

Influences of Motivation, Work Environment and Career Development on the Study Employees Performance at PT. PLN (Persero) Main Distribution Unit of North Sulawesi, Central Sulawesi and Gorontalo

Rezky Julio Ansow, Willem J.F. Alfa Tumbuan, Rita N. Taroreh

Program Studi Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Sam Ratulangi, Indonesia

Abstract: The role of human resources is very important in achieving the goals of an organization. The presence of human resources is crucial in the organizational development process, providing the encouragement needed to achieve the desired progress and goals. In the context of organizational activities, the role of HR is a determining factor in operational effectiveness. It is hoped that an organization will be able to continue to improve the quality of its human resources. At the end of 2022, PLN successfully completed the formation of a Holding and Sub-Holding as part of a collaborative effort to optimize all its resources. This transformation aims to make PLN a more effective and efficient company. The aim of this research is to analyze motivation, work environment and character development on employee performance at PT. PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo. The population is 993 employees, the number of samples required based on the Slovin formula is 90 respondents. The data analysis technique used is multiple linear regression using the SPSS 25 application. The research results show that work motivation, work environment and career development have a positive and significant influence on employee performance. Apart from that, work motivation, work environment and career development together also have a significant influence on employee performance at PT. PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo.

Key words: Work Motivation, Work Environment, Career Development, Employee Performance.

INTRODUCTION

Background

The Covid-19 pandemic is still raging, causing slowing economic growth, industrial paralysis and loss of income for the community. To deal with this, adapting to a new lifestyle is key. "New normal" implies changes in behavior to maintain daily activities while implementing health protocols to prevent transmission of Covid-19. This includes habits such as wearing masks outside the home, washing hands frequently, maintaining distance, and avoiding crowds. Since the outbreak of the pandemic, many activities have shifted online, such as meetings which now often use the Zoom application.

Working environment conditions in companies are also affected by the pandemic, requiring adjustments to prevent resistance to this new situation. Apart from that, the pandemic has also affected employee work motivation with restrictions on mobility and concerns about health in the work environment. This is seen in both field and office workers. In the corporate context, the relationship between superiors and subordinates plays an important role in achieving common goals. Apart from close cooperation, factors such as work motivation, a conducive work environment and good career development opportunities are also key in creating optimal

performance. A superior form of leadership is also a determining factor, because these things collectively contribute to achieving satisfactory performance for the organization.

Efforts to improve employee performance can be realized through various means, such as improving the quality of the work environment, providing appropriate motivation, and providing opportunities for sustainable career development. Thus, every company or organization will strive hard to improve employee performance in order to achieve the goals that have been set. PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo (UID Suluttenggo) is the main unit responsible for electricity distribution in three provinces, namely North Sulawesi, Central Sulawesi and Gorontalo. This unit has a total of 993 employees. Brand reputation over the last 4 years has continued to increase, while the 3 lowest dimensions during the same period were work conditions, recognition and career management. The work condition dimension is related to the work environment in which employees carry out their duties, Recognition includes providing motivation and appreciation to employees, while career management is related to employee career development. The organizational performance of PT PLN (Persero) UID Suluttenggo in 2022 achieved very good results, exceeding the targets set by the corporation.

Individual performance reflects a person's success in carrying out their duties. Employee performance refers to the work results obtained by a person in completing the tasks assigned to him. Employee performance includes aspects of quality and quantity of output, as well as reliability in carrying out work. The following is Table 1 of employee performance at PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo (UID Suluttenggo):

Table 1. Employee Performance 2019 - 2022

KPIs	Target Weight				Achievement			
	2019	2020	2021	2022	2019	2020	2021	2022
Key Performance Indicators	41	70	40	40	30.73	68.75	40.94	41.94
Performance Indicators	59	30	60	60	50.74	28.76	62.11	63.88
Achievement Value	100	100	100	100	81.47	97.51	103.05	105.82

Source: Primary Data on Employee Performance 2019 – 2022

Employees can achieve good performance, enabling them to produce satisfactory work results. High performance from employees is expected to support the achievement of company goals. On the other hand, if employees fail to achieve good performance, company goals may be difficult or even unattainable due to unsatisfactory work results.

PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo has made various efforts to increase employee motivation. These efforts include providing rewards for achievements, training and certification, as well as recognition of achievements. The work environment is also considered by creating an open space concept work space, implementing employee wellbeing regularly, and creating safety at work. Employee career development is also a focus with the existence of a talent pool that can be accessed by employees and the implementation of routine assessments. However, these efforts also reflect employee dissatisfaction, such as lack of trust in work authority, lack of appropriateness in education and training, and lack of transparency in career development.

Based on the measurement results and problems mentioned above, research is needed to explore the impact of motivation, work environment and career development which have the lowest scores in the Employee Engagement Survey over the last four years, from 2019 to 2022, on employee performance at PT PLN (Persero) Suluttenggo UID. This research aims to provide valuable input for decision making by company management.

Research purposes

The objectives to be achieved in this research are:

1. To analyze the influence of work motivation on the performance of PT PLN (Persero) UID Suluttenggo employees.
2. For the influence of the work environment on the performance of PT PLN (Persero) UID Suluttenggo employees.
3. To analyze the influence of career development on the performance of PT PLN (Persero) UID Suluttenggo employees.
4. To analyze the influence of work motivation, work environment and career development on the performance of PT PLN (Persero) UID Suluttenggo employees.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HR) is a series of activities that include planning, procurement, development, maintenance and use of human resources with the aim of achieving targets both individually and organizationally. The HR management process follows a flow that includes the planning process to employment relations. The importance of HR management is not only limited to managers in the HR department, but is also important for all managers in various departments, so that they are able to implement effective and efficient HR management practices. According to Hasibuan (2017), Human Resource Management is the science and art of managing the relationships and roles of the workforce to help achieve the goals of the company, employees and society effectively and efficiently. According to Kasmir (2016), Human Resources Management has various points of view, but the main goal remains the same, namely providing humane and fair treatment to each employee according to their respective capacities.

Employee Performance

Performance refers to an individual's overall achievements over a certain period of time in carrying out tasks, which includes achieving work standards, achieving targets or goals in accordance with predetermined and mutually agreed criteria. However, a company can motivate employees and design plans to prevent performance decline. According to LawasiAndTriatmanto (2017), performance refers to the achievements obtained or resulting from activities carried out by the employee himself, showing the employee's ability to carry out all the tasks for which he is responsible. These tasks are generally based on predetermined success indicators. Thus, the results of this performance will identify a certain level of performance achieved by an employee. Irham Fahmi (2016) states that performance refers to the results obtained by an organization, whether the organization is profit or non-profit oriented, which are produced in one time period.

Employee Performance Indicators

According to Afandi (2018), employee performance indicators are as follows:

1. Quantity of work output: Any form of unit of measurement related to the amount of work output that can be expressed in numbers or other numerical equivalents.
2. Quality of work results: All forms of units of measurement relating to the quality or qualities of work results which can be expressed in numbers or other numerical equivalents.
3. Efficiency in carrying out tasks: The ability to use various resources wisely and cost-effectively.
4. Work discipline: Compliance with applicable laws and regulations.
5. Initiative: The ability to make decisions and act without needing to be directed, and able to find solutions to problems faced with continuous effort.

6. Accuracy: The degree of conformity of work results with the stated objectives.
7. Leadership: The process of influencing or providing an example to followers in an effort to achieve organizational goals.
8. Honesty: One of the human traits that is difficult to implement, related to truth and integrity in actions.
9. Creativity: A mental process that involves the emergence of new ideas or ideas.

Work motivation

Motivation is an important factor that plays a key role in achieving success in work and human endeavors. Effective leaders implement motivation by understanding and caring about the behavior of the people they lead, which is a determining factor in organizational success. Afandi (2018:23) defines motivation as a person's internal drive that arises from inspiration, enthusiasm and encouragement to carry out activities with sincerity, sincerity and dedication, so that the results achieved are of high quality. Hasibuan (2016:143) states that work motivation is an effort to provide encouragement that is able to raise individual work enthusiasm so that they are willing to work together, be effective, and try wholeheartedly to achieve satisfaction.

Work Motivation Indicator

According to Mangkunegara (2017:101), there are several indicators of work motivation, including:

1. Physiological needs: Includes basic needs such as food, drink, physical protection, breathing, and sexual needs. To meet this need, leaders need to provide decent salaries to employees.
2. Safety needs: Includes the need for protection from threats, dangers, and unsafe work environments. To meet these needs, leaders need to provide health benefits, accident insurance, housing, and retirement funds.
3. Social needs or belongingness: Includes the need to be accepted in the work group, affiliated, interact, and feel affection. Leaders need to recognize the existence of employees as members of the work group, create good interactions, and build harmonious working relationships.
4. Self-esteem needs: Includes the need to be respected and appreciated by others. Leaders must respect employees and reward them for their work achievements.
5. Self-actualization needs: Includes the need to develop oneself, express ideas, make contributions, and achieve achievements. Leaders need to provide opportunities for employees to actualize themselves in the workplace.

Work environment

According to Sedarmayanti (2017), a work environment is a condition where there are a number of groups with several supporting facilities to achieve company goals in accordance with its vision and mission. According to Mangkunegara (2017), the work environment includes all necessary equipment and materials, as well as work methods and arrangements, both individually and in groups, found around the workplace. Meanwhile, according to Rahmawati et al. (2021), the work environment includes social, psychological and physical aspects within the company that influence employees in carrying out their duties.

Work Environment Indicators

According to Sedarmayanti (2017), dimensions and indicators of the work environment can be described as follows:

1. Physical Work Environment:
 1. Lighting: Adequate lighting will help employees complete their tasks more efficiently.

2. **Workspace circulation:** The availability of oxygen in the air is very important for survival and metabolism. Clean and oxygenated air is necessary to maintain body health.
 3. **Space layout:** Good layout will create comfort for employees while working.
 4. **Decoration:** Good room decoration, including appropriate color arrangements, can improve the work atmosphere.
 5. **Noise:** Avoid loud noises so that employees can work with optimal concentration, which in turn will increase productivity.
 6. **Facilities:** The availability of adequate facilities is very important to support the smooth running of work processes in the company.
2. **Non-Physical Work Environment:**
1. **Relationship with leaders:** A good relationship between superiors and subordinates is very important, because mutual respect will create respect between the two.
 2. **Relationships between co-workers:** Harmonious relationships without conflict between co-workers can influence employees to stay in the organization, because of the pleasant and family working atmosphere that is created.

Career development

Every employee needs to be given the opportunity to develop his career, which acts as motivation to achieve better performance. Career includes all positions or positions that a person may hold in an organization during his or her work life, with the ultimate goal being to reach the highest position in the organization. According to Sutrisno (2017:165), career development is a series of personal improvements carried out to achieve certain career plans. This means that the organization or leadership has previously planned the steps needed to improve the employee's career during their work period. According to Masram and Mu'ah (2017:180), career development is the process of improving individual skills in order to achieve the desired career.

Indicators Career development

According to Gomez, et al., quoted in Tamalika (2017: 163), the dimensions of career development consist of:

1. **Career planning:** A process that involves individual employees with support from the HR department to identify and take steps toward achieving career goals. Career planning indicators include: Matching interests with work; Career development opportunities within the company; Clarification of long-term and short-term career plans.
2. **Staff management:** The process carried out by an organization to manage human resources, including the selection, assessment, assignment and development of employees to ensure the availability of competent individuals to meet future needs. Career management indicators include: Integration with human resource planning; Dissemination of career information; Publication of job vacancies; Work experience; Education and training.

Previous research

Ramadan (2021) which states that work motivation has a positive and significant effect on the performance of PT employees. BankDki Tanjung Priok Branch. Nugroho, et al., (2021) which states that the work environment has a positive and significant effect on employee performance at PT Angkasa Pura II (Persero) Kualanamu Branch Office. Prihandini (2021) which states that career development has a positive and significant effect on employee performance PT. BPRS Sukowati Sragen.

Research Model

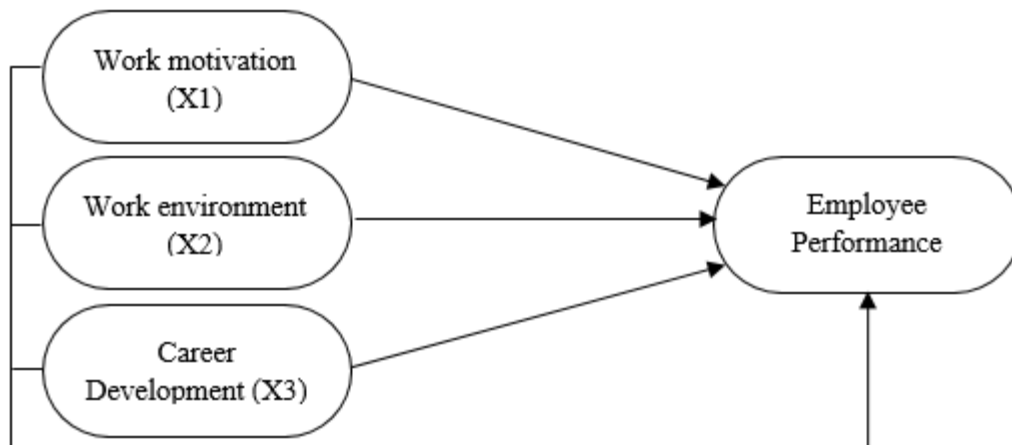


Figure 3. Research Model

Source: Theoretical Studies and Empirical Studies (2024)

Hypothesis

H1: It is suspected that work motivation has a positive influence on employee performance at PT PLN (Persero), the main distribution unit Sulawesi UTara, Sulawesi Qpuff and Gorontalo.

H2: It is suspected that the work environment has a positive influence on employee performance at PT PLN (Persero), the main distribution unit Sulawesi UTara, Sulawesi Qpuff and Gorontalo.

H3: It is suspected that career development has a positive influence on employee performance at PT PLN (Persero), the main distribution unit Sulawesi UTara, Sulawesi Qpuff and Gorontalo.

H4: It is suspected that work motivation, work environment and career development together have a significant influence on employee performance at PT PLN (Persero), the main distribution unit in North Sulawesi, Central Sulawesi and Gorontalo.

Research methods

According to Sugiyono (2018; 13) quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. This research is research with a problem type in the form of two or more variables. To identify facts or events, these are the variables that influence the independent variables, namely work motivation, work environment and career development, while the dependent variable is employee performance.

Location and Research Objects

This research focuses on evaluating employee performance at PT PLN (Persero) Main Distribution Unit of North Sulawesi, Central Sulawesi and Gorontalo. Individual performance reflects a person's level of success in completing their tasks. This research is interested in investigating employee performance, which refers to the work results obtained by individuals in completing the tasks assigned to them, at that location.

Method of collecting data

In this research, data was collected using a questionnaire method (Google Forms), which is a data collection technique by giving a series of written questions to respondents. Questionnaires were distributed to employees at PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo. Data analysis was carried out using descriptive analysis techniques and multiple linear regression analysis.

Research Population and Sample

According to Siyoto et al. (2018), the sample is part of the total number and characteristics possessed by the population, or is a small portion of the population members selected using certain procedures so that they can represent the population. Sampling is carried out to make research easier when the population is very large. Research is often not possible to examine the entire population due to constraints such as limited funding, time and human resources. To determine the sample size, this study used the Slovin formula. Slovin's formula is written as $n = N / (1 + Ne^2)$. In this study, the confidence level was increased to 90%, or an error rate of 10%. With a total population of 993 employees, the number of samples required based on the Slovin formula is 90 respondents.

Research Instrument Scale

According to Sugiyono (2018:93), the Likert Scale is used to evaluate the attitudes, views and perceptions of individuals or groups of individuals towards social phenomena. The questionnaire used in this case uses a Likert scale format in the form of a checklist. By using a Likert scale, the variables measured are broken down into variable indicators. These indicators then become the basis for compiling instrument items which can be in the form of statements or questions.

Data analysis method

According to Sugiyono (2017), data analysis is an important stage in research which involves the process of organizing and managing data in order to interpret the information that has been collected. Data analysis is carried out after all data from respondents or other data sources have been collected. Data analysis activities include grouping data based on variables and type of respondent, tabulating data based on variables from all respondents, presenting data for each variable studied, carrying out calculations to answer the problem formulation, and carrying out calculations to test the proposed hypothesis.

Validity test

Validity is tested by comparing the calculated r value with r table for degrees of freedom ($df = n - 2$), where n is the number of samples. If the calculated r value is greater than the table r value and is positive, then the question is considered valid (Sugiyono, 2017: 124).

Reliability Test

Reliability Test is a value that indicates how consistent a measuring instrument is in measuring the same symptoms. The level of reliability of the instrument was tested through the Internal Consistency Test using the reliability coefficient (Cronbach's Alpha). The Cronbach alpha coefficient is considered good if the value is in the range between 0.6 to 1.0 (Umar, 2019: 113).

Normality test

Sugiono (2017) states that the most optimal model is when the data has a normal or close to normal distribution. When the data is spread around a diagonal line and follows the diagonal direction, the regression model meets the assumption of normality. On the other hand, if the data is spread far from the diagonal line and does not follow its direction, then the regression model is considered not to meet the normality assumption.

Multicollinearity Test

To detect the presence of multicollinearity in the regression model, it can be seen from the tolerance value and Variance Inflation Factor (VIF) value. Tolerance measures how much variation of a selected independent variable cannot be explained by other independent variables. Therefore, a low tolerance value means a high VIF, because $VIF = 1/\text{tolerance}$, which indicates the presence of significant multicollinearity. The commonly used cut-off value is 0.10 for the tolerance value or above 10 for the VIF value.

Heteroscedasticity Test

Heteroscedasticity Practically, the assumption that the variance of the disturbance term is constant is often difficult to fulfill. This can be understood when considering the factors that cause heteroscedasticity in a regression model.

Multiple Linear Regression Analysis

Ghozali (2018) states that multiple linear regression analysis is used to determine the extent and direction of the influence of the independent variable on the dependent variable.

Coefficient of Determination (R²)

The purpose of testing the coefficient of determination is to measure the model's ability to explain the extent to which the independent variables jointly influence the dependent variable, which can be reflected in the adjusted R-Squared value (Ghozali, 2016).

Simultaneous Significance Test (F Test)

The F test aims to determine whether the independent variables jointly influence the dependent variable. The F test is carried out to evaluate the influence of all independent variables simultaneously on the dependent variable. The commonly used significance level is 0.05 or 5%. If the significance value of $F < 0.05$, it can be interpreted that the independent variables jointly influence the dependent variable, and vice versa (Ghozali, 2016).

Operational Definition of Variables

1. Employee performance refers to the achievements obtained or resulting from activities carried out by employees. Indicators: quantity of work, quality of work results, efficiency in carrying out tasks, work discipline, initiative, thoroughness, leadership, honesty, creativity.
2. Work motivation is an effort to provide encouragement that can arouse individual work enthusiasm so that they are willing to work together, effectively, and try wholeheartedly to achieve satisfaction. Indicators: physiological needs, security needs, social or belonging needs, self-esteem needs, self-actualization needs.
3. The work environment is a condition where there are a number of groups with several supporting facilities to achieve company goals in accordance with its vision and mission. Indicators: 1) Physical work environment (Lighting; Work space circulation; Room layout; Decoration; Noise, Facilities). Indicator 2) Non-physical work environment (Relationship with leadership; Relationship between co-workers).
4. Career development is the process of improving individual skills in order to achieve the desired career. Indicators: 1) Career planning (Suitability of interests with work; Career development opportunities within the company; Clarification of long-term and short-term career plans). Indicator 2) Career management (Integration with human resource planning; Dissemination of career information; Publication of job vacancies; Work experience; Education and training).

RESEARCH RESULTS AND DISCUSSION

Research result

Validity Test Results

The results of testing the validity of research instruments using Statistical Product Service Solutions (SPSS) for Windows are summarized in table 2 below:

Table 2. Validity Test Results

Variable	Statement	Person Correlation	Sig	Cronbach's Alpha	Status
Work motivation (X1)	X1.1	0.603	0,000	0.05	Valid
	X1.2	0.632	0,000	0.05	Valid
	X1.3	0.670	0,000	0.05	Valid
	X1.4	0.718	0,000	0.05	Valid
	X1.5	0.682	0,000	0.05	Valid
Work Environment (X2)	X2.1	0.444	0,000	0.05	Valid
	X2.2	0.488	0,000	0.05	Valid
	X2.3	0.508	0,000	0.05	Valid
	X2.4	0.565	0,000	0.05	Valid
	X2.5	0.724	0,000	0.05	Valid
	X2.6	0.735	0,000	0.05	Valid
	X2.7	0.723	0,000	0.05	Valid
	X2.8	0.742	0,000	0.05	Valid
Career Development (X3)	X3.1	0.729	0,000	0.05	Valid
	X3.2	0.894	0,000	0.05	Valid
	X3.3	0.885	0,000	0.05	Valid
	X3.4	0.694	0,000	0.05	Valid
	X3.5	0.712	0,000	0.05	Valid
	X3.6	0.894	0,000	0.05	Valid
	X3.7	0.885	0,000	0.05	Valid
	X3.8	0.894	0,000	0.05	Valid
Employee Performance (Y)	Y1.1	0.831	0,000	0.05	Valid
	Y1.2	0.608	0,000	0.05	Valid
	Y1.3	0.829	0,000	0.05	Valid
	Y1.4	0.799	0,000	0.05	Valid
	Y1.5	0.554	0,000	0.05	Valid
	Y1.6	0.708	0,000	0.05	Valid
	Y1.7	0.671	0,000	0.05	Valid
	Y1.8	0.398	0,000	0.05	Valid
	Y1.9	0.264	0,000	0.05	Valid

Source: Data processed by SPSS 25 (2024)

Based on table 2 The results of the questionnaire validity test on 90 respondents are explained as follows:

1. The work motivation variable (X1) from 5 statement items (X1.1 – X1.5) obtained the lowest correlation value for item X1.1 = 0.603 with significance value = 0.000.
2. The work environment variable (X2) from 8 statement items (X2.1 – X2.8) obtained the lowest correlation value for item X2.1 = 0.444 with significance value = 0.000.
3. The career development variable (X3) from 8 statement items (X3.1 – X3.8) obtained the lowest correlation value for item X3.4 = 0.694 with significance value = 0.000.
4. The employee performance variable (Y) from 9 question items (Y1 – Y9) obtained the lowest correlation value for item Y9 = 0.264 with significance value = 0.000.

Table 2 above shows that all statements are said to be valid because the probability value (sig) of all statements is less than 0.05 (alpha) and all calculated r coefficient values (Pearson correlation) of all statements are greater than r table 0.207.

Reliability Test Results

The results of the reliability test of the instruments used in this research can be seen in table 3 below.

Table 3. Reliability Test Results

Variable	Cronbach' Alpha	Information
Work Motivation (X1)	0.676	Reliable
Work Environment (X2)	0.776	Reliable
Career Development (X3)	0.932	Reliable
Employee Performance (Y)	0.813	Reliable

Source: Data processed by SPSS 25 (2024)

Based on the results of reliability testing in table 4, it is known that all instrument items have a Cronbach's alpha value of more than 0.6. This means all items are reliable. Thus the entire statement (questionnaire) can be used for research.

Normality Test Results

Imam Ghozali (2011:161) The regression model is said to have a normal distribution if the plotting data (dots) that depict the actual data follow a diagonal line. Normal pp plot of normality test results, Figure 2 as follows:

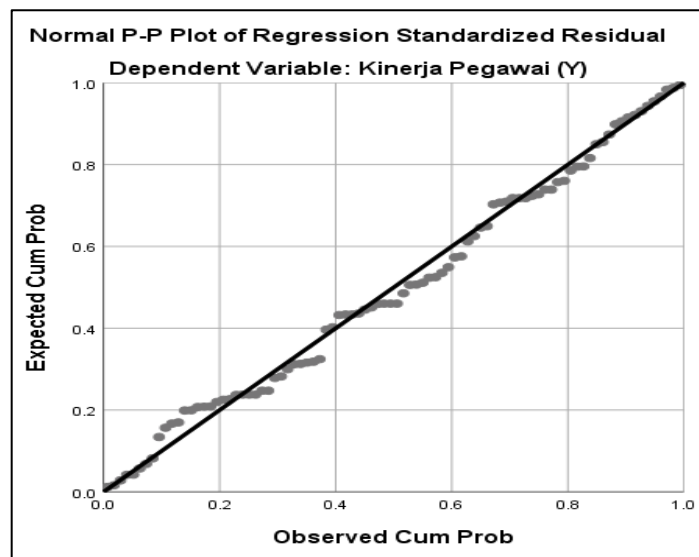


Figure 2. Normal PP Plot Graph of Normality Test Results

Source: Data processed by SPSS 25 (2024)

The results show that the normal pp of regression standardized residual graph depicts the distribution of data around the diagonal line and the distribution follows the direction of the diagonal line of the graph, so the regression model used in this research meets the normality assumption.

Multicollinearity Test Results

Imam Ghozali (2011:107-108) does not experience symptoms of multicollinearity if the tolerance value is > 0.100 and the VIF value is < 10.00. Table 4. Multicollinearity test results, as follows:

Table 4. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Motivation (X1)	,598	1,671
	Work Environment (X2)	,542	1,847
	Career Development (X3)	,781	1,281

Dependent Variable: Employee Performance

Source: Data processed by SPSS 25 (2024)

Table 4 shows that there are no symptoms of multicollinearity if the VIF value is <10. Because the VIF value of all variables is less than 10, there are no symptoms of multicollinearity at all for the independent variables. It can be concluded that there are no symptoms of multicollinearity in the model.

Simultaneous F-Test Results

The results of the simultaneous F-test analysis can be seen in table 5 below:

Table 5. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	910.969	3	303,656	91,459	,000b
	Residual	285,531	86	3,320		
	Total	1196,500	89			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Work Environment, Career Development						

Source: Data processed by SPSS 25 (2024)

Based on the test results in Table 5, it can be seen that the Fcount value is 91,459 with the Ftable value being 2.32 so that the Fcount value \geq Ftable or $50,845 \geq 2.32$ and a significant level of $0.000 \leq 0.05$, it can be concluded that the work motivation variable (X1), work environment (X2), and work motivation (X3) together have a significant effect on the performance of employees of PT PLN (Persero) Main Distribution Unit of North Sulawesi, Central Sulawesi and Gorontalo, so the four Ha hypothesis can be accepted.

t Test Results (Partial)

The t test (partial) was carried out to test the significance of the regression coefficient of the independent variable, which can be seen in table 6 below:

Table 6. t test results

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig
		B	Std. Error	Beta		
1	(Constant)	,876	2,503		,350	,727
	Work Motivation (X1)	,352	,119	,210	2,950	,004
	Work Environment (X2)	,470	,088	,383	5,349	,000
	Career Development (X3)	.404	,050	,486	8,158	,000

Source: Data processed by SPSS 25 (2024)

1. In table 6 coefficients, the significant value of work motivation (X1) is obtained by a t value of $2,950 > t$ table 1,662, so it can be concluded that H1 is accepted, which means that there is an

influence of work motivation (X1) on employee performance (Y) at PT PLN (Persero) Main Distribution Unit North Sulawesi, Central Sulawesi and Gorontalo, so hypothesis one H1 can be accepted.

2. In table 6 coefficients, the significant value of the work environment (X2) is obtained by a calculated value of 5,349 > ttable 1,662, so it can be concluded that H2 is accepted, which means that there is an influence of the work environment (X2) on employee performance (Y) at PT PLN (Persero) Main Distribution Unit North Sulawesi, Central Sulawesi and Gorontalo, so hypothesis one H2 can be accepted.
3. In table 6 of the coefficients for the significant value of career development (X3), the t-count value is 8,158 > ttable 1,662, so it can be concluded that H3 is accepted, which means that there is an influence of career development (X3) on employee performance (Y) at PT PLN (Persero) Main Distribution Unit North Sulawesi, Central Sulawesi and Gorontalo, so hypothesis one H3 can be accepted.

Correlation Coefficient (R) and Determiation Coefficient (R2)

The correlation coefficient and determiation coefficient values in this research model can be seen in the model summary in table 7 below:

Table 7. Correlation Coefficient (R) and Determiation Coefficient (R2) Model summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873a	.761	.753	1,822	1,891

a. Predictors: (Constant), Work Motivation, Work Environment, Career Development

b. Dependent Variable: Employee Performance

Source: Data processed by SPSS 25 (2024)

In the model summary, it can be seen that the correlation coefficient (R) produced in model 1 is 0.873. This shows work motivation, work environment and career development as well as having a strong relationship. The determiation coefficient (R2) value produced in model 1 is 0.873. This shows that the contribution of the independent variables, namely work motivation (X1), work environment (X2) and career development (X3) to the dependent variable employee performance is 87% and the remaining 13% is influenced by other variables not examined in this research.

Discussion

The Influence of Work Motivation on Employee Performance at PT PLN (Persero)Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo

Based on the results of hypothesis testing that has been carried out, it shows that the work motivation variable has a positive and significant effect on employee performance. It means Employees show better performance when they have their own work methods and accountable responsibilitiesat PT PLN (Persero)Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo. Apart from that, every employee also wants recognition for their work.These results are in line with research findingsKurniawan (2019),Ramadan (2021)which states that work motivation has a positive and significant effect on employee performance.

The Influence of the Work Environment on Employee Performance at PT PLN (Persero)Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo

Based on the results of hypothesis testing that has been carried out, it shows that work environment variables have a positive and significant effect on employee performance. This means that a peaceful work atmosphere without conflict between co-workers can influence

employees' desire to remain in the company, because it creates a pleasant work atmosphere and a family atmosphere. Apart from that, a good relationship between employees and leaders also makes employees feel comfortable at work. These results are in line with research findings Kurniawan (2019), Nugroho, et al., (2021) which states that the work environment has a positive and significant effect on employee performance.

The Influence of Career Development on Employee Performance at PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo

Based on the results of hypothesis testing that has been carried out, it shows that the career development variable has a positive and significant effect on employee performance. That is, a career plan helps employees in directing their efforts effectively by setting clear goals. Apart from that, it also helps companies plan their human resource needs more efficiently. These results are in line with research findings Kurniawan (2019), Prihandini (2021) which states that career development has a positive and significant effect on employee performance.

CLOSING

Conclusion

The results of this research reveal that main factors such as work motivation, work environment, and career development have a very positive impact on employee performance at PT PLN (Persero) Main Distribution Unit of North Sulawesi, Central Sulawesi, and Gorontalo, as follows:

1. Partially, work motivation has a positive and significant effect on employee performance in PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo.
2. Partially, the work environment has a positive and significant effect on employee performance in PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo.
3. Partially, career development has a positive and significant effect on employee performance in PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo.
4. Work motivation, work environment and career development together have a significant effect on employee performance in PT PLN (Persero) Main Distribution Unit for North Sulawesi, Central Sulawesi and Gorontalo.

Suggestion

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. Low work motivation needs to be improved again because low work motivation can have a negative impact on employee performance and overall productivity. When work motivation is low, employees tend to be less motivated to do a good job, less focused and less enthusiastic. This can result in decreased productivity, increased absenteeism rates, and decreased job satisfaction. Therefore, it is important to increase work motivation so that employees can work more effectively, enthusiastically and productively.
2. It is necessary to maintain a positive, inclusive and supportive work environment, creating an atmosphere where employees feel valued, motivated and comfortable. In a good work environment, employees tend to be more enthusiastic about working, collaborating with colleagues, and contributing positively to company goals.
3. Career development programs provide opportunities for employees to improve their skills, knowledge and competencies. With career development opportunities, employees feel supported in achieving their career goals and feel valued by the company. This can increase employee motivation, performance and engagement with the company.

REFERENCE

1. Afandi. 2018. Human Resource Management (Theory, Concepts and Indicators). Nusa Media. Yogyakarta.
2. Anwar Prabu Mangkunegara. (2017). Company Human Resources Management. Bandung: Rosda.
3. Dr. Umar Sidiq, M.Ag Dr. Moh. Miftachul Choiri, M. (2019). Qualitative Research Methods in Education. In Journal of Chemical Information and Modeling (Vol. 53, Issue 9).
4. Fahmi. Irham. (2016). Introduction to Human Resource Management Concepts and Performance. Media Discourse Partners: Jakarta.
5. Ghozali, Imam. 2016. Multivariate Analysis Applications with the IBM SPSS 23 Program (Edition 8). Printing VIII. Semarang: Diponegoro University Publishing Agency.
6. Ghozali, Imam. 2018. Application of Multivariate Analysis with the IBM SPSS 25 Program. Diponegoro University Publishing Agency: Semarang.
7. Hasibuan, Malay. (2017). Human Resource Management. Jakarta: Bumi Literacy.
8. Cashmere. 2016. Human Resource Management (Theory and Practice). Medan: Rajagrafindo Persada.
9. Kurniawan D (2019) "The Influence of Work Discipline, Motivation, and Career Development on the Performance of Population and Civil Registration Service Employees in Temanggung, Central Java". Economics and Business.
10. Lawasi, ES & Triatmanto, B., 2017. The Influence of Communication, Motivation and Teamwork on Increasing Employee Performance. JMDK, Vol 5(No 1), Pp. 47-57.
11. Masram and Mu'ah. 2017. Human Resources Management. Sidoarjo. Zifatama Publisher.
12. Nugroho B. et al., (2021) "The Influence of Motivation, Work Environment and Competence on Employee Performance at Pt. Angkasa Pura II (Persero) Kualanamu Branch Office". Journal of Management and Business. Vol 3(2), 130-142.
13. Prihandini K. R (2021) "The Influence of Career Development in Improving Employee Performance by Mediating Work Motivation (Case Study of Pt. Bprs Sukowati Sragen)". Islamic Economics and Business.
14. Rahmawati, R., Mitariyani, NWE, & Atmaja, NPCD (2021). The Influence of Work Environment, Work Stress and Work Motivation on Employee Performance at Pt. Indomaret Co Nangka Branch. GOLD, 2(3).
15. Rahmadhan M (2021) "The Influence of Work Motivation, Work Environment and Career Development on Employee Performance".
16. Sedarmayanti. 2017. Human Resources Management. Bandung: Refika Aditama.
17. Siyoto, S. & Sodik, A. 2015, Basic Research Methodology, Media Literacy Publishing, Yogyakarta.
18. Sugiyono. 2017. Quantitative, Qualitative and R&D Research Methods. Bandung: CV. Alfabet.
19. Sugiyono. 2018. Quantitative, Qualitative and R&D Research Methods, Alfabeta publisher, Bandung.
20. Sutrisno, E. (2017). Human Resource Management. Jakarta : Kencana. Widyanti, Rahmi. 2018. Career Management (Theory, Concepts and Practice). Rizky Artha Mulia Publisher, Makassar.
21. Tamalika, T. 2017. Analysis of the Influence of Recruitment and Career Development on Employee Performance at PT Karyatama Saviera Palembang. Journal of Technology Dessimilation 5(2): 85-172.