

Research Article

**Work Environment, Career Development, and Performance: Fast Attack Craft Squadron 2<sup>nd</sup> Fleet Command the Indonesian Navy**

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**Abstract**

The main purpose of this study is to analyze work environment and career development on soldiers' performance. This study used survey method. The data - taken from 192 soldiers in the Navy Fleet command II Fast Ship Unit - were analyzed using structural equation modeling (SEM). Empirical analysis showed that work environment and career development had positive effect on the performance, and work environment had positive influence on career development. The findings showed that comfortable working environment can encourage the soldiers to develop their careers and had impact on job performance. Implications for theory and practice can be used as directions for future research.

**Keywords:** performance, work environment, career development, navy

**Introduction**

Rivai (2013) stated that human resource is a person who is ready, willing and able to contribute to the achievement of organizational goals (Choiriyah, Djazuli, Indah, Anggeraini, & Ulfa, 2021). The human resource development of superior marine soldiers who are professional, have sapta marga spirit, hold firmly to the oath of soldiers and the three precepts of Navy needs to be well prepared in line with the increasing physical development of the Indonesian Navy's strength such as KRI (Warship), Marine Tanks (Combat Vehicles), Aircraft ( Maritime Air Patrol), and many more.

For Indonesia, sea has very important role for its progress and independence as long as it can utilize and secure the sea optimally. In the context of law enforcement and state sovereignty at sea, the Indonesian Navy, as part of the TNI organization, is the main component of national defense as mandated in Article 7 paragraph 2 of the Republic of Indonesia Law Number 3 of 2002 concerning national defense. As a national defense force at the sea, the Indonesian Navy is built with conceptual, physical and moral components with human resources as its provenance.

The Fleet Command II (Komando Armada II - Koarmada II) is one of the Indonesian Navy's Main Commands which has a combat unit, which is the Fleet Command II Fast Ship Unit (Satkat) and located in Surabaya. The Satkat is an operational unit that has main task in

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developing materials and personnel that are prepared to be able to carry out underwater warfare, sea surface warfare, air warfare, electronic warfare and archipelagic warfare. The demands of this task require the Satkat soldiers to have good professional abilities.

The existence of soldiers as human resources is still very dominant in achieving the organizational goals. The performance of Satkat soldiers is one of the key factors in maintaining the characteristics of human resources in the Navy. Human resources are the driving force and assets of the Navy. Without professional human resources, the Indonesian Navy will not progress and develop into a World Class Navy as planned. If the soldiers have good job performance, it will have a good impact on the productivity produced by the organization. This was stated by Brito and Oliveira (2016) that, "in order to create and build good performance, employees are expected to have the ability and knowledge in accordance with the career and position they have set by each agency (Brito & Oliveira, 2016). Meanwhile, performance is quality and quantity of work shown by an employee in carrying out his/ her duties according to the responsibilities given to him/ her. Soldiers' work performances are obtained from education and training as well as work experience. To create and build a good work performance, employees are expected to have the skills and knowledge in accordance with their careers and positions that have been determined by the organization (Tinti, Venelli-Costa, Vieira, & Cappellozza, 2017).

One factor supporting soldiers' productivity which ultimately has an impact on increasing the level of their performance is a good working environment. A conducive work environment will provide a sense of security and allow soldiers to work optimally. If the soldier likes his/ her work environment, then he/ she will feel secure and comfortable his/ her place of duty. He/ she will carry out his/ her activities well so time to work is used effectively. "A work environment that supports work productivity will have an impact on employee performance results in an organization" (Athirah Saidi et al., 2019). From that explanation, it clears that the work environment is able to support work productivity which has an impact on the employees' performances in an organization. In carrying out a task or a job, the environment will be very important and influential for an individual in carrying out his/ her duties and work. Therefore, a leader must pay close attention to the work environment since supportive and comfortable work environment will create a sense of satisfaction for soldiers so that they can improve their performances and productivity. On the other hand, an inadequate and uncomfortable work environment will reduce performance and ultimately reduce the motivation of soldiers to work so that they cannot carry out their duties properly.

In addition, career development within the Indonesian Navy are efforts taken by a soldier and or a leader (commander) in order to develop the potential of soldier to be able to occupy higher positions in an effort to achieve organizational goals. According to Sunyoto (2012), career development is a process through by an employee to identify and plan steps to achieve career goals (Wulan & Zani, 2019). Career development can be divided into two aspects, they are: content and process. Similar to internal careers, content-oriented career development refers to employees' intrinsic motivation in improving their works such as interests and values, whereas processes-oriented career development is similar to external motivation.

Based on the background explained above, the purpose of this study was to find out factors effecting career development which were seen from mutation and work environment factors.

## **Literature Review**

### **Work Environment**

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One factor that needs to be considered in improving job performance is the work environment. Working environment is a place where someone work and do the job. Working environment includes the place of work, the atmosphere at work, the relationship between workers, and all things that concern and influence a person in carrying out his/ her work. Work environment is considered to have a strong influence in forming employees' behavior. Work environment is important in integrated management control environment, which elements are human resource, work tools, working conditions, organizational leadership and policy patterns. This is in line with what Mohd, Mohd Shah and Zailan (2016) that "work environment influences the formation of employee behavior (Mohd, Mohd Shah, & Zailan, 2016). The work environment has an important position in the management control environment". Added to this opinion, as cited from Vinny and Charles (2018), "employees who carry out work activities involve all employees, including those from the work environment (Setiawan et al., 2020) . Measurement of the work environment can be seen from environmental and technological aspects". This explains that the involvement of employees in carrying out work activities, must involve all the employees, including from the work environment. Ueda and Ohzono (2012) quoted, "organization officials must be able to create a solid, pleasant and comfortable work environment so that employees can be motivated to do work on target" (Ueda & Ohzono, 2012). Therefore, organizational leaders must be able to create a solid, pleasant, and comfortable work environment so that the employees are motivated to do work as expected on time. Indicators in measuring the work environment can be seen from technological environment, human environment, and the organizational environment aspects.

### **Career Development**

When an employee have an active service period in an organization, after completing education or training before occupying a position, he/ she must have been able to plan his/ her career path while serving in the workplace. Career development is needed to manage human resources effectively and efficiently. According to Tricia Jackson (2000), "career development has shifted from assessing employees potential for promotion towards realizing their potential role adaptation and flexibility, projects and teamworking, development positions and lateral job movements." (Cimatti, 2016). Career development has changed its value from assessing potential employees to be promoted towards realizing employees' potential in adapting and their flexibility in working their roles, doing projects and teamwork, and also when they are transferring to other positions. Thus, employees who want to develop their careers can follow the available stages. "Career development supports and creates job satisfaction (Reddan & Rauchle, 2012). Employees will feel satisfied at work if aspects of the job and themselves support." Career development is important for an employee so that he/ she can improve his performance. Career development can be achieved as long as there are opportunities provided by the organization for every employee to develop his/ her career either through education, training and courses that can support his/ her career.

### **Performance**

Performance is a function of motivation and ability. To complete a task or a job, a person must have a certain degree of willingness and level of ability. Gunawan and Amalia (2015) said, "Performance is potential that must be possessed by every employee to carry out every task and responsibility given by the organization to employees" (Gunawan & Amalia, 2015). With good job performance, every employee can solve all organizational problems effectively and

efficiently so that problems that occur in the organization can be solved properly. M and Durai (2017) explained that "performance needs to be used as an evaluation material for leaders to determine the level of performance that exists in the organization"(M. & Durai, 2017). Performance is a description of activity/ program/ policy implementation in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. Performance is part of behavior that refers to achievement standards set by the organization. This behavior is seen at a predetermined time period. "Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishments"(Robbins & Coulter, 2016). This means that performance is employees' contributing behavior either positively or negatively towards organizational goals.

### Research Method

The method used in this study is a quantitative approach, by using survey method with structural equation modeling (SEM) analysis techniques. The data of this study were 192 soldiers in the Fleet Command II Fast Ship Unit of Navy (TNI AL) through total sampling technique. The data collection technique was filling out a questionnaire with a Likert scale.

### Result and Discussion

#### Result

Based on the SEM model, it can be seen that the path coefficient value for each hypothesis and the significance test of the path coefficient for direct influence can be seen in the path coefficient table and C.R. (t-value) below.

**Table 4.1 Path Coefficient and C.R. (t-value)**

Variable Laten Endogen		Variabel Laten Eksogen	Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
Y	<---	X1	,287	,309	,062	4,960	***
Y	<---	X2	,375	,342	,051	6,763	***
X2	<---	X1	,321	,379	,085	4,461	***

From the table above, it can be interpreted as follows: (1) The direct effect of the work environment (X<sub>2</sub>) on performance (Y): the path coefficient value p<sub>y2</sub> was 0.287 and the CR (t<sub>count</sub>) was 4.960 because the value of CR (4.960) ≥ 1.96, then H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. And it also can be interpreted that there was a significant positive direct effect of the work environment (X<sub>1</sub>) on performance (Y). (2) The direct effect of career development (X<sub>3</sub>) on performance (Y): the path coefficient value of p<sub>y4</sub> was 0.375 and CR (t<sub>count</sub>) was 6.763 because the value of CR (6.763) ≥ 1.96, then H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. And it can also be interpreted that there was a significant positive direct effect of career development (X<sub>3</sub>) on performance (Y). (3) The direct effect of the work environment (X<sub>2</sub>) on career development (X<sub>3</sub>): the path coefficient value of p<sub>32</sub> was 0.321 and CR (t<sub>count</sub>) was 4.461 because the value of CR (4.461) ≥ 1.96, H<sub>0</sub> accepted and H<sub>1</sub> rejected. It can also be interpreted that there was a significant positive direct effect of the work environment (X<sub>2</sub>) on career development (X<sub>3</sub>).

## **Discussion**

The results of this study were in line with the research done by Lestary and Harmon that said the work environment affects job's performance (Lestary & Harmon, 2017). The work environment is an important thing to be considered by the organization and is a factor in determining employees' performances. It also accorded to the results of research done by Nguyen, et al, that the work environment positively effects the employees' performances both who were working in public and private companies in Ho Chi Minh City, Vietnam. (Allen, Hall, Halton, & Graves, 2018). A good work environment, adequate work facilities, and conducive workplace as well as good relationships with colleagues and leaders will provide comfort for employees. When employees feel comfortable in their job and there is support from their social environment, they will be motivated to work well. As in the study done by Vimalanathan and Babu (2014) that the work environment, especially indoor work environment, positively effects employees' performances in information technology service sector in India (Vimalanathan & Babu, 2014) . Therefore, organizations must create the necessary environment by meeting the needs of current and future employees.

The study was conducted by Nasution, et al, resulted that employee's career development positively effects Bank Pembangunan Daerah employees' performances (Nami Nasution, Mariatin, & Zahreni, 2018). Likewise a research done, it was found that career development positively effects employees' performances (Kareem & Hussein, 2019). Career development influences efforts to improve better performance (Robbins & Judge, 2013). So, career development is not only a promotion to a higher position, but is an encouragement or motivation to move forward in working. So if someone's career goes well it will affect his/ her performance.

Furthermore, research done by Robianto et al. found that the work environment influences career development (Robianto, Masdupi, & Syahrizal, 2020). Likewise with Kwenin's research, the results showed that the work environment was significantly positively related to career development (Kwenin, 2013). Therefore, a good work environment will increase career development. When the work environment is comfortable, employees will work optimally, even doing things that may be outside of their duties and responsibilities. The importance in maintaining working environment for career development can also be seen from the efforts of a person who is fully responsible for his/ her work so that in the end he/ she can work with passion, dedication, and focus.

## **Conclusion**

The results of the study showed that there were positive and significant effects of working environment towards job performance; career development towards job performance; and working environment toward career development in Fleet Command II Fast Ship Unit soldiers.

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