

Research Article

Performance Improvement and Job Satisfaction Through Career Concern Adaptability

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Abstract.

This study aims to describe and determine the effect of career concern adaptability and work motivation on job satisfaction and performance. The sample of 189 people consists of the management of the Sports Organization (Inagor) at KORMI in West Papua Province. Data analysis techniques included descriptive analysis and Structural Equation Modeling (SEM). The study's results prove that career concern adaptability can create job satisfaction in the Main Sports Organization at Kormi Papua. Work motivation can increase job satisfaction: the more frequent motivational activities are, the more likely they are to strengthen job satisfaction by encouraging professional development, working relationships with superiors, and relationships with co-workers. However, work motivation has yet to maximize the board's performance because the Sports Organization at KORMI West Papua is a non-profit organization. Career concern adaptability will further improve the performance of management at KORMI West Papua if job satisfaction factors drive it. At the same time, motivation has not been able to maximize performance, even though it is mediated by job satisfaction. This research contributes to the theory of individual adaptability under different conditions. It can inform the West Papua KORMI organization on how to improve its performance by considering career concern adaptability, motivation and job satisfaction.

Keywords: career adaptability, work motivation, performance, job satisfaction

1. Introduction

Performance can be seen as the outcome of the tasks assigned to individuals or groups within an organization, in accordance with their designated authority and responsibilities. The objective of such performance is to lawfully and ethically pursue the organizational goals, while adhering to moral and ethical principles. Hence, it is imperative to attain corporate objectives by means of exceptional and optimal performance. In order to attain this objective, initial steps involve the careful consideration of the various elements that impact employee performance [1]. There are several measures that can be undertaken to enhance the performance of KORMI West Papua. These measures

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encompass career adaptability, work motivation, and job satisfaction. Adaptability refers to the capacity to effectively navigate and overcome the various challenges and constraints present in a given environment, hence ensuring one's survival. The strategies employed for adaptation are contingent upon an individual's skillset.

According to Yen [2], strong career adaptability abilities will make it easier to obtain satisfaction. Career adaptability can improve people's suitability for work. This study provides valuable new insights into career management and career adaptability is broadly related to positive outcomes. The importance of career adaptability: "adaptability is needed to respond to environmental changes, which is a factor in gaining competitive advantage and employee performance." William [3] also states that Adaptation skills are essential to business capabilities.

Motivation is a crucial factor for both private and government companies, as highlighted by Ali et al. [4]. It is widely recognized that motivation plays a pivotal part in driving the success and accomplishments of any given organization. The significance of work motivation is in its role in enhancing an individual's inclination to engage in work-related activities. To attain optimal performance, it is imperative for individuals to demonstrate both willingness and dedication in channeling their energy and cognitive resources towards achieving desired performance outcomes [5]. Rivai et al. [6] suggest that motivation encompasses a range of attitudes and beliefs that exert an influence on individuals, driving them towards the attainment of certain objectives aligned with their personal aspirations. If an organization is able to comprehend and address difficulties related to motivation, it will be able to attain optimal levels of employee performance, leading to the achievement of desired employee work performance and overall improvement in organizational performance.

Robbins [7] posits that job satisfaction can be understood as a comprehensive disposition towards one's occupation, characterized by the perceived disparity between the actual remuneration an employee receives and the remuneration they see as just. Job happiness is a crucial aspect that individuals experience inside their professional environment. Individual workers has distinct qualities, resulting in varying levels of job satisfaction, which in turn might have diverse consequences.

The various manifestations of job happiness play a crucial role in enhancing performance. According to Opkara [8], salary has a crucial role. Sokoya [9] conducted a study examining the job satisfaction levels of public sector managers. The study's findings indicated that salary emerged as the key factor influencing job satisfaction. Nguyen

et al. [10] did a study to examine the correlation between job satisfaction and salary, and their findings indicated that salary has an impact on job satisfaction. Attaining job happiness is crucial in order to optimize staff performance.

This research was conducted on the basis of the Research Gap from previous research, which explains the relationship between motivation and Performance; Based on the findings of previous [11] it has been suggested that there is no substantial and favorable impact of motivation on performance. However, contrasting viewpoints have been presented by other researchers [4, 12-14] who argue that motivation does indeed have a significant and positive influence on performance. Consequently, this discrepancy in findings can be identified as a potential area for further research. This study presents a unique model that builds off the research conducted by Ali et al. [4] about the impact of motivation on employee performance and work satisfaction. However, this current study extends the existing research by incorporating the variable of career flexibility, which is known to influence both employee performance and job satisfaction. The West Papua Province Indonesian Community Sports Committee (KORMI) envisions the achievement of a healthy, physically fit, content, and culturally distinct Indonesian society.

It is necessary to improve management Performance at KORMI West Papua to realize sporting achievements. The phenomenon that exists in the organization of the Indonesian Community Sports Recreation Committee (KORMI) of West Papua Province is that the Performance of the management has not been optimal, as evidence that sports achievements have not been able to reach a proud ranking, for example at the time competition sports in 2015 in Bali, KORMI West Papua was ranked 25th; In 2017 in South Kalimantan KORMI West Papua had a ranking of 31; In 2019 in East Kalimantan KORMI West Papua was ranked 27 out of 34 province.

The low Performance of employees is possible due to a lack of attention to the needs of administrators due to a lack of regional government assistance and a lack of quality of work in carrying out KORMI's vision and mission in West Papua. This is very important because good Performance will determine the organization's ability to achieve its vision and mission, which is why the factors that the author will study (career adaptability, work motivation and job satisfaction) are important and need serious attention from the general chairman of the West Papua KORMI management, if you want this organization to develop well. A manager's performance is individual because each manager has a different ability level.

This research aims to describe career adaptability, work motivation, job satisfaction and Performance, analyzing the Influence of career adaptability and work motivation on satisfaction and Performance and the Influence of career adaptability and work motivation on Performance through job satisfaction. It is hoped that this research can contribute to understanding the theory of Individual Adaptability in different conditions and situations and can contribute to the KORMI West Papua organization in improving its Performance through career adaptability, motivation and job satisfaction.

2. Theoretical Literature

2.1. Performance

Performance, according to Robbins and Judge [15] is the result of the quality and quantity achieved by somebody in carrying out duties based on the responsibilities given to him; performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him.” According to Kasmir [16], factors that influence employee performance are skills and abilities, adapting to work, and the satisfaction factor in work because of feelings of like or happiness; someone’s pleasure in carrying out a job can create good Performance.

According to Robbins et al. [17], there are several indicators for measuring individual employee performance, including Quality of work, Quantity of work, timeliness and effectiveness. High employee performance is essential for increasing efficient, effective and productive organizational Performance creating motivation. Moreover, by achieving employee job satisfaction and high employee performance, it will become a pillar to withstand the turmoil of life from outside the organization, which puts psychological and financial pressure on the Organization [6].

2.2. Career adaptability

Career adaptability is an individual’s ability to adapt to conditions in a job Duffy [18]. Thus, adaptation is the ability of somebody to adapt to their living environment. Career adaptability can be done in three ways [19]. Social interaction is a dynamic social relationship between individuals and individuals, as well as individuals and groups. Communication is a multifaceted phenomenon that involves the generation, transmission, and reception of information by individuals, collectives, institutions, and societies, enabling them to

establish connections with one another and their surrounding milieu. Organization is a pattern of relationships through which leaders or superiors guide people to pursue common goals.

2.3. Work motivation

According to Robbins & Judge [15], work motivation is a person's attitude towards their work to give rise to a feeling of satisfaction with their Performance. "Motivation is a process that causes intensity, direction and continuous effort of the individual towards achieving goals. Motivation is a measure of how long someone can maintain a business. Motivated individuals will carry out tasks long enough to achieve goals. There are five components or keys to employee work motivation, which include satisfaction, appreciation, recognition, and inspiration. Indicator Career adaptability can be determined through 4 factors, namely concern, control, curiosity and self-confidence [20].

2.4. Job satisfaction

Robbins and Judge [15] describe job satisfaction as a person's positive feelings about their work obtained from evaluating the characteristics of satisfaction. According to Wexley et al. [21] there are three types of job satisfaction theories, namely: Difference Theory, this theory measures a person's job satisfaction by calculating the difference between what is supposed to be and the reality felt by the employee. In needs Fulfillment Theory, job satisfaction depends on whether or not employee needs are met. Employees will feel fast if they get what they need. The greater the employee's needs are met, the more satisfied the employee will be. Likewise, if an employee has unmet needs, the employee will feel dissatisfied.

Herzberg's Two Factor Theory. Several factors can cause feelings of fasting or dissatisfaction, according to Herzberg [22], namely Maintenance factors, namely factors that can cause a feeling of dissatisfaction in an employee; motivation factors, namely factors that can satisfy and encourage people to work actively, the balance factor, which includes input outcome and comparison person. Group view factor: Job satisfaction depends on the views and approaches of the group, which employees consider to be a reference group that is used as a benchmark for assessing themselves and their environment. So employees will feel satisfied if the work results are in accordance with the interests and needs expected by the reference group.

According to Alrawahi et al. [13] job satisfaction is measured using several indicators, namely Professional development, working relationships with superiors and relationships with coworkers. Satisfaction with the superior's attitude, namely the superior's ability to provide technical assistance and support for work, is the subordinates' responsibility. Satisfaction with coworkers, namely the extent to which coworkers are technically competent and socially supportive of other coworkers' tasks.

3. Research Methodology

3.1. Research design

This research is included in the category of causal associative research using a quantitative approach. This research will explain the relationship between influencing and being influenced by the variables to be studied.

3.2. Research population and sample

Population is a collection of elements that show certain traits/characteristics that can be used to make conclusions [23, 24]. The population of this research is the management of the Sports Organization (Inagor) in KORMI West Papua Province, with a population of 330 people and a sample size of 189 people. The sampling technique used is proportional random Sampling.

3.3. Data analysis technique

This research uses descriptive analysis techniques, namely analysis that can be carried out to assess characteristics using descriptive statistics such as mean, median, mode, standard deviation, variance, etc., as well as using Structural Equation Modeling (SEM) analysis to test causal relationships between Career Adaptability and Motivation variables on job satisfaction.

4. Results and Discussion

4.1. Research result

4.1.1. SEM analysis results

Inferential analysis was carried out in this research using the Structural Equation Modeling (SEM) technique. Testing with SEM is intended to test research models and hypotheses. The SEM technique is used to analyze the causal relationship directly on the influence of career adaptability and work motivation on performance or analyze the causal relationship indirectly on the influence of career adaptability and work motivation on performance through the mediator variable job satisfaction. At the same time, this model tests factor loading and regression weight. Career adaptability and work motivation on performance through the mediator variable job satisfaction. As in Figure 1 below:

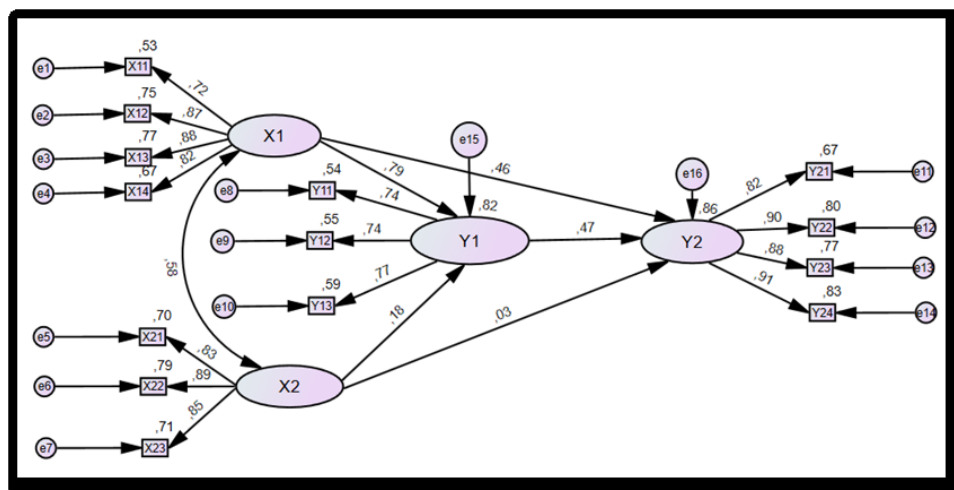


Figure 1: Structural model results.

4.1.2. Structural equation results

The standard coefficient weight values show testing of the structural equation model as in Figure 2 below:

TABLE 1: Structural equation results.

Var. Exogenous	Var. Endogenous	B	CR	Prob.
Career Adaptability (X1)	Job Satisfaction (Y1)	0.79	9,118	0,000
Work Motivation (X2)		0.18	2,544	0.011
Career Adaptability (X1)		0.46	3,045	0.002
Work Motivation (X2)	Performance (Y2)	0.03	0.505	0.614
Job Satisfaction (Y1)		0.47	2,702	0.007

Significance $p \leq 0.05$



Figure 2: Standardized regression weight values in the SEM model.

4.1.3. Hypothesis test

The Structural Equation Modeling (SEM) results used in this research were carried out with the AMOS for Windows version 26 program. The four hypotheses can be described as follows. The causal relationship developed in the hypothesis model is tested using the t-test as in regression analysis—CR statistical value. The following is a description of the test results for the 4 (four) paths in the final model in this study. The results of hypothesis testing in stages are described as follows:

4.1.3.1. Hypothesis testing 1

The results of testing the first hypothesis can be seen in the following table.

The results of the regression analysis are displayed in Table 2, revealing a coefficient estimate of 0.79 for the association between Career Adaptability and Job Satisfaction. The coefficient in question exhibits a correlation with a critical ratio (CR) of 9.118, indicating a statistically significant association. In addition, the obtained p-value of 0.000, which falls below the commonly accepted threshold of 0.05, provides more evidence to substantiate the statistical significance of this association. The results of

TABLE 2: Standardized regression weight of career adaptability and work motivation on job satisfaction.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Career Adaptability (X1)	Job Satisfaction (Y1)	0.79	9,118	0,000	Significant
Work Motivation (X2)	Job Satisfaction (Y1)	0.18	2,544	0.011	Significant

Source: Primary Data, processed 2022

this study suggest a positive and statistically significant correlation between Career Adaptability and Job Satisfaction. The coefficient of regression indicating the strength of the link between Work Motivation and Job Satisfaction is 0.18. The coefficient exhibits a critical ratio (CR) of 2.544 and a p-value of 0.011, signifying its statistical significance at the 0.05 level. The results of this study indicate a statistically significant and favorable correlation between work motivation and job satisfaction. Thus, the statistical analysis provides evidence supporting the validity of hypothesis 1, which proposes that Career Adaptability and Work Motivation have a positive and significant influence on Job Satisfaction.

4.1.3.2. Hypothesis testing 2

The results of testing the second hypothesis are as follows.

TABLE 3: Standardized regression weight of career adaptability and work motivation on performance.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Career Adaptability (X1)	Performance (Y2)	0.46	3,045	0.002	Significant
Work Motivation (X2)	Performance (Y2)	0.03	0.505	0.614	Not significant

Source: Primary Data, processed 2022

Table 3 shows that the regression coefficient of Career Adaptability on Performance is 0.46 with a CR of 3.045 and a p-value of 0.002 (smaller than 0.05). This shows that Career Adaptability has a positive and significant influence on Performance. The regression coefficient of Work Motivation on Performance is 0.03, with a CR of 0.505 and a p-value of 0.614 (greater than 0.05). This shows that Work Motivation is not significant on Performance; thus, from the results of statistical tests, the hypothesis states, "Career

Adaptability has a positive and significant effect on Performance has been tested.” however, Work Motivation does not affect Performance”.

4.1.3.3. Hypothesis testing 3

The results of testing the third hypothesis are as follows.

TABLE 4: Standardized regression weight of job satisfaction on performance.

Variable		Coef. Raw	CR	p-value	Information
Intervening	Endogenous				
Job Satisfaction (Y1)	Performance (Y2)	0.47	2,702	0.007	Significant

Source: Primary data processed, 2022

According to the findings presented in Table 4, the regression coefficient for the variable of Job Satisfaction in relation to Performance is 0.47. This coefficient is accompanied by a critical ratio (CR) of 2.702 and a p-value of 0.007, which is statistically significant at the 0.05 level. The findings of this study demonstrate a positive and statistically significant relationship between Job Satisfaction and Performance. Consequently, the results of the statistical tests provide evidence in support of hypothesis 3, which posits that Job Satisfaction has a major impact on Performance.

4.1.3.4. Hypothesis testing 4

The examination of the indirect impact of career flexibility and work motivation on performance via job satisfaction involves the comparison of the overall influence value with the direct influence. Regarding the acquired data, it was found that the direct impact of career adaptability on performance was 0.46. Additionally, the total impact of career adaptability on performance, mediated by job satisfaction, was determined to be 0.83. Therefore, it was demonstrated that job satisfaction serves as an intervening variable in the relationship between career flexibility and performance, with the obtained results indicating a direct impact. The coefficient indicating the relationship between work motivation and performance is 0.03, whereas the overall impact of work motivation on performance, mediated by job satisfaction, is 0.11. Therefore, it has been demonstrated that job satisfaction functions as an intervening variable in the relationship between work motivation and performance.

Based on these results, hypothesis 4 (four), which states that career adaptability and work motivation influence Performance through job satisfaction, has been tested. The statistical results of testing the fourth hypothesis regarding the Influence of career adaptability and work motivation on Performance through job satisfaction obtained an indirect influence value more significant than the direct influence value, except for the indirect value of career adaptability, this can be seen and explained in table 5:

TABLE 5: Results of the influence of career adaptability and work motivation on performance through job satisfaction.

Variable	Direct Influence	Indirect Influence	Total Influence
Career Adaptability (X1) to Performance (Y2) through Job Satisfaction (Y1)	0.46	$0.79 \times 0.47 = 0.371$	0.83
Work Motivation (X2) on Performance (Y2) through Job Satisfaction (Y1)	0.03	$0.18 \times 0.47 = 0.084$	0.11

Source: Primary data processed, 2022

In Table 5, the regression coefficient for the variable of career Adaptability in relation to job satisfaction is determined to be 0.46. This coefficient is accompanied by a critical ratio (CR) of 9.118 and a p-value of 0.000, indicating statistical significance at a significance level of 0.05. These findings suggest that career Adaptability has a positive and significant impact on job satisfaction. The regression coefficient for the variable of Work Motivation in relation to work satisfaction is 0.18. This coefficient has a critical ratio (CR) of 2.544 and a p-value of 0.011, which is statistically significant at a significance level of 0.05. The findings indicate a positive and substantial relationship between work motivation and job satisfaction, however no significant relationship was seen between work motivation and performance. The regression coefficient for the relationship between the work satisfaction variable and performance is estimated to be 0.47. This coefficient has a critical ratio (CR) of 2.702 and a p-value of 0.007, which is statistically significant at the 0.05 level. This finding demonstrates that there is a strong and statistically significant relationship between job happiness and performance.

The Indirect Influence of Career Adaptability and Work Motivation on Performance in the table 5 (total Influence): Career Adaptability has a more excellent value than Work Motivation through Job Satisfaction. Comparing the total Influence with the direct Influence between each variable, Job Satisfaction is proven to be a mediating variable between the Influence of career adaptability on Performance with a value of $(0.83 > 0.46)$, as well as Job Satisfaction as a variable that mediates between Work Motivation and Performance proven by the value $(0.11 > 0.03)$. Thus, the modelling in this research,

namely career adaptability and work motivation, influences Performance through job satisfaction. Career adaptability has a more significant influence than work motivation on Performance through job satisfaction.

In addition to comparing the total effect in table 5 to determine the significance of the mediating variable, this research conducted a Sobel test as follows:

Mediation 1, the coefficient of indirect Influence from career adaptability to Performance through job satisfaction is $0.79 \times 0.470 = 0.371$. Sobel z value calculation test is $z=4.87$; because z of 4.87 is greater than Z of 1.96 at a significance level of 0.05, it can be concluded that the indirect effect coefficient of 0.371 is significant. This shows that career adaptability has a positive and significant effect on Performance, which is mediated by job satisfaction.

In Mediation 2, the coefficient representing the indirect influence of work motivation on performance through job satisfaction is calculated as 0.184 multiplied by 0.470, resulting in a value of 0.084. The Sobel z-value computation yielded a result of $z = 2.14$. This indicates that the z-value of 2.14 is statistically more significant than the z-value of 1.96, when considering a significance level of 0.05. Consequently, it can be inferred that the indirect impact coefficient of 0.084 is statistically significant. This finding demonstrates that there is a strong and statistically significant relationship between work motivation and performance, with job satisfaction acting as a mediator in this relationship.

4.2. Discussion of research results

4.2.1. Description of career adaptability, work motivation, job satisfaction, and performance of sports organization parent management at KORMI West Papua

Career Adaptability is an individual's ability to adapt to conditions in a job; the ability to carry out career adaptability can create job satisfaction and Performance abilities. The analysis results in this research show that Concern, Control, Curiosity, and self-confidence contribute to Career Adaptability. This has provided a positive reflection on career adaptability or hedonic value, which is a form of management assessment based on concern for tasks and work, thoroughness in work and curiosity in understanding work and feelings. Self-confidence in carrying out work can increase career adaptability. The statement above is supported by the research results that career adaptability is

related to fulfilling the pleasure or aesthetic aspects of a product and is supported by research. Career adaptability is a central construct in career preparation [25].

Work Motivation is a job feature in the form of existence such as salary, personal development, self-relationships and sufficient funds. High work motivation can increase satisfaction and Performance with several factors: existence, self-development and self-relationships. The results of the analysis in this research show that work motivation is contributed by existence, self-development and self-relationships. This has provided a positive reflection on work motivation or hedonic value, which is a form of management assessment based on the honorarium and existence given by the organization to the management, offer and provision of career paths in the organization, and self-relationship guarantees in the form of insurance. The statement above is supported by Herzberg [22] opinion that work motivation is based on indicators: existence.

Job satisfaction refers to an individual's favorable emotional state derived from an assessment of the inherent attributes of their occupation. The findings of the analysis conducted in this study indicate that job satisfaction is influenced by factors such as professional development, the quality of working relationships with superiors, and the nature of connections with coworkers. This has yielded a favorable evaluation of job satisfaction or hedonic value, which pertains to a management appraisal approach centered on the placement of employees according to the competence and abilities possessed by the management, as well as the establishment of mutual respect and regard among superiors, subordinates, and colleagues. The statement above is supported by the results of Alrawahi et al. [13] measured using several indicators, namely Professional development, working relationship with superiors.

Performance is the result of the quality and quantity somebody achieves in carrying out his duties based on his responsibilities. The analysis results in this research show that Performance is contributed by work quality, work quantity, timeliness and effectiveness. This has provided a positive reflection on Performance or hedonic value, which is a form of management assessment based on completing work by tasks and instructions from superiors, completing work according to target and on time, and working according to expectations and effectively. The statement above is supported by research into the quality and quantity achieved by a person in carrying out their duties based on their responsibilities [17].

4.2.2. The Influence of career adaptability and work motivation on job satisfaction in parent sports organizations in KORMI West Papua

This research proved that career adaptability can increase job satisfaction in the Parent Sports Organization in KORMI West Papua, and the relationship between career adaptability and job satisfaction is positive. This means that the higher a person's ability to have career adaptability, such as caring about tasks and work, having thoroughness in organizing work, as well as high curiosity in understanding work tasks, and having self-confidence at work, you can increasingly increase job satisfaction by encouraging the development of professionalism at work, strengthening working relationships with superiors at KORMI, and improving relationships with coworkers. The results of this research have supported the research of Yen [2] and Savickas [26], which stated that career adaptability ability can increase career satisfaction, career adaptability ability as readiness to overcome tasks and participate in work roles driven by change. In employment and working conditions.

This research proved that work motivation can increase job satisfaction in the Parent Sports Organization in KORMI West Papua, and the relationship between work motivation and job satisfaction is positive. This means that the spirit of work motivation is higher in providing existence, self-development, and guaranteeing internal self-relationship. This will further strengthen job satisfaction, encourage the development of professionalism in tasks, and improve work relationships vertically and horizontally. Work motivation can increase job satisfaction in the Parent Sports Organization in KORMI West Papua has supported the research results of Karsli and Iskender [27] and Khan et al. [14], which stated that the level of motivation also influences job satisfaction and high motivation causes high job satisfaction while Low motivation causes low job satisfaction.

4.2.3. The influence of career adaptability and work motivation on performance in the main sports organization in KORMI West Papua

This research proved that career adaptability can improve the Performance of administrators in the Parent Sports Organization in KORMI West Papua, and the relationship between career adaptability and administrator performance is positive. This means the ability to carry out career adaptability in caring by knowing and caring about the duties and work of administrators, accuracy in organizing work with reasonable control, curiosity in understanding, Skills, and self-confidence, thus further strengthening

management performance to encourage improvements in quality, quantity, timeliness and effectiveness. This research has supported the results of research Akca et al. [28] and Owen and Niles [29] which stated that as long as there is a job change in the form of attitude skills, observing the environment, making correct decisions and preferences is the individual's ability to create Performance. This research proved that work motivation can improve the Performance of administrators in the Parent Sports Organization in KORMI West Papua and the relationship between motivation and positive management performance.

4.2.4. The influence of job satisfaction on performance in the parent sports organization in KORMI West Papua

This research proved that job satisfaction can improve the Performance of administrators in the Parent Sports Organization in KORMI West Papua, and the relationship between job satisfaction and administrator performance is positive. This means that high levels of intensive activities in terms of job satisfaction are carried out, such as placement according to expertise and skills, as well as an attitude of mutual respect between superiors and administrators or fellow administrators in the workplace will further strengthen the Performance of administrators in encouraging improvements in quality, quantity, timeliness and effectiveness. The results of this research support research Ali et al. [4] and Khan et al. [14] which states that employees feel satisfied with the jobs they occupy by the conditions of the work environment, feel comfortable, are treated fairly by the organization so that Employees will feel satisfied with their work, of course, if employees can feel satisfied. Employees will have more Performance in carrying out their duties and responsibilities.

4.2.5. The influence of career adaptability and work motivation on performance is mediated by job satisfaction

The findings of this study provide evidence supporting the notion that the relationship between career adaptability and managerial performance can be mediated by job satisfaction. This implies that the level of engagement in career adaptability has the potential to enhance managerial effectiveness, provided that it is coupled with job satisfaction manifested through opportunities for professional growth, positive rapport with supervisors, and positive interactions with colleagues. The subsequent research

reveals that the variable which has the potential to act as a mediator in the association between career adaptability and management performance is the establishment of strong interpersonal relationships with colleagues.

The Influence of career adaptability on Performance, which is mediated by job satisfaction, has supported research Ali et al. [4] and Akca et al. [28] which states that employees feel satisfied with the jobs they occupy by the conditions of the work environment, feel comfortable If treated fairly by the organization, employees will feel satisfied with their work. Of course, if employees feel satisfied, they will perform better in carrying out their duties and responsibilities.

This research failed to prove that work motivation mediated by job satisfaction can improve management performance. This means that work motivation has not been able to improve the performance of management in the Kormi organization, especially in terms of providing a better existence to members, and the Kormi organization has yet to provide a better honorarium to members. This is to the research results of Hayati and Caniago [30], Khan [31], and Hidayat [11], which state that motivation does not significantly and positively affect Performance.

5. Conclusions and Recommendations

5.1. Conclusion

The cultivation of career adaptability within the Parent Sports Organization in Kormi Papua has the potential to foster employment satisfaction. The presence of work motivation has been found to have a positive impact on job satisfaction. Specifically, engaging in motivational activities on a regular basis has been shown to enhance the importance of job satisfaction in fostering professional growth, fostering positive connections with supervisors, and cultivating positive relationships with colleagues. The enhancement of management performance can be attributed to the career adaptability element exhibited by members of the Kormi group. Nevertheless, it is imperative to ensure that job motivation is at its optimal level in order to enhance management performance inside the non-profit Sports Organization at KORMI West Papua. The presence of job satisfaction inside the parent sports organization in KORMI West Papua has the potential to positively influence management performance. The enhancement of career flexibility among administrators at KORMI West Papua is expected to have a positive impact on their performance, particularly if it is driven by factors related to

job satisfaction. However, it is important to note that motivation alone may not lead to optimal improvements in performance, even when mediated by job satisfaction.

5.2. Suggestion

The contribution of this research is expected to provide a deeper theoretical understanding of Individual Adaptability Theory (I-ADAPT), which is related to career adaptability, satisfaction and Performance in a social organization. The results of the research state that career adaptability has a more significant influence than work motivation on Performance through job satisfaction, so for the West Papua KORMI organization to improve its Performance, it will undoubtedly pay more attention to career adaptability to create job satisfaction through skills in working by expertise and understanding—work given by the KORMI management.

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