost always results in promotions and advancements in one's career. Everyone with a job has the same goals in mind for their professional lives, but there are still quite a few people who need help getting where they want to go in their chosen field. According to Gunz and Heslin (2005), successful careers have been a topic of interest for a long time, not only for people who are actively involved in careers but also for researchers and field practitioners. Career success is one of the main goals in many people's

lives, and it is hoped that Hughes can become a strong motivator for positive results, where career success can be measured through objective and subjective career success.

Abele and Spark, 2009 stated that salary, salary increases, status and promotions are commonly used indicators of objective career success because they can be measured and verified directly, while subjective career success can be measured using indicators from individual reports. They have felt career satisfaction, including an increase in career level and work professionalism. Cascio, Wayne F. (2014) stated that career success is the sequence of positions a person occupies during his lifetime. According to Handoko (2000), career success is all the work or positions handled or held during a person's working life.

Framework

The framework for this research is described as follows:

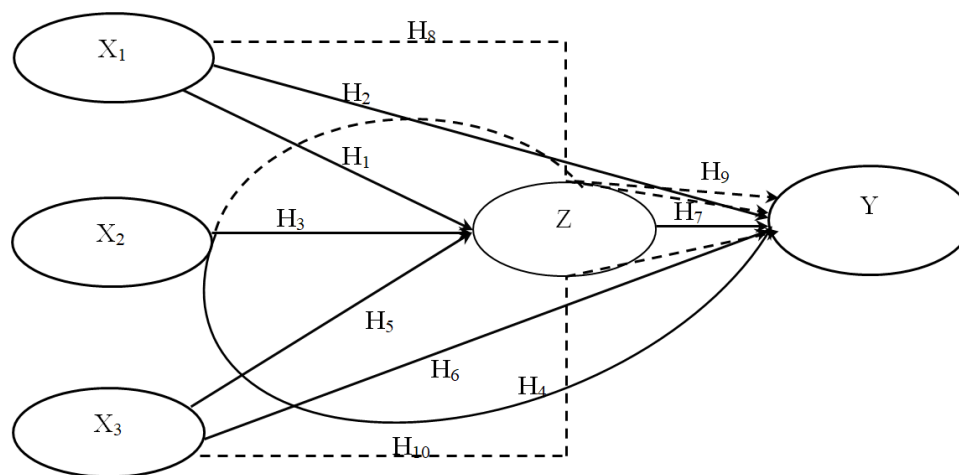


Figure 1 Framework of Thought

Hypothesis testing

Hypothesis testing assesses whether a hypothesis should be accepted or rejected based on existing data. Hypothesis testing involves several variables, including organizational climate (X_1), training (X_2), career success (X_3), work motivation (Z), and employee performance (Y) as dependent variables. The research hypothesis framework includes the following:

H_1 : Allegedly *Organizational Climate* significantly influence work motivation;

H_2 : Allegedly *Organizational Climate* significantly influence Employee Performance;

H_3 : Allegedly *Trainings* significantly influence work motivation;

H_4 : Allegedly *Trainings* significantly Influence Employee Performance;

- H₅: Allegedly *Career Success* significantly influence work motivation;
- H₆: Allegedly *Career* significantly influences employee performance;
- H₇: Allegedly *Work motivation* significantly influences employee performance;
- H₈: Predictable Organizational Climate significant effect on Employee Performance through Work Motivation;
- H₉: It is suspected that training has a significant effect on employee performance through work motivation;
- H₁₀: It is suspected that career success has a significant effect on employee performance through work motivation;

METHOD

Types of research

In this study, the researchers utilized a mixed type of research, also known as mixed methods, combining two different research methods qualitative and quantitative. According to Creswell (2010), "mixed research" refers to a methodology combining qualitative and quantitative aspects in the research process. Mixed methods were initially conceived as an effort to combine qualitative and quantitative data (Creswell, 2010). However, the term "mixed methods" eventually meant something entirely different. This statement is further emphasized by Tashakkori and Teddlie (2010) in the book "Methodology," where they explain that the combination of quantitative and qualitative approaches emerged due to a long-standing debate between the two paradigms that underlie researchers' views. The first paradigm is positivism/empiricism, which is the conceptual basis of the quantitative method,

It is necessary to conduct research using a mixed methods approach in order to answer the problem formulation. Mix methods research can take the form of different research designs, the most important of which are mixed methods designs with equivalent status. The authors of this study use both quantitative and qualitative methods at equivalent levels in order to gain an understanding of the phenomenon that is being researched.

Research sites

The research was conducted in the city of Palembang, with the object of research being permanent employees of large-scale manufacturing industries at the manager level, including 5 (five) large companies of PT. Pupuk Sriwijaya (Persero), PT. Semen Baturaja (Persero), PT.

Tanjungenim Lestari Pulp and Paper (Tel), PT. Indofood CBP Sukses Makmur Tbk and PT. Sinar Sosro Tbk.

Sampling method

This research uses a population of 525 employees of large-scale manufacturing industries in Palembang at the manager level. The population presented is quite large, so researchers use samples from that population. Probability sampling is a method in which each member of the population has an equal opportunity to be chosen as a sample. To put it another way, every person who is a part of the current population has a chance greater than zero of being selected. The Slovin formula was utilized by the researcher in order to arrive at the sample size as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{525}{1 + 525(0,05^2)} = 228 \text{ responden}$$

Method of collecting data

The most strategic step in research is the data collection method. This method is divided into 2 (two), namely qualitatively and quantitatively, to obtain data or information in the field. In order to obtain credible and reliable research results, the data collected and used must be valid and reliable. Some methods of collecting quantitative and qualitative data include:

1. Observation

Observations are made to obtain descriptive data from the state of the research object, which is expected to support research.

2. Questionnaire

In this research, the main research instruments used in the form of questionnaires include 1) employee performance instruments, 2) work motivation instruments, 3) organizational climate instruments, 4) training instruments and 5) career success instruments.

3. Documentation

Documentation is usually used as a complement to observation methods if necessary.

Analysis Method

1. Descriptive statistics

Descriptive statistical analysis is used to analyse data by describing or illustrating the data collected without intending to make conclusions, generally accepted or generalizations. Respondents' answers to the assessment of the questions were given using

a Likert scale, which is the type of scale that Rensis Likert has coined. Furthermore, to analyse each question or indicator, it begins with calculating the frequency of answers in each category or answer choice and adding them up. Then, the calculation of the average of each indicator is carried out, and the results of the respondent's response data are then searched for criteria from the score obtained based on the score results.

2. Validity and Reliability Test

The validity test indicates the extent to which the correspondence between the data appears on the object and the data collected by the researcher. By Sugiyono's (2017) view, validity refers to the extent to which the instrument can be used to measure what it is supposed to measure. In this study, the measuring instrument used was a questionnaire. The validity assessment is based on the calculation of the product-moment correlation coefficient from Pearson:

$$r_{xy} = \frac{n(\sum XY) - (\sum x)(\sum y)}{\sqrt{(n \sum x^2) - (\sum x)^2 (n \sum y^2) - (\sum y)^2}}$$

Reliability testing can be done using the Cronbach alpha coefficient formula:

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right)$$

Ghozali (2016) stated that if the Cronbach alpha value is 0.6 or more, it can be said that the item provides a relatively high level of reliability; conversely, if the Cronbach alpha value is below 0.6, it can be said that the item is less reliable.

3. Multicollinearity Test

In a more straightforward explanation, each independent variable becomes a dependent variable and is carried out in a regression analysis of other independent variables. Tolerance measures the extent of variation in a selected independent variable that other independent variables cannot explain. It means that when the tolerance value is low, the VIF (Variance Inflation Factor) value will be high because this relationship is expressed by $VIF = 1/\text{Tolerance}$. The limit value commonly used to indicate the presence of multicollinearity is when the Tolerance value is ≤ 0.10 or the VIF value is ≥ 10 . In a regression model, a good assessment is related to whether there is a multicollinearity problem or a significant correlation between the independent variables (Ghozali, 2011).

4. Normality test

The normality test is performed to find out whether, in regression, the dependent variable and independent variable have a normal distribution or not. The data used must be normally distributed (Ghozali, 2016). If this assumption is violated, the statistical test becomes invalid for small sample sizes. Testing for normality in this study used the one-sample Kolmogorov-Smirnov test and analysis of histogram charts and PP plots. In the one-sample, Kolmogorov-Smirnov tests the variables that have asymp. Sig (2-tailed) below the significance level of 0.05 means these variables have a normal distribution and vice versa (Ghozali, 2016).

5. Hypothesis testing

After doing the normality test and testing the hypothesis assumptions, the sample results are used to test the truth of a hypothesis using the coefficient of determination analysis, goodness of fit test and t-test.

6. Determination Coefficient Test (R^2)

The coefficient of determination (R^2) value provides information about the extent to which the influence of the independent variable has on the dependent variable and how these two variables contribute to other variables, for example, X to Y and X and Y to Z. The formula for calculating the coefficient of determination is as follows:

$$kd = R^2 \times 100\%$$

7. Model Feasibility Test (Goodness of fit)

Suppose the F calculation (F count) value is greater than the F table value, and the significance probability is less than 0.05. In that case, the regression model can be considered adequate for predicting the dependent variable.

8. Sobel Test

The Sobel test aims to evaluate the strength of the indirect influence that the independent variable (X) has on the dependent variable (Y) through the intervening variable (Z). This process transfers the indirect influence from X to Y through Z, denoted as X – Y (a) through Z – Y (b) or ab. The value of the coefficient ab is calculated as (cc), where c reflects the direct effect of X on Y without going through Z. The value of c reflects the impact of X on Y after going through Z. The Sobel test formula is as follows:

$$sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

RESULTS AND DISCUSSION

1. The organizational climate significantly affects work motivation

The first hypothesis is focused on testing whether Organizational Climate has a significant effect on Work Motivation. The analysis results show that the t-statistic value for the interaction between the two variables is 2.639, and the P-value value is 0.004, which is smaller than the significance value of 0.05 ($0.004 < 0.05$). From the data estimation results, the interaction between these two variables has a positive and significant influence. Thus, if the organizational climate conditions are improved, it is hoped that it will impact increasing employee motivation.

The results of hypothesis testing show that the t-statistic value for the interaction between these variables is 2.639, and the P-value value is 0.004, which is also smaller than the significance threshold of 0.05 ($0.004 < 0.05$). Based on the results of data analysis, the interaction between Organizational Climate and Work Motivation has a significant positive impact. That is, if the Organizational Climate is improved, then this has the potential to increase employee motivation.

2. The organization's climate significantly affects employee performance

The second hypothesis is directed to test whether Organizational Climate significantly affects Employee Performance. The analysis results show that the t-statistic value for the interaction between the two variables is 1.966, and the P-value is 0.025, which is smaller than the 0.05 significance level ($0.025 < 0.05$). From the results of the estimated data, the interaction between Organizational Climate variables and Employee Performance has a positive and significant influence. If the Organizational Climate conditions are improved, it can potentially increase Employee Performance.

The statistical test results showed that the t-statistic value for the interaction between these variables was 1.966, and the P-value was 0.025, which was also smaller than the significance value of 0.05 ($0.025 < 0.05$). From the data estimation results, the interaction between Organizational Climate and Employee Performance has a positive and significant impact. Therefore, if the organizational climate is improved, it can impact employee performance.

3. Training significantly affected work motivation

The third hypothesis aims to test whether there is a significant effect of training on work motivation. The analysis results show that the t-statistic value for the interaction between the two variables is 3.257, and the P-value is 0.001, which is smaller than the 0.05

significance level ($0.001 < 0.05$). From the results of data estimation, the interaction between the variables of Training and Work Motivation has a positive and significant impact. If the implementation of training is increased, it can be expected to impact increasing employee motivation positively.

Statistical test results indicate that training has a significant effect on work motivation. The t-statistic value for the interaction between these variables is 3.257, and the P-value value is 0.001, smaller than the significance threshold of 0.05 ($0.001 < 0.05$). From the results of data analysis, the interaction between training and work motivation has a positive and significant influence. That is, if training efforts are increased, it will have a positive impact on increasing employee motivation.

4. Training significantly affected employee performance

The fourth hypothesis tests whether there is a significant influence of training on employee performance. The analysis results show that the t-statistic value for the interaction between the two variables is 2.264, and the P-value is 0.012, which is smaller than the 0.05 significance level ($0.012 < 0.05$). From the data estimation results, the interaction between the Training and Employee Performance variables has a positive and significant influence. If training efforts are increased, it is hoped that it will have a positive impact on increasing employee performance.

The statistical test results show that the t-statistic value for the interaction between these variables is 2.264, and the P-value value is 0.012, which is also smaller than the significance threshold of 0.05 ($0.012 < 0.05$). Based on the results of the data analysis, the interaction between Training and Employee Performance has a positive and significant influence. Therefore, if training is improved, it can impact employee performance positively.

5. Career success significantly influences work motivation

The fifth hypothesis explains whether there is a significant effect of Career Success on Work Motivation. Analysis of the results shows that the t-statistic value for the interaction between the two variables is 3.341, and the P-value value is 0.000, smaller than the significance level of 0.05 ($0.000 < 0.05$). From the results of data estimation, the interaction between the variables of Career Success and Work Motivation has a positive and significant influence. If Career Success is increased, it is hoped that it will positively impact increasing Work Motivation.

The analysis results show that the t-statistic value for the interaction between these variables is 3.341, and the P-value value is 0.000, which is also smaller than the significance threshold of 0.05 ($0.000 < 0.05$). From the data estimation results, the interaction between Career Success and Work Motivation variables has a positive and significant influence. If Career Success is improved, it is hoped to impact increasing Work Motivation positively.

6. Career Success significantly Influence Employee Performance

The sixth hypothesis tests whether there is a significant influence of Career Success on Employee Performance. Analysis of the results showed that the t-statistic for the interaction between these variables was 2.243, and the P-value was 0.013, which is less than the 0.05 significance level ($0.013 < 0.05$). From the data estimation results, the interaction between Career Success and Employee Performance has a positive and significant influence. If Career Success is improved, it can impact Employee Performance positively.

The analysis results show that the t-statistic value for the interaction between these variables is 2.243, and the P-value is 0.013, which is also smaller than the significance threshold of 0.05 ($0.013 < 0.05$). From the data estimation results, the interaction between Career Success and Employee Performance variables has a positive and significant influence. It means that if Career Success is improved, it is hoped that it will positively impact Employee Performance.

7. Work motivation significantly affects employee performance

The seventh hypothesis was tested to investigate whether work motivation significantly influences employee performance. Analysis of the results showed that the t-statistic for the interaction between these variables was 2.314, and the P-value was 0.011, which is less than the 0.05 significance level ($0.011 < 0.05$). From the results of data estimation, the interaction between the variables of Work Motivation and Employee Performance has a positive and significant influence. It implies that if work motivation is increased, it is hoped that it will have a positive impact on increasing employee performance.

The analysis results show that the t-statistic value for the interaction between these variables is 2.314, and the P-value value is 0.011, which is also smaller than the significance threshold of 0.05 ($0.011 < 0.05$). From the results of data estimation, the interaction between the variables of Work Motivation and Employee Performance has a

positive and significant influence. It shows that if work motivation is increased, it is hoped that it will have a positive impact on increasing employee performance.

8. Organizational Climate significant Effect on Employee Performance through Work Motivation

Testing the indirect impact of the First Hypothesis, which tests whether Organizational Climate significantly influences Employee Performance through Work Motivation as an intervening variable, produces the following results. Regarding the influence of Organizational Climate on Employee Performance through Work Motivation as an intervening variable, a t-statistic value of 1.597 was obtained with a P-value of 0.055, more significant than the significance level of 0.05 ($0.055 > 0.05$). It indicates that the Null Hypothesis (H_0) is accepted, which implies that indirectly, the influence of Organizational Climate through Work Motivation as an intervening variable has no significant effect on Employee Performance. Thus, it can be interpreted that Organizational Climate has not been able to improve Employee Performance through Work Motivation as an intervening variable. From the results of data analysis regarding this indirect effect, the mediating variable, in this case, Work Motivation, cannot mediate the interaction between the independent and dependent variables. Therefore, a better approach may occur if the variable Work Motivation does not act as a mediating variable but as an independent variable in the interaction between Organizational Climate and Employee Performance.

The results of hypothesis testing show no significant influence of the Organizational Climate variable on Employee Performance through Work Motivation as an intervening variable. The P-value value of the Sobel Test is 0.065, which is greater than the significance level of 0.05. Therefore, the null hypothesis (H_0) is accepted. It shows no significant influence between Organizational Climate and Employee Performance through Work Motivation.

9. Training significant effect on Employee Performance through Work Motivation

Testing the indirect impact of the Second Hypothesis, which tests whether training significantly affects Employee Performance through Work Motivation as an intervening variable, yields the following results. In the effect of training on employee performance by mediating work motivation as an intervening variable, a t-statistic value of 1.892 is obtained with a P-value of 0.030, more significant than the significance level of 0.05 ($0.030 < 0.05$). Indicates that the alternative hypothesis (H_a) is accepted, which means that indirectly, training through work motivation as an intervening variable significantly affects

employee performance. It shows that training is relatively effective in improving employee performance through work motivation as an intervening variable. From the results of data analysis regarding this indirect effect, it can be concluded that the mediating variable, namely Work Motivation, can mediate the interaction between the independent and dependent variables. However, compared to the direct effect of training on employee performance (0.180), the indirect effect through work motivation (0.077) has a lower impact.

It indicates that the direct influence path is more effective than the indirect influence path through Work Motivation. 077) has a lower impact. It indicates that the direct influence pathway is more effective than the indirect influence pathway through Work Motivation. 077) has a lower impact. Indicates that the direct influence pathway is more effective than the indirect influence pathway through Work Motivation.

The results of hypothesis testing indicate a significant influence of the Training variable on Employee Performance through Work Motivation as an intervening variable. The P-value value of the Sobel Test is 0.036, which is smaller than the significance level of 0.05. Therefore, the alternative hypothesis (H_a) is accepted. It shows a significant influence between Training and Employee Performance through the mediation of Work Motivation.

10. Career Success significant effect on Employee Performance through Work Motivation

The results of testing the indirect impact of the Third Hypothesis, which tests whether Career Success significantly influences Employee Performance through Work Motivation as an intervening variable, produce the following results. Regarding the influence of Career Success on Employee Performance through Work Motivation as an intervening variable, a t-statistic value of 1.726 was obtained with a P-value of 0.042, more significant than the significance level of 0.05 ($0.042 < 0.05$). Indicates that the alternative hypothesis (H_a) is accepted, which means that indirectly, Career Success through Work Motivation as an intervening variable significantly influences Employee Performance. It shows that Career Success is relatively effective in improving employee performance through work motivation as an intervening variable. From the results of data analysis regarding this indirect influence, the mediating variable, namely Work Motivation, can mediate the interaction between the independent and dependent variables. However, compared to the direct influence of Career Success on Employee Performance (0.272), the

indirect influence through Work Motivation (0.105) has a lower impact. Indicates that the direct influence pathway is more effective than the indirect influence pathway through Work Motivation. Able to mediate the interaction between the independent variables and the dependent variable. However, compared to the direct influence of Career Success on Employee Performance (0.272), the indirect influence through Work Motivation (0.105) has a lower impact. Indicates that the direct influence path is more effective than the indirect influence path through Work Motivation. Able to mediate the interaction between the independent variable and the dependent variable. However, compared to the direct influence of Career Success on Employee Performance (0.272), the indirect influence through Work Motivation (0.105) has a lower impact. Indicates that the direct influence pathway is more effective than the indirect influence pathway through Work Motivation.

The results of hypothesis testing indicate a significant influence of the Career Success variable on Employee Performance through Work Motivation as an intervening variable. The P-value of the Sobel Test is 0.035, which is less than the 0.05 significance level. Therefore, the alternative hypothesis (H_a) is accepted. It shows a significant influence between Career Success and Employee Performance through the mediation of Work Motivation.

CONCLUSION

This study aims to improve employee performance in large-scale manufacturing industries located in Palembang City by considering various factors, including Organisational Climate, Training, Career Success, and Work Motivation. The following is a list of the most important conclusions drawn from the analysis of the data:

1. The results of the analysis show that there is a significant influence between Organizational Climate and Work Motivation. Increased organizational climate is positively related to increased employee motivation (t-statistic = 2.639, P-Value = 0.004).
2. In the context of the influence of Organizational Climate on Employee Performance, the analysis results show that positive changes in Organizational Climate significantly impact increasing Employee Performance (t-statistic = 1.966, P-Value = 0.025).
3. The results of the analysis indicate that training has a significant impact on work motivation. A better level of training is positively correlated with an increase in employee motivation (t-statistic = 3.257, P-Value = 0.001).

4. Research shows that training has a positive and significant effect on employee performance. Improvements in training are also positively related to increases in Employee Performance (t-statistic = 2.264, P-Value = 0.012).
5. Career Success has a significant influence on Work Motivation. An increase in Career Success has a positive relationship with an increase in employee Work Motivation (t-statistic = 3.341, P-Value = 0.000).
6. The results of the analysis show that there is a significant influence between Career Success and Employee Performance. Increasing Career Success also positively impacts Employee Performance (t-statistic = 2.243, P-Value = 0.013).
7. The level of work motivation has a significant effect on employee performance. Increased Work Motivation is related to increased Employee Performance (t-statistic = 2.314, P-value = 0.011).
8. In the context of the relationship between Organizational Climate, Work Motivation and Employee Performance, the Sobel test results show no significant influence between Organizational Climate and Employee Performance through Work Motivation as an intermediary variable. Indicates that Work Motivation does not play a role as a mediator between Organizational Climate and Employee Performance (Sig. P-value Sobel Test = 0.065).
9. Training significantly affects Employee Performance through Work Motivation as an intermediary variable. Indicates that work motivation acts as an intermediary in the relationship between training and employee performance (Sig. P-value Sobel Test = 0.036).
10. There is a significant indirect effect of Career Success on Employee Performance through Work Motivation as an intermediary variable. It shows that work motivation mediates the relationship between career success and employee performance (Sig. P-value Sobel Test = 0.035).

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