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Supply Chain Performance Measurement and Productivity in Educational Career Assistance: Career Development of Educational Personnel in Jambi University

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Abstract— Human resource management for the supply chains is recognized increasingly important for its role to fulfill the demands of work or position as a result of advances in science and technology and increasingly intense competition among similar organizations or institutions. Each employee is required to be able to work effectively and efficiently in completing work, and is able to show the quality and quantity of good work in order to develop the competitiveness of the organization. With regard to the issue, this study was carried out by using a quantitative associative approach with survey methods and applied path analysis and regression technique to test the directly and indirectly effect on each research variable. Furthermore, this study involved educational staff of Jambi University as the respondents of the study in human resource management. Based on the research approach, it was expected to produce a career development model to support the performance in giving excellent service to the community in Jambi University. The result of the study noted and emphasized that there was the effect of working climate on organizational culture as 11.3, working motivation on organizational culture as 12.4, working climate on career development as 41.7, working motivation for career development as 15.4, organizational culture on career development as 12.6, working climate on career development through organizational culture as 43.8, and working motivation on career development through organizational culture as 20.8. The result indicated that to increase working climate, working motivation and supply chain management should be increased, too. In other words, to improve career development, it can be achieved by improving the variables of those three variables; working climate, working motivation, and organizational culture.

Keywords— career development, working climate, supply chain, human resource management, working motivation, organizational culture.

1. Introduction

Human resource management based on the career development is intended in order to increase individual competitiveness in tight competition, both inside and outside the organization. Hence, it can be improved and can impact the progress of an institution or organization. More specifically, career development needs to be well planned and programmed in the right ways to guarantee the availability of employees with the right qualifications and experience for organizational improvement [1-7]. In addition, in the process it can ideally provide certainty and assurance to employees in growing and developing all capabilities possessed by employees in terms of intellectuality, insight, motivation, and dedication to be able to carry out a mandated job position. Efforts to provide this guarantee can be achieved by fostering employees towards "the right man in the right place" [8-12]. An employee should be placed in a position according to his competency, because if the position is filled by individuals who are not right, it will have a negative impact on the organization. The difficulty of employees or educational staff of the Jambi University in developing their careers can be seen in the appointment of educational staff in structural positions. In reality, the appointment of educational staff in structural positions has not taken into account of competency factors, education, job training, and tenure. Additionally, the appointment of structural positions has not been based on an assessment of working weight, authority, and responsibility [13-16].

Other issues also arise in managing promotions from group III/d to IV/a and especially from groups IV/a to IV/b and so forth. In the new promotion rules, it is clearly stated that educational personnel

who will rise to rank from Group III/d to IV/a should carry out self-development activities. It becomes one of the reasons why it is difficult for educational staff in university to develop their careers. The difficulty of educational staff for promotion can be seen in the data on the Rank Sequence (DUK) of educational staff available in Jambi University [17-20].

The slow pace of educational staff in managing their affairs will certainly affect on the career development of educational staff themselves. Moreover, career development can be affected by several factors such working climate. This affects an organization and will certainly affect the career development of employees. The diversity of work designed in the organization, or the nature of the existing individuals will illustrate these differences. All organizations certainly have the appropriate strategy in managing their employees. An open organizational climate encourages employees to express their interests and dissatisfaction without fear of retaliation and attention. Such dissatisfaction can be dealt in both positive and wise manner. The climate of openness, however, is only created if all employees have a high level of confidence and trust in the justice of the action [21-26].

Thus, working climate is intended to provide a nurturing environment, recognizing the employees treated as individuals. It is a tool to solve problems that can consistently run well for a particular group or institution in dealing with both external and internal problems. This can be transmitted or taught to individuals to argue, and feel in relation to the problems contained in an organization [27, 28].

Likewise, working motivation describes the effect on the career development of educational staff. In this case, it was stated by Robbins and Coulter that motivation refers to the process by which one's business is energized, directed, and sustainable towards achieving a goal [29-35].

Based on the utterance, motivation is also a series of attitudes and values affected individuals to achieve specific things in accordance with individual goals. Furthermore, Sutrisno explains that motivation is a factor to encourage a person to carry out a certain activity. Therefore, it is often interpreted as a driving factor for one's behavior. These attitudes and values are invisible to provide the power in encouraging individuals to behave in achieving goals. The motivational process can be

described if a person is dissatisfied will lead to tension, which in the end will find a way or action to fulfill and continue to find its satisfaction in line with its own size and should be fulfilled [33].

The relationship between leaders and employees in career development is also evident from the organizational culture. The organizational culture is understood as a system of shared understanding held by members of an organization, which distinguishes one organization from other organizations to affect career development. Besides, organizational culture is very complex. Although a number of problems and disagreements relate to the conceptualization of organizational culture, most definitions recognize the importance of the same norms and values that guide the behavior of organizational members. An understandable concept which the culture possessed by the organization will not be the same between one organization and another. Each organization will have its own uniqueness in the culture adhered to. Therefore, organizational culture develops in different ways [36-39].

Moreover, organizational culture is accepted by members as values, beliefs, and rules should adhere to and will automatically have a relationship with individual career development. Individuals in an organization will not be able to break away from their organizational culture, so in terms of career development, it will not be separated from the culture of the organization [40].

The effect of organizational culture on career development has been carried out by several researchers. Studies conducted by Ahmad et al., Rasool et al. and Wickramaratne for instance, reported that organizational culture has an effect on career development. Departing from the empirical data and pre-survey previously mentioned, the researchers were interested in examining the effect of the working climate, working motivation and organizational culture on the career development of educational staff in the Jambi University. Seven research questions arrived to find out; 1) the effect of organizational climate on organizational culture, 2) the effect of working motivation on organizational culture, 3) the effect of organizational climate on career development, the effect of working motivation on career development, 5) the effect of organizational culture on career development, 6) the effect of organizational climate on career development through organizational culture, and 7) the effect of

working motivation on career development through organizational culture [4, 27].

2. Literature Reviews

2.1 Career Development

¹ Supply chain performance measurement – the process of qualifying the efficiency and effectiveness of the supply chain. The aim of this study is to create a supply chain measurement framework for human resource management, define what data should be measured and verify the measurement framework in ²⁶ case supply chain. Career development is a personal improvement completed by a person to achieve a career plan and improvement by related parties to achieve a career plan in accordance with the path or level of existing organization in an organization. It generally starts with evaluating the performance. The benefits of career development are to improve the ability of employees and increase the supply of capable employees [39].

Besides, Gayani considers that the career development of each individual is a working experience throughout one's life divided into several stages starting from the initial intention to work and ending with retirement [7]. This statement recognizes that each person's career stages is carried out ³⁵ in childhood to maturity by considering various factors such as mental abilities, physical abilities, individual characteristics, and other opportunities to contribute an individual's career [22]. Therefore, individual career ⁴⁵ development consists of several stages such growth, exploration, formation, maintenance or management, and setback [2].

Gottfredson then developed a career development theory based on the theory proposed by Super and Holland. Gottfredson through the ²² theory of "circumscription and compromise" assumes that career choice is a process that requires a high level of cognitive proficiency. ²⁹ Cognitive growth and development is a tool for developing a cognitive map of position and self-conception used to evaluate the suitability of various ¹⁸ alternative positions. Gottfredson sees a link between genetic factors and the environment. Genetic characteristics play an important role in shaping the basic characteristics of individuals such as interests, skills, and values. The basic characteristics then will be affected by the environment in which the individual career [2, 11].

The starting point of career development starts with employees. Each employee is responsible for progress development of his career. After strong personal commitment, several development activities are carried out including working performance, exposure, quit requests, organizational loyalty, mentors and sponsors, and opportunities to grow. The most important activity to advance careers is good working performance because this underlies career development and progress. Career development is also determined by exposure which is becoming recognized by people who decide on promotions, transfers, and other career opportunities. If an employee sees progress or better career development elsewhere, then he can submit a stop request as a way to achieve career goals. Additionally, organizational loyalty also determines career progress and development. Low organizational loyalty is generally found in new scholars and professionals. Moreover, mentors and sponsors are also important to determine the organizational development. A mentor is a person who offers informal career guidance while sponsors are people in organizations who can create career development opportunities for others. Finally, if employees improve their abilities through training, courses, and further education, it means that they have taken advantage of opportunities to grow [39].

⁴⁴ From the theories previously presented, career development is defined as a process of improving personal quality to reach a certain career path in accordance with the stages of career planning that have been determined. Several indicators of career development are satisfactory achievement, recognizing each other, loyal to the organization, utilization of trainers, peer support, and opportunity to develop.

2.2 Motivation

¹ Supply chain performance measurement – the process of qualifying the efficiency and effectiveness of the supply chain. The aim of this study is to create a supply chain measurement framework for human resource management, define what data should be measured and verify the measurement framework in the case supply chain. Sukmadinata defines motivation as energies originating from within and outside the individual self. Against these forces, some experts provide different terms such insistence or drive, motive, need and desire or wish. Those opinions showed that work of a manager is to channel motivation toward fulfilling organizational goals. Insistence or

drive is interpreted as an impulse directed at fulfilling physical needs. While motive is an impulse directed at psychological or spiritual fulfillment. Need is a condition where the individual feels a lack, or the absence of something that is needed [38].

Motivation is an internal force that encourages a worker to act, as well as external factors that encourage such action [25]. Gerring gives an understanding of the general term for all the processes involved in starting, directing, and maintaining physical and psychological activities. A general term to describe all the processes involved in initiating, directing, and maintaining physical and psychological activities [9].

Ivancevich reveals that motivation is an encouragement and strong willingness of an individual to change his behavior to achieve goals. It is a series of attitudes and values that affect individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible that provide the power to encourage individuals to act [15].

Usmara emphasizes three major points; first, people are motivated to do something they feel high advantage leading to the reward that they assess, (2) interest in job satisfaction comes from a low link while consistent with performance. One possibility is satisfaction leading to performance [25, 40]. By using the path goal motivation theory, Vroom has shown that job satisfaction and performance are caused by things that are really different. In short, job satisfaction is greatly affected by the amount of rewards received by employees from their jobs and performance level is strongly affected by the basis of achieving rewards.

Herberg from the result of his study concluded that there are six motivational factors such achievement, recognition, progress of promotion, the work itself, willingness to develop, responsibility. While for maintenance, there are ten factors that need to be considered, wisdom, technical supervision, relations between humans and superiors, human relations with their buildiers, relations between humans and their subordinates, salary and wages, working stability, personal life, workplace conditions, and status [10].

Based on the description put forward, it can be synthesized that working motivation is the encouragement from within the individual to do

work in order to achieve goals with indicators; sense of security, appreciation, dare to face risks, enthusiasm in competition, able to overcome problems in working, recognized work result.

2.3 Working Climate

Gibson and Donnelly suggest that working climate is a series of working climate conditions felt directly or indirectly by workers, which is one of the strengths to affect worker behavior. Working climate is the atmosphere occurred and created by the pattern of relationships between individuals in work [8, 14].

The condition of working climate must be created so that workers feel comfortable in carrying out their work. A conducive climate will encourage workers to achieve more in accordance with their interests and abilities. In other words, a pleasant working climate is a key driver for employees to produce maximum performance. Similarly, [10] beke, Hessel et al., stated working climate or organizational climate is a reflection of the way people believe and come to describe the characteristics of their environment. In conclusion, working climate is a reflection of the way people perceive and explain the characteristics of their environment [17, 19].

Additionally, Jhonson and McIntye conveys that there are four main elements that play a role in the formation of working climate such practical decision making, the flow of communication, motivation, and attention to workers. Next, they reminded that the elements made up working climate are like icebergs in the ocean. There are parts that can be observed, and there are also parts that cannot be observed. The parts that can be observed included attitudes, feelings of pleasure, values, norms, sportsmanship, and job satisfaction [16, 30-32].

Steers argues that the discussion of working climate relates to the traits found in working climate, and arises mainly because of work, and it is considered to affect the behavior of workers. He further said that working climate is the basis for workers to interpret and understand their surroundings. He further explained that there are several indicators of working climate like the structure of tasks, the relationship of rewards, centralization of decisions, pressure on achievement, pressure on training and development, job security, openness, status and

enthusiasm, recognition and feedback, and general competence and flexibility of work [36].

From the theories that have been put forward, a synthesis is taken that what is meant by work climate is an atmosphere of work climate that is seen, thought and felt by someone created from the relationship between the person, both vertically and horizontally which is reflected from the indicator: 1) decision making, 2) task structure, 3) communication flows, and 4) attention to workers, and 5) sportsmanship.

2.4 Organizational Culture

Organizational culture is defined as social knowledge in an organization which includes rules, norms, and values that shape the attitudes and behavior of employees. This is defined by O' Reilly, et al., they note that organizational culture as the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behavior of its employees [5, 21, 37].

The study carried out by Hofstede showed that the difference between cultures of each nation and other lies in the deepest layer of national culture called value. While the difference between the culture of an organization and other organizations also lies in the deepest layer called as practice. Factors affected organizational culture may include size and complexity of the organization, types of activities carried out by organizational members, expectations of stake holders, member personnel, and organizational history [13, 34].

The cultural profile based on the survey conducted by Denison found four cultural dimensions. First, the mission consisted of strategic direction, goals, and vision [6]. Successful organizations have clear goals, directions, and strategic goals to express a vision of how the organization will look later. Second, consistency consists of core values, agreement, coordination and integration. Organizations tend to be effective because they have a "strong" culture that is very consistent, well-coordinated, and well integrated. Third, involvement consists of empowerment, group orientation, and capability development. Organizations that effectively empower their employees, build their organizations around the team, and develop human capabilities at all levels. Fourth, adaptation consists of creating change, focusing on customers, and organizing learning.

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Organizations driven by their customers, take risks and learn from their mistakes, and have the ability and experience to create change [4].

From the theories that have been put forward, then a synthesis is taken that what is meant by organizational culture is all provisions (values, beliefs, rules) obeyed by members of the organization together in realizing organizational goals. The dimensions of organizational culture include mission, consistency, involvement, and adaptation, with seven indicators; 1) strategic direction, 2) clear goals, 3) the main values adopted, 4) mutual agreement, 5) good coordination and integration, 6) empowerment of members, 7) group collaboration, 8) capability development, 9) ability to create change, 10) focus on members, and 11) organizational learning.

3. Methods

Supply chain management (SCM) and the subject of this study, measuring supply chain management, are placed in the field of research in industrial economics. This study was conducted by using a quantitative associative approach with survey methods and using path analysis and regression techniques (path analysis) to test direct and indirectly effect on each research variable.

Besides, the population in this study was involved from educational staff in Jambi University with 333 civil servants. Determination of the sample size area in this study was carried out by using the Slovin formula to find out the amount of sample which is representative for the validity of the generalization process. The Slovin formula is presented as follows:

$$n = \frac{N}{N \cdot d^2 + 1}$$

n = number of samples

N = population

d = precision (set 5% with a confidence level of 95%)

Sample:

$$n = \frac{297}{297 \cdot 0.05^2 + 1}$$

$$n = 170$$

The sample was further calculated by using the Slovin formula with an error rate of 5%. Hence, the

number of samples involved was 170 respondents. After questionnaires were distributed to respondents, the number of questionnaires been analyzed were 163 respondents. The 7 respondents cannot be analyzed with 3 respondents did not returning and 4 respondents did not fully fill the questionnaire.

Furthermore, questionnaires, observations, interviews, and collecting documents related to data were gathered as the data collection techniques. The researcher then makes an instrument grid and tests the validity and reliability. After testing the validity and reliability, an instrument deemed valid was obtained. Descriptive statistical analysis, test requirements analysis, and inferential statistical analysis were used to analyze the data.

On the other hand, the normality test and the regression linearity test were applied to analyze the requirements test ¹⁶ in this study. Normality test aimed to find out whether in a regression model, independent variables, dependent variables or both have normal data distribution. Kolmogorof-smirnov (K-S) non-parametric statistical test were used in this study.

Furthermore, path analysis as the type of inferential analysis was used. In this case, a developed model is called as a structural equation or a structural model. This is possible if each dependent variable (X4) is uniquely determined by a set of independent / exogenous variables (X). Base on the relationship among variables as theoretically a model can be made in the form of structural equations for diagrams.

4. Result

To answer the objectives in this study, the main structure in the research model was broken down into four sub-structure. The first sub-structure was used to answer objectives 1 and 2, the second sub-structure was used to answer objectives 3 and 4, the third sub-structure was used to answer objective 5, while the first, second, and third sub-structures were used to answer objectives 6 and 7 to see direct and indirect effects.

4.1 Sub-structure 1

The result of the regression equation were synchronous with the result of SPSS output processed using SPSS 21.0 software as presented as follows.

Table1. Result of working climate equation analysis (x1) and working motivation (x2) on organizational culture ³ (X3)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	49,083	14,074		3,487	,001
Working climate	,320	,103	,239	3,098	,002
Working motivation	,291	,085	,265	3,435	,001

a. Dependent Variable: Organizational culture

4.2 Working climate (X1) Affected an Organizational Culture (X3)

In testing the first hypothesis, a partial test (t-test) was used manually and using the SPSS version 24.0 to see the effect between working climate variable (X1) on organizational culture variable (X3). H0 test criteria were rejected if the value of $t_{count} > t_{table}$, and H0 was accepted if the value of $t_{count} < t_{table}$. Based on the result of data analysis obtained path coefficient X1 against X3 = 0.239, with a real level of $\alpha = 0.05\%$ and dk = 163 obtained a value of t table = 1.97462, the calculation result got t count = 3.098.

Based on these criteria, the result of the tests carried out by the value of t count X1 variable of

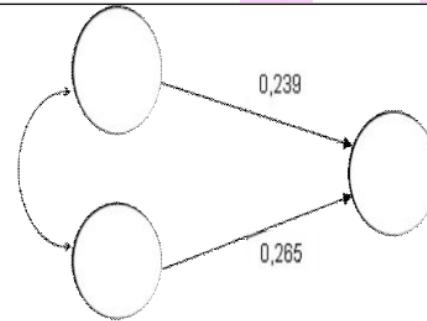
3,098, because the value of t count > t table (3,098 > 1,97462), then working climate partially has an effect on organizational culture. Therefore, H0 was rejected, which meant that partially there was a significant effect between working climate on organizational culture. Thus, the first hypothesis was accepted.

4.3 Working motivation (X2) Affected organizational culture (X3)

In testing the second hypothesis, Partial Test (Test-t) was used manually by using the SPSS version 24.0 to find out the partial effect of working Motivation variable (X2) on the organizational culture variable (X3). H0 test criteria were rejected if the value of $t_{count} > t_{table}$, and H0 was accepted

if the value of t count $< t$ table. Based on the result of manual data analysis obtained path coefficient X_2 against $X_3 = 0.265$, with a real level of $\alpha = 0.05\%$ and $dk = 163$ obtained t table = 1.97462, the calculation result got t count = 3.435.

Based on these criteria, the result of the tests obtained by the number of t count X_2 value of 7.727, because the value of t count $> t$ table (3.435 > 1.97462), then partially working motivation had an effect on organizational culture. There ⁴², H_0 was rejected, which meant that partially there was a significant effect between working motivation and organizational culture. Thus, the second hypothesis was accepted.



4.4 Sub-Structure 2

The result of the regression equation were synchronous with the ² result of SPSS output processed by using SPSS 24.0 software as presented as follows.

Table 2. Result of working climate equation analysis (x_1) and working motivation (x_2) on career development (X_4) by using SPSS Version 24.0.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22,649	8,615		2,629	,009
Working climate	,578	,063	,579	9,151	,000
Working motivation	,148	,052	,181	2,854	,005

a. Dependent Variable: Career development

4.5 Working climate (X_1) Affected career development (X_4)

In testing, the third hypothesis used the Partial Test ⁴¹ test) processed by using the SPSS version 24.0 to see the effect of working climate variable (X_1) on career development variable (X_4).

On the other hand, H_0 test criteria were rejected ⁴ if the value of t count $> t$ table, and H_0 was accepted if the value of t count $< t$ table. Based on the result of data analysis, it was obtained path coefficient X_1 against $X_4 = 0.579$, with a real level of $\alpha = 0.05\%$ and $dk = 163$ obtained a value of t table = 1.97462, the calculation result got t hitung = 9.151.

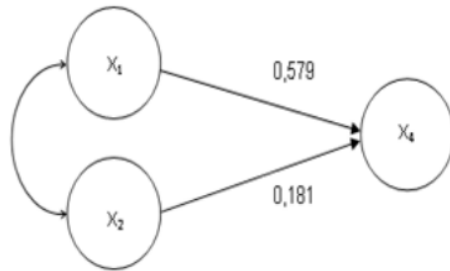
Based on these criteria, the result of the tests was obtained by the value of the t -value variable X_1 of 9.151. Because the value of t count $> t$ table (9,151 > 1.97462), working climate variabel partially has an effect on career development. Therefore, H_0 was rejected, partially there was a significant effect between working climate on career development. Thus, the third hypothesis was accepted.

4.6 Working Motivation (X_2) Affected Career Development (X_4)

In testing the fourth hypothesis, Partial Test (t -Test) was used using the SPSS version 24.0 to see the partial effect between working motivation variables (X_2) on career development variables (X_4).

H_0 test criteria were rejected ⁴ if the value of t count $> t$ table, and H_0 was accepted if the value of t count $< t$ table. Based on the result of data analysis obtained path coefficient X_2 against $X_4 = 0.181$, with a real level of $\alpha = 0.05\%$ and $dk = 165$ obtained t table value = 1.97462, the calculation result got t count = 2.854.

Based on these criteria, the result of the testing were obtained ² by the number of t count X_1 of 2.854, because the value of t count $> t$ table (2.854 > 1.97462), then partially working motivation had an effect on career development. Therefore, H_0 was rejected, partially there was a significant effect between working motivation and career development. Thus, the fourth hypothesis was accepted.



4.7 Sub-Structure 3

The result of the equation were synchronous with the result of SPSS output processed using SPSS 24.0 software as follows.

Table 3. Result of Organizational Culture Equation Analysis (X3) on Career Development (X4) by using SPSS Version 24.0.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	77,586	7,222		10,743	,000
	Organizational culture	,265	,055	,355	4,820	,000

a. Dependent Variable: Career Development

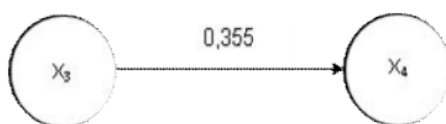
4.8 Organizational Culture (X3) Affected Career Development (X4)

In testing the fifth hypothesis, the Partial Test (T-Test) was used by using the SPSS version 24.0 to see the effect between variables of organizational culture (X3) on career development variables (X4).

H0 test criteria were rejected if the value of $t_{count} > t_{table}$, and H0 was accepted if the value of $t_{count} < t_{table}$. Based on the result of data analysis, it was obtained path coefficient X3 against X4 = 0.355, with a real level of $\alpha = 0.05\%$ and $dk = 163$ obtained a value of $t_{table} = 1.97462$, the calculation result got $t_{count} = 4.820$.

Based on these criteria, the result of testing was obtained for 4.820, due to the value of $t_{count} > t_{table}$ ($4.820 > 1.97462$), then partially the organizational culture had an influence on career development. Therefore H0 was rejected, partially there was a significant influence between organizational culture on career development. Thus, the fifth hypothesis was accepted.

The result of the equation carried out manually and automatically were included in the following structural equation drawing.



4.9 Sub-Structure 4

The following was an intervening analysis of working climate on career development through organizational culture as an intervening variable. This intervening test aimed to answer the sixth hypothesis to find out whether the organizational culture variable is capable of being a variable that mediates between working climate and career development described in the following sub-structure 4.

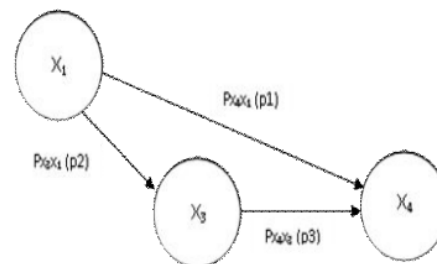


Figure 1. Path Analysis Model of Sub Structure Four

To answer the purpose of the ninth problem, the output of the first, second and third sub-structures were used. The output result both manually and with the processing of SPSS assistance to provide a standardized beta value of working climate in the first structural equation of 0.239 and significant at 0,000 which means working climate affects organizational culture. The standardized beta coefficient value of 0.239 was the value of the path or p2 path. In the SPSS output, the second structural equation of the standardized beta value

for the work climate was 0.579 and the organizational culture for career development in the third structure was 0.355 and identified as the significant level. The standardized beta value of working climate towards career development was 0.579 in path value p1 and the standardized beta value of organizational culture on career development was 0.355 in path value of p3.

From the calculation process, the direct effect of working climate on career development was 0.3352, while the indirect effect was 0.0848, and the total effect was 0.42. From these calculations, the direct effect had a greater than the indirect effect.

However, the result of path analysis showed that working climate can have a direct effect on career development and can also have an indirect effect from working climate to organizational culture (as an intervening variable) then to career development. To determine the effect of mediation indicated by the coefficient multiplication ($p2 \times p3$) of 0.0848 significant or not, it was tested by Sobel test.

4.10 Working climate (X1) through Organizational Culture (X3) Affected Career Development (X4)

H0 test criteria were rejected if the value of $t_{count} > t_{table}$, at 4010 was accepted if the value of $t_{count} < t_{table}$. Based on the result of data analysis, it was obtained the mediation coefficient $X1X3$ against $X4 = 0.0848$ with a real level of $\alpha = 0.05\%$ and $dk = 157$ and obtained the value of $t_{table} = 1.97462$, the calculation result got $t_{count} = 2.12$.

Based on these criteria and the result of calculations with the test sample, the value of $t_{count} = 2.12$ was greater than the value of t_{table} with a significant level of 0.05. Due to the value of $t_{count} > t_{table}$ (2.12 > 1.97462), it can be inferred that the mediation coefficient was 0.0848 which meant that there was an effect of mediation. Thus, the sixth hypothesis was accepted.

Sub-Structure 5

The following is an intervening test of work motivation towards career development through organizational culture as an intervening variable. This intervening test aimed to answer the seventh hypothesis to find out whether the organizational culture variable was capable of being a variable that mediates between working motivation towards

career development described in the form of the following sub-structures.

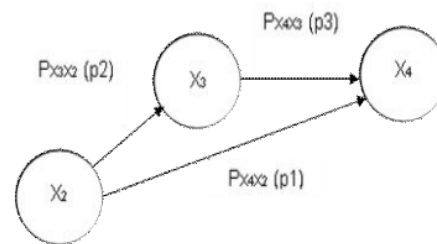


Figure 2. Sub Structure Analysis Model five

To answer the purpose of the seventh problem, the output used was the output of the first, second and third sub-structures. The output result by processing SPSS assistance provided standardized beta values. Working Motivation in the first structural equation was 0.265 and significant at 0.001 which was the value of the path or p2 path. In the SPSS output the second structural equation of the standardized beta value for working motivation towards career development was 0.181 and the organizational culture of career development in the third structure was 0.355 all significant. The standardized beta value of working motivation towards career development was 0.181 in which the path path value p1 and the standardized beta value of organizational culture on career development was 0.355 which is in the path path value of p3.

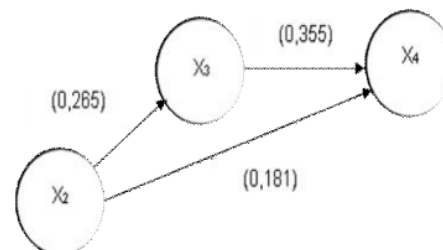


Figure 3. Sub Structure Analysis Model five

Based on these criteria and the result of calculations with the test sample, the value of $t_{count} = 2.685$ was greater than the value of t_{table} with a significant level of 0.05, it was 1.97462, because the value of $t_{count} > t_{table}$ (2.685 > 1.97462) can be inferred that the mediation coefficient was 0,0940 which means there was a mediating effect. Thus the seventh hypothesis was accepted.

5. Discussions

5.1 Working climate (X1) Has a Direct Effect on Organizational Culture (X3)

The result of this study indicated that working climate partially has a significant effect on organizational culture. This means that high and low working climate explained by organizational culture. Therefore, to optimize working climate of Education Personnel, among others, they must optimize decision making, task structure, communication flows, attention to workers, and sportsmanship towards fellow workers.

There was a significant relationship between working climate and organizational culture at Jambi University. This showed that working climate has a role in shaping organizational culture. Working climate is a quality of the internal environment of work that is relatively ongoing and experienced by all educators and affected their behavior. Organizational culture was affected by many factors, one of them was working climate.

5.2 Working Motivation (X2) Affected Organizational Culture (X3)

In this study, working Motivation had an effect on organizational culture to optimize working motivation. Moreover, the organizational culture in a workplace should be well created so that the relationship between the employer and the organization below can be productive. In addition, working motivation is a basic need in building a good organizational culture, especially between superiors and subordinates in carrying out their duties. This view requires leaders/ superiors to have good work motivation so that they can be embedded in organizational culture. It is in line with Brophy said that learning has an effect on changes in a person's attitude and behavior. This meant that employers should have working motivation to run organizations effectively [18].

5.3 Working Climate (X1) Affected Career Development (X4)

In the study, working climate had a direct effect on career development. It will basically give color to everyone in the organization. Working climate can affect and mobilize education al personnel in carrying out activities to achieve organizational goals. The activities handled by them can be affected by working climate in an organization as

active as possible in their career development efforts. In other words, one important asset owned by an institution in this case is the Jambi University personnels/ employee staff, because the goal will be achieved by the presence of educational personnel who work in accordance with the goals and innovations planned to achieve the goals properly. Educational personnels need to be given a variety of career development programs as in case of German-speaking countries but to motivate themselves (intrinsic motivation) to develop careers as happened in the country of Sweden.

Another study supported the result of this study was research conducted by Perry and Thomson [24]. They stated that career development is the responsibility of managers, especially at the subordinate level. Career development responsibilities are basically the responsibility of individuals and organizations, while leaders play a role in helping individuals in their career development efforts.

5.4 Working Motivation (X2) Affected Career Development (X4)

The result of the study showed that work motivation had an effect on career development, this can be seen from the better knowledge of the leadership on working motivation develop their subordinate careers. They can provide opportunities to subordinates in developing careers. To optimize one's career development, an increase in work motivation of leaders or superiors is needed to be able to provide guidance and direction to subordinates in career development chosen by subordinates. This is consistent with Modrcin and Rutland's study. They stated that employers should spend more time on their subordinates in improving their subordinates' ability to manage their tasks. Hence, leaders or superiors should pay attention to their subordinates' professional abilities to foster subordinates in the development of their careers [20].

5.5 Organizational Culture (X3) Affected Career Development (X4)

The result of the study indicated that organizational culture had a direct effect on career development. These findings showed that all provisions (values, beliefs, rules) should be obeyed by members of the organization together in realizing organizational goals to develop individual careers. Therefore, when the culture in an institution is positive or

supportive, it will have a positive (supportive) effect on the individual's efforts in developing ³⁶ career. The result of this part was supported by Rasool et al.'s study who proved that organizational culture had a close direct relationship with employee career development. The result of this study conducted at three banks in Pakistan in which organizational culture included bureaucracy, innovation, and supportive will affect one's career [27].

5.6 Working climate (X1) through supply chain of organization (X3) Affected Career Development (X4)

In this study, the result showed that working climate through organizational culture affected career development. This meant that organizational culture variables can be an intervening variable for the work climate in affecting career development. This is also understandable because in a person's career development process will be affected by many factors, internal factors (such as work climate) and external factors (such as organizational culture).

Theories regarding individual career development state that career development as a process of personal improvement carried out by somebody to achieve a career plan will be affected by many factors. A study by Bombuwela and Chamaru focused on several women who worked for private companies in Sri Lanka found that there were several factors significantly affected the career development ²³ of these women. These factors covered individual factors, family factors, organizational factors, and cultural factors [3].

The research hypothesis strengthened the result of Bambuwela and Chamaru's study because organizational culture is a cultural factor, and working motivation is an embodiment of individual factors. Briefly, those three variables were seen as having an effect on career development [3].

The theory triggered by Hastho and Meilan also supported the result of the study. They stated that there were several factors affected individual career development such employee and organizational relations, employee personality, external factors, politicking in the organization, reward system, number of employees, organizational size, organizational culture, and management type. Additionally, leadership style is included in the type of management, and achievement motivation

is included in the employee's personality. It can be inferred that leadership style, organizational culture, and achievement motivation affected the development of individual careers [12].

5.7 Working Motivation (X2) through human resource development (X4) Affected Organizational Culture (X3)

This study showed that working motivation through organizational culture can affect career development. It meant that whether a leader has knowledge of working motivation, he can create a conducive organizational culture and ultimately will make subordinates to create good career development. Assegaf conveyed that knowledge can be interpreted as a collection of specific facts, ways and means of dealing with things according to trends, sequences and structures. It can be obtained from learning, the leader should also learn how to manage working motivation in which it is the main task in organizing not only in the duty of the inspector but also in the direct supervisor.

In conclusion, working motivation is used to develop a career by somebody through organizational culture created in the work environment. Whether a leader can create a good organizational culture, it can easily make his subordinates quickly develop in pursuing careers.

¹⁹ This research was conducted in university also supported by previous research, namely ; Pajjan [23]. Also discussed motivation supported by previous research, namely ; Aima, Riyanto, and Prayetno. [1, 26, 33].

6. Conclusions and Suggestions

¹ Measuring the supply chain (SC) of a certain production plant in the organization seen to be a research problem. The problem often occurs in the human resource management. In this environment the problem has hardly been studied at all. The field of research is new and the findings from the study will be filling the void in measuring the SC in manufacturing industry. result of the study noted that; first, there was an effect of working climate on organizational culture by 11.3. Second, there was the effect of working motivation on organizational culture by 12.4. Third, there was an effect of working climate on career development by 41.7. Fourth, there was an effect of working motivation on career development by 15.4. Fifth, there was an effect of organizational culture on career

development by 12.6. Sixth, there was an effect of working climate on career development through organizational culture by 43.8. Finally, there was an effect of working motivation on career development through organizational culture.

Based on conclusions drawn up, several recommendations are arrived for the realization of career development at Jambi University. First, Jambi University may provide opportunities for educational staff to take part in self-development programs and activities to develop their careers in the future. Second, Jambi University is expected to provide objective and rational considerations and in accordance with the requirements of the rules and regulations applied in promotion. And the last, Jambi University is expected to conduct open and transparent selection in promotion to run well career development at Jambi University.

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