



(RESEARCH ARTICLE)



Effect of career development and work motivation on employee performance in Bone Bolango government

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Abstract

This research aims to find partial and simultaneous effects of career development and work motivation on employee performance in the Bone Bolango government. This research used quantitative approach with ex post facto method. The design was in the form of causality. Data were analyzed using the multiple regression technique. The results showed that (1) Career development provided a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 40.40%, (2) Work motivation provided a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 35.80%, and (3) Career development and work motivation together provided a significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 76.20%. While the remaining 23.80% was explained by other variables not examined in this research, such as employee competence, work commitment, leadership style, organizational culture, and administrative modernization in the field of work.

Keywords: Employee Performance; Career Development; Work Motivation;

1. Introduction

Good performance is characterized by good achievements from an organization as well as employees working in it. Therefore, in the process of improving the performance of an institution, it is necessary to do an evaluation as part of assessing employee performance. In principle, assessment is a method of measuring the contributions of individuals in institutions made to the organization. The important value of performance assessment is related to the determination of the level of individual contribution or performance demonstrated in the completion of tasks charged to the employee in an institution.

All institutions expect their employees to have good performance, not least the Bone Bolango government. It is the fifth regency in Gorontalo Province, and it has various advantages supported by the local government including the achievement of a better regional medium-term development plan in order to achieve good governance. Moreover, the assessment of employee performance can also be seen from the Regional Government Implementation Report (LPPD) and Regional Government Financial Report (LKPD) with details demonstrated in Table 1.

Based on Table 1, it is found that according to LPPD and LKPD, Bone Bolango has been in a very good category because, in the last four years, it has obtained unqualified opinion, although there are still recommendations provided by the Audit Board of Indonesia. These problems can result in regional losses, lack of acceptance, administration problem, inefficiency, and ineffectiveness. In addition, the findings of the Audit Board of Indonesia will also cause other problems where transparency and accountability of regional financial management in financial statements will not be implemented properly. Therefore, the financial statements cannot be directly available and accessible for potential users. In addition, the problem observed by researchers is projects in Bone Bolango are more widely offered in the

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fourth quarter or the end of the budget period of the Bone Bolango government. This will cause the government's internal supervision or control on the construction of infrastructure and government fixed assets to become less optimal, due to the rush time limit.

The problem of performance has causes and solutions, where in a vertical institution, employees should provide the best performance because the central government has provided a clear career development and work motivation. Besides, optimal performance cannot be achieved instantaneously because there are various internal and external factors as well as the perception of the employees themselves that affect the performance. This shows that career development and work motivation are absolute aspects that must be present to develop employee career.

Table 1 LPPD and LKPD of Bone Bolango

Number	Year	LPPD	LKPD
1	2011	High Performance	Disclaimer
2	2012	High Performance	Qualified Opinion
3	2013	High Performance	Qualified Opinion
4	2014	High Performance	Unqualified Opinion
5	2015	Very High Performance	Unqualified Opinion
6	2016	Very High Performance	Unqualified Opinion
7	2017	Very High Performance	Unqualified Opinion
8	2018	Very High Performance	Unqualified Opinion
9	2019	Very High Performance	Unqualified Opinion
10	2020	Very High Performance	Unqualified Opinion

Source: Bone Bolango, 2021

Therefore, career development will allow an organization to be able to achieve its vision and mission because career development will help employees to be more optimal in delivering the best performance. The problem related to performance occurs due to career development problems because there is still no optimal technical guidance, education and training carried out by employees. In addition, career development that is not linear with the vision and mission of the agency provided for employees also has no clarity. These problems are inseparable from the lack of career development carried out. Besides, the determination of promotion is still based on seniority instead of the education of employees.

In the last three years, the number of employees performing managerial promotion tended to decrease. In this case, in general, the number of employees performing managerial promotion increased, but the percentage of the increase tended to fall. It means that it is necessary for the Bone Bolango government to optimize the number of employees who gets promotion, which is certainly expected to have an impact on the improvement of employee performance. In addition to career development problems, the problem we encountered based on our observation was the lack of intensity of education and training conducted by the Bone Bolango government. It is found that institution is more dominant in conducting education and training, which are quite routine and less routine. However, there are still some weaknesses in the implementation of employee education and training.

In addition to career development, a factor that can improve performance is employee work motivation. Problems regarding work motivation consist of two indicators of motivation measurement, namely intrinsic motivation and extrinsic motivation. Intrinsically, employees are still not optimal in doing work because their work motivation continues to decline. Meanwhile, extrinsically, the leader does not provide motivation but puts more work pressure on employees. Moreover, motivation always fluctuates depending on the work environment.

The explanation and phenomenon above show the importance of career development and work motivation in improving performance. Therefore, the formulation of the title used in this research is Effect of Career Development and Work Motivation on Employee Performance in the Bone Bolango Government.

2. Research methodology

The location used as a research object was the Bone Bolango government. The location was selected based on the consideration of (1) problems found by the researchers in the field related to the title of the study, (2) ease in obtaining initial research data, and (3) ease in obtaining data for research results. This research was conducted for ± a year in January 2021-December 2021. This research used quantitative approach and adopted ex post facto method. The design of this research was in the form of causality. Data were analyzed using multiple regression technique.

3. Research findings

3.1. Descriptive Analysis of Research Variables

The results of descriptive analysis of each research variable are as follows:

3.2. Career Development Variable (X_1)

The results of respondents' answers to find out how their perceptions of the career development variable are presented in Table 2.

Table 2 Analysis of Respondent Answers for the Career Development Variable (X_1)

Answer	Frequency	Actual Score	Percentage (%)	Ideal Score	Statement Percentage	Criteria
SD	9	9	0.56	Choice x Respondent x Statement = 8,000	78.98%	Acceptable
D	72	144	4.50			
NAND	344	1,032	21.50			
A	742	2,968	46.38			
SA	433	2,165	27.06			
Total	1,600	6,318	100			

Source: Processed Data, 2021

Based on Table 2, it can be seen that the career development variable was categorized in the “acceptable” criterion at a score of 78.98%.

3.3. Work Motivation Variable (X_2)

The respondents' answers to find out how the respondents' perceptions of the work motivation variable are presented in Table 3.

Table 3 Analysis of Respondents' Answers for the Work Motivation Variable (X_2)

Answer	Frequency	Actual Score	Percentage (%)	Ideal Score	Statement Percentage	Criteria
SD	13	13	0.81	Choice x Respondent x Statement = 8,000	78.21%	Acceptable
D	74	148	4.63			
NAND	337	1,011	21.06			
A	795	3,180	49.69			
SA	381	1,905	23.81			
Total	1,600	6,257	100			

Source: Processed Data, 2021

Based on Table 3, it can be seen that the work motivation variable was categorized in the “acceptable” criterion at a score of 78.10%.

3.4. Employee Performance Variable (Y)

The respondents' answers to find out how the respondents' perceptions of the employee performance variable are presented in Table 4.

Table 4 Analysis of Respondent Answers for the Employee Performance Variable (Y)

Answer	Frequency	Actual Score	Percentage (%)	Ideal Score	Statement Percentage	Criteria
SD	10	10	0.63	Choice x Respondent x Statement = 8,000	78.64%	Acceptable
D	24	48	1.50			
NAND	347	1,041	21.69			
A	903	3,612	56.44			
SA	316	1,580	19.75			
Total	1,600	6,291	100			

Source: Processed Data, 2021

Based on Table 4, it can be seen that the employee performance variable was categorized in the “acceptable” criterion at a score of 78.64%.

3.4.1. Regression Model Estimation

The results of the analysis are shown in Table 5.

Table 5 Results of Regression Analysis

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2,769	3,893		.711	0.479
	Career Development	0.547	0.104	0.485	5,244	0.000
	Work Motivation	379	0.081	0.435	4,699	0.000

Source: SPSS21 processed data, 2021

Based on Table 5, the simple linear regression model that we built was:

$$\hat{Y} = 2,769 + 0,547X_1 + 0,379X_2 + e$$

3.4.2. Hypothesis Testing

- Partial Hypothesis Testing
- Effect of Career Development on Employee Performance

Table 6 Result of Partial Test of X1 to Y

Model	(Constant)	Career development (Variable X1)
Coefficient Value (t-Count)	0.711	5,244
Significance	0.479	0.000
ttable		1,991
Notes	Provided significant effect	

It provided significant effects because: tcount was higher than ttable; The significance level was smaller than the alpha 0.05 (0.000 < 0.05) Source: SPSS21 processed data, 2021

The test results on the effect of career development on employee performance in the Bone Bolango government are presented in Table 6.

Table 6 shows that the t_{count} of the career development variable was 5.244; while the t_{table} at a 5% significance level and the degree of freedom of $n-k-1$ or $80-2-1 = 77$ was 1.991. If the two t s were compared, then the t_{count} was still higher than the t_{table} ($5.244 > 1.991$). Therefore, it was concluded that at a 95% significance level, career development provided a positive and significant effect on the employee performance in the Bone Bolango government. The positive coefficient meant that employee performance in the Bone Bolango government could be improved by optimizing career development for employees.

3.4.3. Effect of Work Motivation on Employee Performance

The test results on the effect of career development on employee performance in the Bone Bolango government are presented in Table 7.

Table 7 Results of Partial Test of X_2 to Y

Model	(Constant)	Work motivation (Variable X_2)
Coefficient Value (t-Count)	0.711	4,699
Significance	0.479	0.000
ttable		1,991
Notes	Provided significant effect	

It provided significant effects because: tcount value was higher ttable; The significance level was smaller than the alpha 0.05 ($0.000 < 0.05$) Source: SPSS21 processed data, 2021

The results of the analysis above show that the t_{count} for the work motivation variable was 4.699; while the t_{table} at a 5% significance level and the degree of freedom of $n-k-1$ or $80-2-1 = 77$ was 1.991. If the two t s were compared, then the t_{count} was still higher than the t_{table} ($4.699 > 1.991$). Therefore, it could be concluded that at a 95% significance level, work motivation had a positive and significant effect on employee performance in the Bone Bolango government. The positive coefficient meant that the employee performance in the Bone Bolango government could be improved if employees had high work motivation.

4. Simultaneous Hypothesis Testing

The results of simultaneous testing in this research can be seen in Table 8.

Table 8 Simultaneous Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9559.916	2	4779.958	123,464	0.000b
	Residual	2981.096	77	38,716		
	Total	12541.012	79			

Source: SPSS21 processed data, 2021

From the table above, the F_{count} of this research was 123.464. Meanwhile, the F_{table} at a 5% significance level and df_1 of $k = 2$ and df_2 of $N - k - 1 = 80 - 2 - 1 = 77$ was 3.115. If these two F s were compared, F_{count} was higher than F_{table} , so career development and work motivation together had a significant effect on employee performance in the Bone Bolango government.

4.1. Coefficient of Determination

The coefficient of determination (R^2) in this research can be seen in Table 9.

Table 9 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873a	0.762	0.756	6.22218

Source: SPSS21 processed data, 2021

Based on the results of the coefficient of determination analysis in Table 9, it can be seen that the effect (the ability of the independent variable to explain the dependent variable) using R-Square was 0.762. It showed that 76.20% of employee performance variability in the Bone Bolango government could be explained by career development and work motivation, while the remaining 23.80% could be explained by other variables not examined in this research, such as employee competence factors, work commitment, leadership style, organizational culture and administrative modernization in the work field. Subsequently, partial coefficient testing was performed. The test results for the coefficient of partial determination coefficient are described in Table 10.

Table 10 Coefficient of Partial Determination

Model	Standardized coefficients	Correlation	Determination	
			Value	%
Career development	0.485	0.833	0.404	40.40%
Work motivation	0.435	0.823	0.358	35.80%
Coefficient of Simultaneous Determination			0.762	76.20%

Source: SPSS21 processed data, 2021

5. Discussion

5.1. Effect of Career Development and Work Motivation on Employee Performance in the Bone Bolango Government

The results of the descriptive analysis of career development found that the career development variable was categorized in the “acceptable” criterion at a score of 78.98%. This shows that employees in the Bone Bolango government felt that efforts to develop careers for employees made by the Bone Bolango government were still not optimal. Good career development should be a concern because with career development, the employees would be encouraged to carry out their duties and responsibilities, where the seriousness of work would be created in order to improve the achievement of the vision and mission of the Bone Bolango government.

The results of regression analysis showed that career development provided a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 40.40%. The positive coefficient meant that employee performance in the Bone Bolango government could be improved by optimizing career development for employees. Therefore, it was better for employees in the Bone Bolango government to continue to work on improving their work results because career development would become more progressive if employees were serious about improving their work results. With good job achievement, there would be more opportunities to acquire career promotion.

Career development was a staffing activity that helps employees plan their future careers in the company so that the concerned employees and the company could maximally develop (Mangkunegara, 2012:77). Career development was a formal and continuous effort focused on improving and augmenting worker abilities. Therefore, career development was a formal effort to improve and increase abilities, which was expected to have an impact on the development and expansion of insight and open up the opportunity to get a satisfactory position in a life as an employee.

The results found that there was a positive and significant effect of career development on employee performance in the Bone Bolango government. It was in line with and supported Kakui & Gachunga (2016) who pointed out that career mentoring affected employee performance by counseling and supporting learners and helping them develop their own approaches and solutions to problems. Career development was the process of improving individual employability in order to achieve the desired career. There were a number of principles to consider in relation to career development. First, the work had the greatest effect on career development because whenever different challenges arose, what we

learned from the challenges might be far more important than career development activities formally planned. Second, the type of new skills needed was determined by the specific requirements of the position. Third, development would not occur if someone had not acquired the skills required by a certain position.

5.2. Effect of Work Motivation on Employee Performance in the Bone Bolango Government

Descriptive analysis results showed that the work motivation variable was categorized in the “acceptable” criterion at a score of 78.10%. This showed that employees of the Bone Bolango government had a fairly high work motivation with the aim to obtain more optimal work results compared to their previous results. Employees motivated to work always made various efforts to achieve the work targets that had been set. Considerable motivation should be a concern for the leadership, especially by making efforts to direct and take various concrete actions to improve the work motivation of employees in carrying out the institution mandate.

The results of regression analysis showed that work motivation had a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 35.80%. The positive coefficient meant that employee performance in the Bone Bolango government could be improved if employees had high work motivation. Therefore, as an effort to improve external motivation, it was important for the leadership in the Bone Bolango government to continue to improve employee work motivation and provide direction that could increase their work achievement. Moreover, leaders should also be active in supervising employees by applying a varied leadership style so as to create a work atmosphere that could improve work achievement results. Meanwhile, to increase internal motivation, it was necessary to have work commitment and employee loyalty in work and suppress excessive work stress that could reduce the achievement of work results.

The results demonstrated a positive and significant effect of work motivation on employee performance in the Bone Bolango government. It was in line with and supported Sutrischastini & Riyanto (2015) who found that motivation consisting of motivational incentives and expectations had a positive and significant effect on employee performance. Considering these results, it was necessary to improve the work motivation of employees. In an effort to improve external motivation, it was important for the leader of the Bone Bolango government to continue to improve employee work motivation and provide direction that could increase their work achievement. Moreover, the leader should also be active in supervising employees by applying a varied leadership style so as to create a work atmosphere that could improve work achievement results. Meanwhile, to increase internal motivation, it was necessary to have work commitment and employee loyalty in work and suppress excessive work stress that could reduce the achievement of work results.

5.3. Simultaneous Effect of Career Development and Work Motivation on Employee Performance in the Bone Bolango Government

The results of the descriptive analysis showed that the employee performance variable was categorized in the “acceptable” criteria at a score of 78.64%. This showed that there was the achievement of work results that was still not in line with the work targets set by the institution. Employees with good performance would certainly obtain good rewards as well as being representatives showing organizational performance achievement. Their accumulated performance would contribute to the assessment made to the Bone Bolango government. High performance would be achieved by providing career development and work motivation for employees at the Bone Bolango Government.

Simultaneous testing results showed that career development and work motivation together had a significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 76.20%. While the remaining 23.80% could be explained by other variables not examined in this research such as employee competence, work commitment, leadership style, organizational culture, and administrative modernization in the work field.

That career development and work motivation had an effect on employee performance in the Bone Bolango government was in line with and supported Parimita et al. (2015) analyzing the effect of career development and motivation on employee job satisfaction. According to Martin & Bartol (Sudarmanto, 2014: 9), performance standards, which should be based on the work, were related to the requirements elaborated from the job analysis and reflected in the job descriptions and specifications. The definition above showed that performance was an achievement obtained when carrying out duties and measured by the quality and quantity of the work results. It was also in line with Nitisemito (2013:109) that performance could be affected by various factors including motivation factors through career development and promotion according to employees' knowledge field.

6. Conclusion

Based on the results and discussion, it could be concluded that:

- Career development had a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 40.40%. The positive coefficient meant that employee performance in the Bone Bolango government could be improved by optimizing career development for employees.
- Work motivation had a positive and significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 35.80%. The positive coefficient meant that employee performance in the Bone Bolango government could be improved if employees had high work motivation.
- Career development and work motivation together had a significant effect on employee performance in the Bone Bolango government at a coefficient of determination of 76.20%. While the remaining 23.80% could be explained by other variables not examined in this research, such as employee competence, work commitment, leadership style, organizational culture, and administrative modernization in the work field.

Suggestions

Based on the results and conclusions, the suggestions for this research are as follows:

- Employees in the Bone Bolango government should continue to improve their work results because career development can be realized if employees are serious about improving their work results. With good job achievement, there will be more opportunities to get career promotions.
- To improve external motivation, the leader of the Bone Bolango government should continue to improve employee work motivation and provide direction that can increase work achievement. Moreover, s/he also be active in supervising employees by applying a varied leadership style to create a work atmosphere that can improve work achievement results. Meanwhile, internal motivation could be increased by having work commitment and employee loyalty in work and suppressing excessive work stress that can reduce work result achievement.
- For the next researchers, this research can be developed by making a questionnaire using the Guttman scale to obtain respondents' more objective answers. If the questionnaire still uses questions instead of statements, respondents may provide subjective answers.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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