The Effect of Career Development and Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village

I Wayan Manggis, Anik Yuesti, I Ketut Setia Sapta

Abstract:
Research on career development and organizational culture on performance with work motivation as intervening variable is done at cooperative located in Pedungan village of South Denpasar Pedungan Village is a village located in South Denpasar District, Denpasar City, Bali Province. The development of cooperatives is currently supported by the development of small and medium enterprises (SMEs). The number of cooperatives in the village pedungan is 33 cooperatives with the total number of employees is 338 employees. The purpose of this study is to know and examine the influence of career development on employee performance in cooperative in rural village, To know and test the influence of organizational culture on employee performance in cooperative in rural village, to know and test the influence of career development on employee motivation at cooperative in to know and examine the influence of organizational culture on employee motivation in cooperative in rural village, To know and to test influence of work motivation to employees performance at Cooperative in rural village. This research is a quantitative research using primary data obtained from the questionnaire and measured by using Likert scale. The population of this research is employees at Cooperative in rural village as many as 85 people. The method of selecting the sample of this study using Proportionate Stratified Random Sampling is this technique is used when the population has members who are not homogeneous and stratified proportionally. Data analysis technique used in this research is Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 program. The result of the research shows that (1) career development has positive and significant effect to work motivation, (2) organizational culture have positive and significant effect to work motivation, (3) career development have positive and significant effect to employee performance, (4) and (5) the influence of mediation of work motivation variable on indirect influence of career development on partial performance, and (7) influence of mediation of work motivation variable on the influence of unbalanced direct organizational culture to performance is partial.

Keywords: career development, organizational culture, work motivation, and performance.
I. Introduction:
1.1 Research Background:
Cooperative is one of the driving force of economic growth based on populist economy. Cooperatives have a very important role for all societies in conducting financial transactions. The development of cooperatives is currently supported by the development of small and medium enterprises (SMEs) in Bali, especially in the city of Denpasar is growing rapidly. Along with the increasing economy of society in Denpasar, cooperatives are expected to assist in the provision of funds to finance and develop industrial businesses, agriculture, trade and other non-financial sectors both located in the district, city and village.

In accordance with the Regulation of the State Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia No. 20 / Per / M.KUKM / XI / 2008 recorded until 2016 the total number of cooperatives in the city of Denpasar amounted to 1033 units, the number of cooperatives assessed is 171 units indicating that the cooperative is stated healthy as many as 40 units, 104 healthy enough healthy units, 25 units, unhealthy 2 units. Village Pedungan subdistrict South Denpasar the number of existing cooperatives is a number of 12 units of savings and loan cooperatives and 23 cooperative all-round business. Of the 35 units of cooperatives in the village pedungan obtained data from the Office of Cooperatives Denpasar city obtained data 9 healthy cooperatives, 13 cooperatives are less healthy and 13 unhealthy cooperatives. The number of personnel in all cooperatives in the village pedungan is 255 people with qualifications of education S2, S1 D3 and SMA / SMK. Based on the results of interviews with some unhealthy and unhealthy cooperative employees in the village pedungans stated that the lack of management attention to what an employee gained or collected, the lack of awards given to employees who excel, places that do not support in doing jobs and financial transactions and frequent employee turnover resulting in decreased income of the cooperative. While the employees of the cooperative who get a healthy predicate states the opposite where every work of all employees always get praise and appreciation from management after the annual meeting of members of the cooperative. The difference between the realization of the income budget earned by each cooperative employee shows a significant difference.

While the results of interviews conducted with cooperative employees, indicates that there are still many problems faced by cooperatives in the city of Denpasar in developing the organization and its business in addition to internal and external problems. Internal issues concerning the low quality of human resources that affect the management of organizations and cooperative efforts. Meanwhile, external problems include the government's policy factors in the economic field, the perception of society towards cooperatives, business competition from other business entities, technology, social, and politics. internal cooperatives. Judging from the problems faced by cooperatives in the city of Denpasar, then in this study the problems are limited to human resource issues, especially the performance problems of cooperative employees. Employee empowerment in the cooperative needs to be managed professionally in order to realize the balance between the needs of employees with the interests and capabilities of the cooperative. The balance is the key in empowering employee resources to achieve maximum performance while remaining competitive in the globalization era. Thus it is increasingly realized that in a cooperative, HR is the most important element, as expressed by Hardyansyah (2012) that man as a workforce in the organization has an important role in achieving the goals and provide good service for the organization and society. The employee (account officer) is the most important factor of production, therefore must have the willingness and ability in carrying out the tasks assigned from the cooperative (Yuesti, et al 2018, Yuesti and Sumantra, 2018, Sumantra and Yuesti 2016, Sumantra and Yuesti, 2017, Yuesti 2015).

According to Caroline & Susan (2014: 64), states that a leader who expects maximum performance achievement in his organization should consider the...
factors that affect employee performance itself, one of which is career development (career development). According to Nugroho & Kunartinah (2013), planning and development of a clear career in the organization will be able to increase employee motivation in carrying out its work, thus creating a sense of satisfaction in carrying out its work.

According Marwansyah (2012: 208), career development is a self-development activities undertaken by a person to realize his personal career plan while according Sunyoto (2012: 164), career development is personal enhancements made to achieve a career plan. Mondy (2008: 243), states that career development is a formal approach that organizations use to ensure that people with appropriate qualifications and experience are available if needed. According to Rivai (2008: 290), career development indicators are as follows: Career planning where everyone will plan his / her career in the future to get the rights better than ever. Based on the definition of ditas can be concluded that career development is an activity to conduct career planning in order to increase personal future in order for life to be better. If career development is perceived to affect employee performance, it will be easier to attract potential employees, maintain and motivate employees to improve their performance, resulting in increased productivity and the company can increase sales and provide much revenue to the company (Willy, 2008).

Based on the results of pre-research conducted by researchers on 11 cooperatives in the village pedungan, there are problems, among others, based on seniority employees. Employees who have had a long time to work in class (jabata) while new employees are never promoted to higher levels during work. Lack of training in accordance with the job specification, and does not require the level of education to be promoted in certain positions. In addition there are some employees who resigned because the employee has worked for more than 3 years as a daily worker, (DW) but there is no appointment to a higher level to be a contract staff, as well as some staff who should have the ability to rise to office level supervisor, but not given such an opportunity(Yuesti, et al, 2018, Sumantra and Yuesti, 2017, Yuesti 2015).

Based on the background and the above phenomenon, the researcher is interested to carry out the research entitled: "The influence of career development and organizational culture on employee performance with motivation klerja as intervening variable in cooperative as pedungan village Denpasar".

1.2 Research Question
Based on the above background, the formulation of the proposed problem is as follows:

1) Does career development affect the performance of employees at the Cooperative Pedungan Village Denpasar?

2) Does the organizational culture affect the performance of employees at the Cooperative Village Pedungan Denpasar?

3) Does career development have an effect on employee's motivation on Cooperative Village Pedungan Denpasar?

4) Does organizational culture affect employee motivation at the Cooperative Village Pedungan Denpasar?

5) Does work motivation affect the performance of Koperasi employees in Pedungan Denpasar Village?

6) Does career development affect employee performance through work motivation as intervening variable Cooperative in Pedungan Denpasar Village?

7) Does the organizational culture affect the performance of employees through work motivation as intervening variable Cooperative Village Pedungan Denpasar?

1.2 Research Goal
In accordance with the principal issues that have been submitted above, it can be formulated research purposes as follows:

1) To know and test the effect of Career development on employee performance at Cooperative Village Pedungan Denpasar.
2) To know and test the influence of organizational culture on employee performance at Cooperative Village Pedungan Denpasar.

3) To know and test the effect of career development on employee motivation in Cooperative Village Pedungan Denpasar.

5) To know and test the influence of work motivation on employee performance at Cooperative Village Pedungan Denpasar.

7) To know and examine the influence of organizational culture on employee performance through work motivation as a moderation variable at Cooperative Village Pedungan Denpasar.

2. Literature:

According to Robbins, (2008: 112) there are several variables that affect the performance, one of which is organizational culture. According Robbins (2010: 279) defines the organizational culture (organization culture) sebagaisuatu shared system shared by members who distinguish the organization with other organizations. Robbins, (2010: 279) states that organizational culture is a system of mutual meaning formed by its citizens who at the same time be differentiate with other organizations.

Organizational culture is the value or archetype received by an organization to act and solve problems, forming employees who are able to adapt to the environment and unify organizational members. (Robbins, 2006: 224). For that it must be taught to members including new members that is as a correct way in assessing, thinking and feeling the problems faced. Coercion of a culture can lead to discrepancies between employees and the organization so as to affect the psychological condition of employees who feel uncomfortable in cooperation. Employee discomfort affects employee performance. Fuad Mas'ud (2007: 133) organizational culture formed by indicators. The indicators of Organizational Culture can be interpreted in four concepts, namely: professionalism, distance management, trust in colleagues and integrity.

Organizational culture is the archetype accepted by organizations to act and solve problems, forming employees who are able to adapt to the environment and unify organizational members. It should be taught to members including the new members as a correct way of assessing, thinking and feeling the problems at hand. Coercion of a culture can lead to discrepancies between employees and the organization so as to affect the psychological condition of employees who feel uncomfortable in cooperation. Employee discomfort affects employee dissatisfaction. Organizational culture as a cognitive framework that includes attitudes, values, behavior norms, and expectations donated by members of the organization so as to provide a satisfaction in performing the duties and obligations of members of an organization. (Luthans, 2007: 245) In Fuad Mas'ud (2004: 133) organizational culture is formed by indicators. The indicators of Organizational Culture can be interpreted in four concepts, namely: professionalism, distance management, trust in colleagues and integrity.

During the preliminary survey, the authors observed that the organization's culture was less than optimal and did not perform well as employees did not discipline for work, for example when working hours were set at 8:00 am which should have employees start work but instead they relaxed to enjoy breakfast or just talk to others. Organizational culture that has been applied in an organization or company between one another is not the same, but they have the same goal that is to advance the organization or company they have. Likewise companies that pay less attention to work culture, such as order, norms and behavior of the employees, then the company run not run as expected.
Company survival also depends on employee work motivation. Self-motivation is concerned with the direction of the individual's behavior concerning the behavior one chooses when there are several alternatives, the power of one's behavior after making an alternative choice, and the determination of that behavior. This is in accordance with Robbins (1998) revelation in Mamik (2014: 88) that motivation of work is an encouragement that makes a person act or behave in certain ways with the possibility of fulfillment of personal goals or needs in work. According to Gibson (1996) in Ermayanti (2011: 43) and Sujak (1990) in Ermayanti (2011: 43), suggests that understanding motivation, both within the employees and those from the environment will be helpful in improving performance. Unmotivated employees can be indifferent to work, poor settings, frequent absences and other problems. This proves the importance of motivational problems within the organization.

Employees who are motivated to improve performance due to a strong drive to meet decent wages / salaries, incentives, maintaining self-esteem, meeting spiritual needs, meeting participation needs, placing employees in the appropriate places, creating a sense of security in the future, place of work, pay attention to the opportunity to move forward, creating a healthy competition (Riduwan, 2009: 66). Low employee motivation can be identified also from the existence of irregularities of employee behavior in the workplace. This is known from the results of the observations and also the information provided by one of the HR managers during interviews, some employees who committed violations that harmed the company such as fraud, arrived late, also many employees who use work time for personal gain. This indicates there are problems regarding employee motivation at KSU Laksmi Dananjaya Denpasar.

The influence of career development and organizational culture on employee-mediated performance of work motivation variables is an interesting theme in Human Resource Management (HR) research. Brownell (1982b) in Puspaningsih (2013) mentions two reasons: (a) career development is seen as a managerial approach that can improve the performance of organizational members, and (b) studies that examine the relationship between career development and conflicting outcomes. In previous research conducted by Sungkono (2013) proves that career development and organizational culture have a positive and significant impact on employee performance at PT. Anugrah Motor Denpasar through work motivation as moderation. Research Bapiri & Alizad (2015) indicates that Interpersonal Communication and career development have a negative and significant impact on employee performance at Sepah Bank Medan. With job satisfaction as intervening variable. Research conducted by Nurhani, et al. (2015) found that direct work motivation had a positive and significant influence on employee performance at Bank Pedungan Denpasar, which means that employees' performance indirectly also affected the effectiveness of the company. Research by Wirawan (2012) shows that Leadership and organizational commitment have a positive and significant impact on employee performance in CV. Aditya Mas Ubud Bali, Through job satisfaction as intervening variable. Novira research (2015) shows that interpersonal communication and organizational culture have a significant effect on employee performance in Sepah but partially Leadership has no significant effect on CV. Denpasar prosperous gold pillar, through work motivation as intervening variable.

Conceptual Framework:

The conceptual framework describes specifically the thinking patterns of the variables in a study. Based on the theoretical study above, the research model or theoretical framework developed in Figure 2.1, which illustrates the influence of career development and organizational culture on employee performance with work motivation as an intervening variable. Then the framework model of the study used to facilitate understanding the concept used is:
Hypothesis:

H1: Career development has a positive effect on employee performance at Cooperative Pedungan Denpasar Village.

H2: Organizational culture has a positive effect on employee performance on Cooperative Village Pedungan Denpasar.

H3: Career development has a positive effect on employee work motivation in Cooperative Pedungan Village Denpasar.

H4: Organizational culture has a positive effect on employee work motivation on Cooperative Village Pedungan Denpasar.

H5: Work motivation has a positive and significant effect on employee performance on Cooperative Village Pedungan Denpasar.

H6: Career development has a positive effect on employee performance with work motivation as intervening variable at Cooperative in Pedungan Denpasar Village.

H7: Organizational culture has a positive effect on employee performance with work motivation as intervening variable at Cooperative in Pedungan Denpasar Village.

3. Method:

Research This research was conducted at the cooperative of Denpasar Pedungan Village. The scope of the research is to examine the influence of career development, organizational culture on employee performance with work motivation as intervening variable. This is possible because with the development of career, organizational culture that adapts to the company situation, with work motivation as a variable that strengthens the performance of employees. With good employee performance will eventually lead to employee loyalty to the company. total population in this research is all permanent employees at cooperative as Pedungan village of Denpasar which amounts to 338 people. Based on the data in the can on employees amounted to 338 people so that in this study will take 25% of the total population so that the number of samples in this study amounted to 85 people. Primary and secondary data retrieval techniques were conducted in several ways, namely: interviews, questionnaires, observation and documentation. To test the proposed hypothesis, the analytical method is path analysis.

4. Result and Discussion:

Result:

1) Structural Model Test (Inner Model):

Innermodel test or structural model is done to see the relationship between variables, significance value and R-square of research model. The structural model is evaluated by using R-Square for the dependent variable with the coefficient of structural path parameters.

This suggests that changes in latent constructs affect changes in indicators. In this model there are 2 exogenous variables, namely career development and organizational culture and endogenous variables, namely work motivation and employee performance.
Assessment of models with PLS begins by looking at R-Square for each dependent latent variable. Changes in R-Square values can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have substantive influences. The structural model is evaluated by taking into account the Q2 predictive relevance model that measures how well the observed values are generated by the model. The value of Q2 is based on the coefficient of determination of all dependent variables. Quantity Q2 has a value with the range $0 < Q2 < 1$, the closer to the value of 1 means the model the better. As for the coefficient of determination (R-Square) of each dependent variable can be presented in Table 4.1.

<table>
<thead>
<tr>
<th>Structural Model</th>
<th>Variabel Dependen (Y1)</th>
<th>R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Motivation</td>
<td>0,878</td>
</tr>
<tr>
<td>2</td>
<td>Employee Performance</td>
<td>0,985</td>
</tr>
</tbody>
</table>

Calculation $Q^2$:

$Q_1^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$

$Q_2^2 = 1 - [(1 - 0,878) (1 - 0,985)]$

$Q_3^2 = 1 - [(0,122) (0,015)]$

$Q_4^2 = 1 - 0,001$

$Q_5^2 = 0,999$

Based on Table 4.1 it is shown that the result of evaluation of structural model proved the value of Q2 equal to 0.999 approaching the number 1. This gives proof that the structural model has goodness of fit (goodness of fit model) is very good. These results can be interpreted that the information contained in the data is 99.9% can be explained by the model, while the remaining 0.1% is explained by errors or other variables that have not been contained in the model.

### 2) Hypothesis Test:

Hypothesis testing is done by t-test on each lane of direct influence partially and indirect influence through mediation variable.

#### 1. Direct Effect Testing

The result of path coefficient on each path for direct effect can be presented in Table 4.2.

**Table 4.2 Direct Effect Testing**

<table>
<thead>
<tr>
<th>Corelation between variable</th>
<th>Path Coeficien (Bootstrapping)</th>
<th>T- Statisti c</th>
<th>Keterangan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development t -&gt; Work Motivation</td>
<td>0,427</td>
<td>5,431</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Career Development t -&gt; Employee Performance</td>
<td>0,150</td>
<td>4,365</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Organization Culture -&gt; Work Motivation</td>
<td>0,562</td>
<td>6,856</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Organization Culture -&gt; Employee Performance</td>
<td>0,589</td>
<td>12,861</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Work Motivation -&gt; Employee Performance</td>
<td>0,295</td>
<td>5,891</td>
<td>Signifikan</td>
</tr>
</tbody>
</table>

Source: *Output SmartPLS 3.0,*

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Based on the results of the analysis can be presented images of research models in accordance with the analysis of PLS as follows.

1. **Hypothesis Test 1:**
   The first hypothesis proposed in this research is career development has a positive and significant effect on work motivation. Result of test to coefficient of parameter between career development to work motivation showed a positive correlation with coefficient value equal to 0.427 with t-statistic value 5.431. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, career development has a positive and significant impact on work motivation. It means that the higher the career development, the higher the work motivation or the lower the career development, the lower the motivation of work.

2. **Hypothesis Test 2:**
   The second hypothesis proposed in this study is organizational culture has a positive and significant impact on work motivation. Result of test to coefficient of parameter between organizational culture to work motivation showed a positive relationship with the value coefficient of 0.562 with t-statistic value equal to 6,586. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, organizational culture has a positive and significant effect on work motivation. It means that the higher the organizational culture, the higher the work motivation or the lower the organizational culture, the lower the work motivation.

3. **Hypothesis Test 3:**
   The third hypothesis proposed in this research is career development has a positive and significant impact on employee performance. The test result to the parameter coefficient between career development on employee performance showed a positive relationship with coefficient value of 0.150 with t-statistic value of 4,365. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, career development has a positive and significant impact on employee performance. It means that the higher the career development, the higher the employee performance or the lower the career development, the lower the employee performance.

4. **Hypothesis Test 4:**
   The fourth hypothesis proposed in this study is organizational culture has a positive and significant impact on employee performance. The test results on the coefficient parameters between organizational culture on employee performance showed a positive relationship with the value coefficient of 0.589 with t-statistic value of 12.861. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, organizational culture has a positive and significant effect on employee performance. It means that the higher the organizational culture, the higher the employee performance or the lower the organizational culture, the lower the employee performance.

5. **Hypothesis Test 5:**
   The fifth hypothesis proposed in this study is work motivation has a positive and significant impact on employee performance. The test result on the coefficient of the parameters between work motivation on employee performance showed a positive relationship with the value of coefficient of 0.295 with t-statistic value of 5.891. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, work motivation has a positive and significant effect on employee performance.
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means that the higher the job motivation, the higher
the employee performance or the lower the work
motivation, the lower the employee performance.

Testing Influence of Mediation

The influence of (a) or the direct influence of the
independent variable on the dependent variable on
the model by involving the mediation variable can
be shown through the indirect effect. The result of
indirect effect can be presented in Table 4.3.

Table 4.3 Result of Influence Testing (a)

<table>
<thead>
<tr>
<th>Mediation Motivation Variable Work on:</th>
<th>(a)</th>
<th>T-Statistic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development -&gt; employee performance</td>
<td>0.12 6</td>
<td>3.489</td>
<td>Significant</td>
</tr>
<tr>
<td>Organizational culture -&gt; employee performance</td>
<td>0.16 6</td>
<td>5.186</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0,

To facilitate the examination of mediation variables
in this study, then performed the analysis as
presented in Table 4.4.

Table 4.4 Recapitulation of Mediation Testing Result

<table>
<thead>
<tr>
<th>No.</th>
<th>Mediation Motivation Variable Work on:</th>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
<th>(d)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career development -&gt; employee performance</td>
<td>0.12 6 (Sig) 0.15 0 (Sig) 0.42 7 (Sig) 0.29 5 (Sig)</td>
<td>Partial Mediation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Organizational culture -&gt; employee performance</td>
<td>0.16 6 (Sig) 0.58 9 (Sig) 0.56 2 (Sig) 0.29 5 (Sig)</td>
<td>Partial Mediation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0,

The results of testing the mediation variables in
Table 4.4 can be interpreted as follows.

1. Work motivation (Y1) is able to mediate
positively and significantly on the indirect
influence of career development (X1) on
employee performance (Y2). These results are
shown from mediation tests that appear to have
significant (a), (b), (c), and (d) significant effect.
Based on these results can be interpreted that if
the higher the motivation of work based on high
career development as well, then the employee's
performance is also increasing. The influence of
work motivation variable mediation (Y1) on the
indirect effect of career development (X1) on
employee performance (Y2) is partial mediation.
These findings provide clues that the work
motivation variable (Y1) is not a key
determinant of the influence of career
development (X1) on employee performance

2. Work motivation (Y1) is able to mediate
positively and significantly on the indirect
influence of organizational culture (X2) on
employee performance (Y2). These results are
shown from mediation tests that appear to have
significant (a), (b), (c), and (d) significant effect.
Based on these results can be interpreted that if

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the higher the work motivation based on high organizational culture as well, then the performance of employees is also increasing. The influence of mediation of work motivation variable (Y1) on indirect effect of organizational culture (X2) on employee performance (Y2) is partial mediation. These findings provide clues that the work motivation variable (Y1) is not a key determinant of organizational culture (X2) influence on employee performance (Y2).

In order to know the overall effect for each relation between the variables studied, it can be presented recapitulation of direct influence, indirect influence, and total influence in Table 4.5.

### Table 4.5 Direct Effect, Indirect Effect, and Total Effect:

<table>
<thead>
<tr>
<th>No.</th>
<th>Corelation Variable</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career development -&gt; Work Motivation</td>
<td>0.427</td>
<td>-</td>
<td>0.4270</td>
</tr>
<tr>
<td>2</td>
<td>Career development -&gt; Work Motivation -&gt; employee performance</td>
<td>0.150</td>
<td>0.126</td>
<td>0.272</td>
</tr>
<tr>
<td>3</td>
<td>Organizational culture -&gt; Work Motivation</td>
<td>0.562</td>
<td>-</td>
<td>0.562</td>
</tr>
<tr>
<td>4</td>
<td>Organizational culture -&gt; Work Motivation -&gt; employee performance</td>
<td>0.589</td>
<td>0.166</td>
<td>0.755</td>
</tr>
<tr>
<td>5</td>
<td>Work Motivation -&gt; employee performance</td>
<td>0.295</td>
<td>-</td>
<td>0.295</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0.

Based on Table 4:18 it is shown that the influence of mediation of work motivation variable (Y1) on the indirect effect of career development (X1) on employee performance (Y2) is greater, that is by coefficient of path equal to 0.122 compared with influence of mediation of work motivation variable (Y1) direct organizational culture (X2) on employee performance (Y2) with the resulting path coefficient of 0.166. Thus overall, the total impact on the organizational culture path -> work motivation -> employee performance (0.755) is greater than the career development path -> work motivation -> employee performance (0.272). These findings provide guidance on career development and organizational culture that increasingly high employee increasing employee motivation, so that later can improve employee performance in accordance with corporate goals.

**Discussion:**

**The Influence Career development on Work Motivation:**

Result of test to coefficient of parameter between career development to work motivation showed a positive correlation with coefficient value equal to 0.427 with t-statistic value 5.431. The t-statistic value is above the value of t table 2.000, so H0 is rejected. Thus, career development has a positive and significant impact on work motivation. It means that the higher the career development, the higher the work motivation or the lower the career development, the lower the motivation of work.

The results of this study are in line with the results of research conducted by Anwar (2015) on the Influence of Career Development and Organizational Culture Against Employee Performance Employees with Motivation Work as Intervening Variables (Studies on Employees PT PLN (Persero) Kudus Area), which states that career development has a significant positive effect on work motivation. Other supporting research is conducted by Nugraha (2013) on the Influence of Career Development and Organizational Culture on Employee Motivation and Morale (Study on Employees of PT Bank Negara Indonesia Persero Tbk Branch of Madura), which stated that career development has positive and significant to employee motivation. This study is in line with Burhanudin (2016) research on the influence of
The influence of organizational culture on work motivation:

The test results on the coefficient parameters between organizational culture on work motivation showed a positive relationship with the value of coefficient of 0.562 with t-statistic value of 6.856. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, organizational culture has a positive and significant effect on work motivation. It means that the higher the organizational culture, the higher the work motivation or the lower the organizational culture, the lower the work motivation.

The results of this study are in line with the results of research conducted by Anwar (2015) on the Influence of Career Development and Organizational Culture Against Employee Performance Employee: Motivation Work as Intervening Variable (Studies on Employees PT PLN (Persero) Kudus Area), which states that organizational culture has a significant positive effect on work motivation. Other supporting research is conducted by Nugraha (2013) on the Influence of Career Development and Organizational Culture on Employee Motivation and Morale (Study on Employees of PT Bank Negara Indonesia Persero Tbk Branch of Madura), which stated that career development has positive and significant to employee motivation. This study is in line with Burhanudin's (2016) research on the influence of career development and organizational culture on work performance with work motivation as intervening variable (Study on Nissan Employees of PT United Indo Surabaya Branch Rahmat Surabaya), which stated that the organizational culture has positive and significant influence on work motivation. Research conducted by Gunawan (2015) on the Effect of Financial Compensation and NonFinancial to Work Motivation Employees PT. Freight Express Surabaya, which states that nonfinancial compensation has a positive and significant effect on employee work motivation.

The Influence of Career Development on Employee Performance

Result of test to coefficient of parameter between career development to employee performance show there is positive relation with coefficient value equal to 0.150 with t-statistic value equal to 7.550. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, career development has a positive and significant impact on employee performance. It means that the higher the career development, the higher the employee performance or the lower the career development, the lower the employee performance.

The results of this study are in line with the results of research conducted by AFS (2015) on the Influence of Career Development and Organizational Culture Against Employee Performance Employee: Motivation Work as Intervening Variable (Study on Employees PT PLN (Persero) Kudus Area), which states that career development has a significant positive effect on work performance. Other supporting research is done by Qosim (2016) on the influence of career development and organizational culture on the division of labor, employee performance as intervening variable (Case Study: BPR Syariah Bangun Drajat Warga), which states that career development has a positive and significant effect on employee performance. This study is in line with Burhanudin (2016) research on the influence of career development and organizational culture on work performance with work motivation as intervening variable (Study on Nissan employees of PT United Indo Surabaya Branch Rahmat
Surabaya), which stated that career development has a positive and significant influence on employee performance.

**The influence of organizational culture with employee performance:**

The test results on the coefficient parameters between organizational culture on employee performance showed a positive relationship with coefficient value of 0.589 with t-statistic value of 19.772. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, organizational culture has a positive and significant effect on employee performance. It means that the higher the organizational culture, the higher the employee performance or the lower the organizational culture, the lower the employee performance.

The results of this study are in line with the results of research conducted by Anwar (2015) on the Influence of Career Development and Organizational Culture Against Employee Performance Employees: Motivation Work As Variable Intervening (Studies On Employees PT PLN (Persero) Kudus Area), which states that organizational culture has a significant positive effect on work performance. Other supporting research is conducted by Burhanudin (2016) on the influence of career development and organizational culture on work performance with work motivation as intervening variable (study on Nissan employees of PT United Indo Surabaya Branch Rahmat Surabaya), which stated that the culture of organization has positive and significant influence on job performance.

**The Influence of Work Motivation on Employee Performance**

The test result on the coefficient of the parameters between work motivation on employee performance showed a positive relationship with the value of coefficient of 0.295 with t-statistic value of 5.891. The t-statistic value is above the value of t table 2,000, so H0 is rejected. Thus, work motivation has a positive and significant effect on employee performance. It means that the higher the job motivation, the higher the employee performance or the lower the work motivation, the lower the employee performance.

The results of this study in accordance with the theory of Mangkunegara (2005), which states that the factors that affect performance is a factor of motivation. In line with that opinion, Handoko (2001) stated that if the employee's work motivation is high, then the employees will work harder so that their performance will increase. The results of this study are in line with the results of research conducted by Vionita (2013) on the Effect of Education Level and Work Motivation on Employee Performance Performance of SMK Negeri In Payakumbuh, stating that work motivation has a positive effect on employee performance. Because the higher the work motivation of employees the higher the performance. Other supporting research is conducted by Mambea and Obwogi (2015) on The Effects Of Motivation On Employee Performance At Oceanfreight (Ea) Limited, which states that motivation has a positive effect on employee performance. This study is in line with research conducted by Chandraningtyas et al. (2012) on the Influence of Job Satisfaction and Work Motivation on Employee Performance Through Organizational Commitment (Study on Employees of PT Kusuma Karya Persada) stating that motivation has a positive and significant impact on employee performance through organizational commitment.

**5. Conclusion:**

Based on the results of research and discussion related to the influence of career development and leadership of employee performance with work motivation as intervening variable at Cooperative Village Pedungan Denpasar, it can be drawn conclusion as follows.

1. Career development has a positive and significant impact on work motivation.
2. Organizational culture has a positive and significant effect on work motivation.
3. Career development has a positive and significant impact on employee performance.
4. Organizational culture has a positive and significant impact on employee performance.
5. Motivation of work have a positive and significant impact on employee performance.
6. The influence of mediation of work motivation variable on indirect influence of career development on employee performance is partial, meaning work motivation variable is not as a key determinant on the influence of career development on employee performance in cooperative of Denpasar pedungan village.
7. Influence of mediation of work motivation variable on indirect influence Organizational culture on employee performance is partial, meaning work motivation variable is not as a key determinant on the influence of leadership on employee performance in cooperative of Denpasar pedungan village.

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