

The Influence of Work Motivation and Employee Performance on Employee Career Development

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Abstract

The country of Indonesia has now entered the industrial revolution period which is marked by increasingly advanced technology. The industrial revolution demands to be more competitive in facing challenges in the business field, this certainly demands Ewindo Company to continue to advance and develop in maintaining quality products and human resources so that the 's goals are achieved.

This study aims to know, describe and analyze the Influence of work motivation and employee performance on career development at Ewindo Company Plant 2, where the independent variable in this study is Work Motivation and Employee Performance while the dependent variable is Career Development. This research was conducted at Ewindo Company Plant 2, St. Rancaekek Raya, KM 24,5 Cimanggung, Dwipapuri Area, Sumedang, West Java.

The research methods used in this study are descriptive and associative methods. The type of research used is quantitative. The data used are primary data obtained through observation, questionnaires, and literature. The sampling technique in this study is Probability Sampling with the number of research samples taken as many as 96 respondents. The analytical tools used are validity tests, reliability tests, classical assumption tests, multiple linear analysis, determination correlation, t tests and f tests.

Based on the results of the study, it shows that work motivation and employee performance simultaneously affect career development at Ewindo Company Plant 2. There is a partial influence of work motivation and employee performance on career development at Ewindo Company Plant 2.

Keywords

Career, Development, Employee, Motivation, Performance, Work.

1. Introduction

Indonesia has now entered a period of industrial revolution which is marked by increasingly advanced technology. The industrial revolution demands more competition in facing challenges in the business sector. The 's business will develop more advanced if it is accompanied by increasing profits earned and is influenced by 2 (two) internal and external factors. Internal factors are those within the that can directly influence the itself, while external factors are those that exist outside the and can indirectly influence the . There are internal factors that have more influence, namely human resource (HR) factors.

Human resources are resources found in an organization, where this is the main element for moving all elements in the organization. The success of an organization can be said if it has competent human resources so that it is able to achieve its goals. In achieving its goals, HR has a role as a planner, executor and controller who always actively plays a role in achieving goals in the . Companies will succeed through improving the quality of HR talent.

Quality human resources are people who have the expertise to carry out a profession through their abilities, skills, insight and good behavior when working. Additionally, the offers a variety of training courses for each area. Employees with high motivation, ability, performance and integrity can increase production capacity and quality by being more efficient and improving the quality of human resources can be achieved by making the more effective and efficient by developing the careers of its employees to the maximum.

Career development which is positioned as a series of positions or positions that a person occupies throughout their working life, whether in private industry or government, is also a change of person that a person tries to achieve a career plan. Career development really supports the effectiveness of people, groups and organizations in achieving goals and producing job satisfaction. Basically, this is very necessary for private or public industry due to its orientation towards challenging businesses in the future facing competitors. The career being developed has a future existence that depends on human resources because they are required to carry out career development for employees whose implementation is planned and prolonged every year. In other words, career development is an HR management activity that must be carried out as an official activity that is integrated with other HR activities.

A number of factors that can influence this are work motivation and employee performance. Work motivation is the main thing that employees must have in a , because with high employee motivation, the level of productivity and work enthusiasm will be even higher.

Work motivation will arise if there is encouragement and drive from within a person. Work motivation can encourage employees to work hard which influences the achievement of industry goals, but there are still many industries that do not pay attention to employee motivation which actually has a big impact on achieving industry goals.

The Ewindo Company is a that participates in competing in global competition. Thus competition in the business world and the difficulty of maintaining reliability. Ewindo Company is a that operates in the manufacturing sector and makes wiring harnesses (electronic and automotive products). This always strives to consistently provide quality products and human resources so that its goals are achieved. One of them is that achieving career goals or career development can be achieved with motivation and good performance.

1.1. Pre Survey

Ewindo Company provides quality employees with superior performance and motivation for professional career development in the workplace. Employees who want to develop professionally need to maximize performance.

The decline in employee attendance is caused by low employee work motivation, so career development will be even lower. This shows that employee work motivation really needs to be paid attention to, because work motivation is one of the main factors for career development. Apart from a lack of employee motivation, employee performance also decreases, indicating low motivation and decreased employee performance.

Employee performance decreases due to the lack of rewards or goals for achieving the intended career level. The provides little career development to its employees and that is what makes employees not want their performance to improve. Meanwhile, to achieve success, one way is to improve the performance of human resources and the factors that influence career development are employee motivation and performance.

Employee performance has a big influence on career development at Ewindo Company. However, there was a decline in performance which was proven by the pre-survey results obtained. The researcher conducted a pre-survey by distributing questionnaires to 60 employees of Ewindo Company as follows:

Table 1
Pre-Survey Results Based on Employee Performance

No	Statement	Answer				
		Yes		No		Percent
		F	%	F	%	
1.	Carrying out tasks in accordance with the quality expected by the .	22	36,7%	38	63,3%	100%
2.	Get work load according to salary	29	48,3%	31	51,7%	100%
3.	Get a workload according to my abilities	24	40%	36	60%	100%
4.	Always do work on time	16	26,7%	44	73,3%	100%
Amount		60 respondents				

Source: Pre-survey results of Ewindo Company Plant 2 (2022)

Based on the results of the pre-survey above, in statement 1, namely carrying out tasks according to the quality expected by the , 63.3% of employees said they did not agree. This is because the has not fully provided the motivation and rewards expected by employees, including the loss of production money resulting in a decrease in motivation to improve employee performance so that it gets better.

Based on the results of the pre-survey above, as many as 51.7% of employees stated that they did not agree with the statement that the workload was in accordance with the salary, because there was an unequal distribution of work which resulted in accumulation for some employees.

Based on the results of the pre-survey above, to the statement that the workload is in accordance with abilities, 60% answered disagree, because there was a rotation of parts which caused abilities to be retrained.

1.2. Previous Research

Based on the results of the pre-survey above, the statement that they always do their work on time received a disagreeing answer of 73.3%, because employees who lack motivation affect performance.

Based on the background above, this is also supported by previous research:

1. The Influence of Motivation and Talent Management on Employee Career Development at the Indonesian Financial Audit Agency (Mengkuningtyas, 2021).
2. The Influence of Work Experience, Employee Performance and Training on Employee Career Development (Adnyani and Dewi, 2021).
3. Upasuji & Satrya (2019), The Influence of Work Experience, Training and Performance on Employee Career Development (Upasuji and Satrya, 2019).
4. Career Adaptability, Motivation and Training and Professionalism as factors that influence employee career development during the Covid-19 pandemic (Widyastomo. et all, 2022).
5. The Influence of Baka Management, Knowledge Management, Performance, Personality and Creativity on Career Development for Employees of the Padang Pariaman Regency Ministry of Religion Office (Marini, 2022).

1.3. Problem Identification

Based on the background, researchers can identify existing problems, namely:

1. Lack of employee interest in Career Development at Ewindo Company
Based on the background above, it is said that there is a delay in career development and the workload is not commensurate with the salary and there is no appreciation given by the to employees, resulting in a lack of employee interest in career development.
2. Work motivation of Ewindo Company employees tends to be low.
Based on the above background, motivation tends to be low due to delays in career development and there is no reciprocity from the . Therefore, it results in decreased motivation and less than optimal performance.
3. Ewindo Company employee performance tends to decline.
Performance tends to decline because there are no awards or goals for achieving the intended career level. There is still little career development provided by the to employees and this is what causes employees to not want to improve their performance.

1.4. Problem Limitation

The problems raised in order to conduct this research to be more focused and comprehensive require limitations as follows:

1. Work motivation and employee performance are independent variables.
2. Employee career development as the dependent variable.
3. The unit of analysis is the employees of Ewindo Company Plant 2.

1.5. Formulation the Problem

Referring to the problem boundaries, problems can be formulated, including:

1. What are the respondents' responses regarding work motivation, employee performance and career development for Ewindo Company Plant 2 employees
2. How big is the influence of work motivation on career development at Ewindo Company Plant 2
3. How big is the influence of employee performance on career development at Ewindo Company Plant 2
4. How big is the influence of work motivation and employee performance on career development at Ewindo Company Plant 2

1.6. Research Purposes

This research aims to: 1. Know, describe and analyze work motivation, employee performance and career development at Ewindo Company Plant 2 2. Measuring the influence of work motivation on career development at Ewindo Company Plant 2 3. Measuring the influence of employee performance on career development at Ewindo Company Plant 2 4. Measuring the influence of work motivation and employee performance on career development at Ewindo Company Plant 2

2. Literature Review

There are 5 management functions that influence each other. These functions include planning, organizing, staffing, directing, and controlling. The end of management activities that are not in sync with the plans/goals does not rule out the possibility of occurring because one of the functions is missing (Shinde, 2018).

Human resource management (HRM) is the science and art of managing employee relationships and roles so that they are effective and efficient in supporting the achievement of , employee and community goals Dressleer. Garry, (2021). Motivation is a tendency within a person that supports and guides their actions. Motivation encourages a person to act as desired due to achieving certain goals, people's behavior tends to be goal-oriented and is supported by their own desires (Safar. Jina B, 2021).

Performance is the work output achieved by individual employees in carrying out their responsibilities and duties. Performance is a comparison of the achievement of results with the role and employee per unit of time. Performance is termed output, effectiveness, efficiency which is often linked to productivity (Kearney. Richard, 2021).

Career development is formal work to improve and enhance skills which are expected to have an impact on the development and expansion of attitudes and opportunities to carry out work/tasks in working life. Career development can be concluded as a chain of positions/positions occupied while a person is working through levels of education and training in the environment for the employee's future (Brown. Steven D and Lent. Robert W, 2021).

3. Methods

Work Motivation (X1) Employee Performance (X2) in this research is an independent variable, while the dependent variable is Career Development (Y).

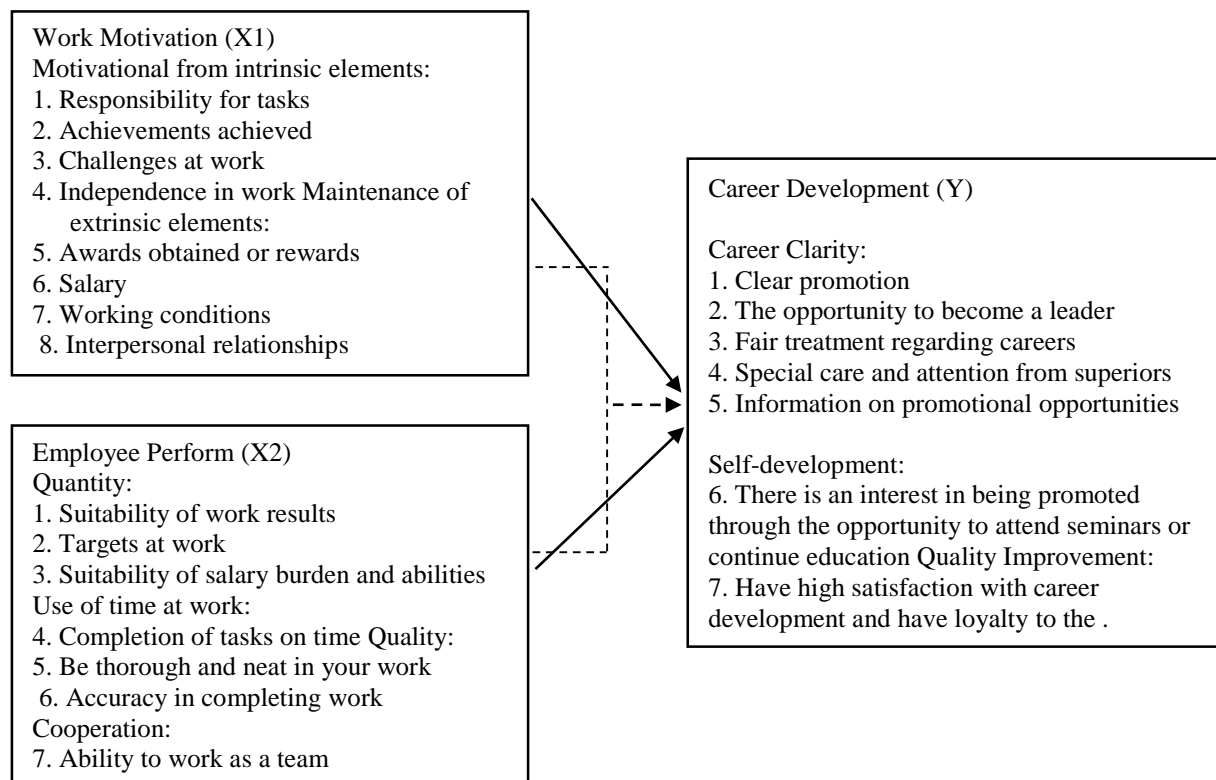


Figure 1 : Research Paradigm

—————> : Partial Influence
 - - - - -> : Simultaneous Influence

Independent variables are variables that have an influence or cause changes and the emergence of dependent variables (Sugiyono, 2020). In this research, the independent variables are Work Motivation (X1), and Employee Perform (X2). The dependent variable is the variable that is influenced or becomes a consequence, which is due to the existence of an independent variable (Sugiyono, 2020). In this study the dependent variable is Career Development (Y).

4. Data Collection

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	7.026	2.636		2.666	.009			
	Work Motivation	.033	.132	.329	2.248	.805	.527	.026	.025
	Employee Performance	.173	.066	.302	2.605	.011	.787	.261	.259
Dependent Variable: Career Development									

Table 1 : The magnitude of the influence of X1 and X2 on Y

The magnitude of the influence of work motivation on career development is $0.329 \times 0.527 = 17.3\%$. The magnitude of the influence of employee performance on career development is $0.302 \times 0.787 = 23.8\%$. Based on the calculation results, it is known that employee performance has a dominant contribution compared to work motivation to improve career development.

5. Results and Discussion

Referring to the resulting analysis and partial tests and simultaneous tests, it is concluded that the variables of work motivation and employee performance have a positive effect on career development. The results of the regression coefficient test show that the independent variable has an influence on the dependent variable, namely in the same direction and with a positive sign, which means that if employee work motivation and performance increases, career development will also increase. Ewindo Company's efforts are to always pay attention to the work motivation and performance of its employees so that employees receive better career development. It can be seen from the results of the coefficient of determination test that the influence of work motivation on career development is 17.3% and employee performance on career development is 23.8%. Referring to the results of the work motivation analysis with 8 statements answered by 96 respondents as employees of Ewindo Company, it can be concluded that work motivation was categorized as quite good. Based on the results of employee performance analysis with 7 statements answered by 96 respondents as employees of Ewindo Company, it can be concluded that employee performance is in the good category. Based on the results of the career development analysis with 7 statements answered by 96 respondents as employees of Ewindo Company, it can be concluded that career development is categorized as very bad so special attention is needed from the .

The Influence of Work Motivation on Career Development The results of the test show that partially (t-test) variable This is supported by the results obtained and the t test which has a t-count of $2.248 > 1.98580$ and a significance value of $0.011 < 0.05$ with a regression coefficient for the work motivation variable of 0.033, meaning that the work motivation variable increases by 1 unit, while the employee performance variable is considered constant. /fixed, the career development variable also increased by 0.033. Work motivation has a positive sign, meaning that the better the work motivation, the better the career development at Ewindo Company, and the correlation coefficient value of work

motivation on career development is 0.329, meaning the relationship between work motivation and career development is "weak", which means there are other factors which strongly influences career development.

The Influence of Employee Performance on Career Development The test results show that the t-test variable (X2) employee performance significantly and positively influences the variable (Y) Career Development, which means that if X2 employee performance is higher, it has a significant positive effect on (Y) Career Development. These results are supported by the results obtained and the measurement of partial significance (t-test) where the t-calculation is $2.605 > 1.98580$ and the significance value is $0.011 < 0.05$ with the regression coefficient of the employee performance variable showing 0.173 then if there is an increase of (one) unit, on the other hand, the work motivation variable is considered constant, meaning the dependent variable (career development) increases by 0.173. Employee performance has a positive sign, which means that the better the employee's performance, the better the career development at Ewindo Company, and the correlation coefficient value of Employee Performance with Career Development is 0.302, meaning that the relationship between employee performance and career development is "Weak", which means there are factors others that strongly influence career development.

The Influence of Work Motivation and Employee Performance on Career Development The measurement results show that the F-test on Work Motivation and Employee Performance simultaneously has a positive and significant effect on career development. This is supported by the results obtained and the simultaneous significance test (F-test) which has an F-count of $4.216 > 3.09$ and the significance value is $0.018 < 0.05$, meaning that the independent variables (work motivation and employee performance) can be said to be significant and has a positive effect simultaneously on career development, and the coefficient of determination shows an R-Square value of 0.483 (48.3%). These results reveal that the contribution of work motivation and employee performance to influence career development at Ewindo Company is 48.3% while the remaining 51.7% is influenced by other factors outside the observations in this research such as work experience, work performance, training, work discipline, compensation, competence, and commitment.

6. Conclusion

1. Descriptive research results

- a. The overall response regarding the work motivation variable statement (X1) was 2.98 which was in the quite good category, however there was still the lowest average value of 1.32 in the feedback statement from the company for the results that had been carried out. This is due to a lack of appreciation from the company for targets that have been achieved, and the highest average score is 4.67 in the statement of satisfaction in doing work independently, which means that employees already have the skills to complete their work so that employees work consistently and independently too. This is have high enthusiasm and a strong desire to progress.
 - b. The overall response regarding the employee performance variable statement (X2) was 3.8 which was in the good category, however there was still the lowest average value of 3.57 for the statement of having the ability to work as a team and the highest average value of 3.91 on the statement of carrying out work according to the quality The company hopes that this means employees have quality skills at PT. Ewindo Plant 2.
 - c. The response regarding the career development variable statement (Y) as a whole was 1.54 which was in the very poor category, but there was still the lowest average value of 1.45 in the statement that superiors gave special attention to employees regarding career development, which means lack of special attention from superiors resulting in delays in career development and the highest average score of 1.63 in the statement that there is an opportunity to become a chief executive, which means there is an opportunity for career development at PT. Ewindo Plant 2 but it is not optimal so there is a lack of interest from employees for career development.
2. Based on the results of the partial hypothesis test (t-test), it can be seen that the influence of the work motivation variable is $t_{count} 2.248 > t_{table} 1.98580$ with a significance value of $0.011 < 0.05$, so it can be concluded that work motivation has a significant effect on career development at PT. Ewindo Plant 2
 3. Based on the results of the partial hypothesis test (t-test), it can be seen that the influence of the employee performance variable is $t_{count} 2.605 > t_{table} 1.98580$ with a significance value of $0.011 < 0.05$, so it can be concluded that employee performance has a significant effect on career development at PT. Ewindo Plant 2.
 4. Based on the results of simultaneous hypothesis testing (f-test), it can be seen that the influence of work motivation and employee performance variables is $F_{count} 4.216 > F_{table} 3.09$ with a significant value of $0.018 < 0.05$, so H_0 is rejected and H_a is accepted so it can be concluded simultaneously Work motivation and employee performance have a significant effect on career development at PT. Ewindo Plant 2. Based on the multiple correlation coefficient

value of 0.688, it is classified as a strong correlation. This shows that work motivation and employee performance have a strong relationship to career development. Based on the results of the coefficient of determination of 0.483, which means that the influence of work motivation and employee performance on career development at PT. Ewindo Plant 2 is 48.3% and the remaining 51.7% is influenced by other factors not included in this research such as work experience, achievement work, training, work discipline, compensation, competence, and commitment.

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