

## The Role of Work Motivation Mediates the Influence of Career Development on Employee Performance of PT Tiara Indah Abadi (Piaggio Vespa)

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**ABSTRACT:** The purpose of this research is to explain the influence of career development, and work motivation on employee performance, to explain the influence of career development on work motivation, as well as to explain the role of work motivation in mediating the influence of career development on employee performance. The population of this study is all employees of 49 people at PT Tiara Indah Abadi (Piaggio Vespa). The sampling technique in this study used saturated samples, so that 49 samples were obtained. The data collection method uses a questionnaire. The analysis technique used is path analysis. The results of this study show that career development, and work motivation have a positive and significant effect on the performance of employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch, then career development has a positive and significant effect on performance and Work motivation can partially mediate between the influence of career development on employee performance. This shows that the higher the career development done by employees, the higher the performance, with the motivation of work as a mediator can give encouragement to consumers to further strengthen in performing optimal performance.

**KEYWORDS:** *career development, work motivation, employee performance*

### I. INTRODUCTION

PT Tiara Indah Abadi (Piaggio Vespa) is one of the piaggio vespa motorcycle dealers in Denpasar, located at Jalan Imam Bonjol No 507, Pemecutan Klod, which has an employee of 49 karyawan. PT Tiara Indah Abadi (Piaggio Vespa) certainly not separated from various problems, especially problems related to employee performance. Human resources are a major role in a company because human resources are able to create various innovations that can move the company. The quality of human resources will be a strength for management and support the performance of companies or organizations that achieve good goals. Based on the results of an interview with human resource manager that in 2019 there are still complaints from consumers. Field survey results showed consumer complaints based on long ordering of goods, lack of service at the workshop, low delivery time speed. The total number of complaints during 2019 was 56 complaints, the largest due to a lack of service to the service felt by consumers.

Pre-survey results show that there are still a number of employees who are unable to complete the job properly, then less maximal in completing routine work quickly, then unable to complete the work according to the given time, less independent in doing the work and still some employees who feel less able to take responsibility for all the risks of the job. This indicates that quite a number of employees of PT Tiara Indah Abadi (Piaggio Vespa) have not been able to perform. Based on the sub-optimal performance and the level of consumer complaints in 2019 at PT Tiara Indah Abadi (Piaggio Vespa) which is in the category of less good, this is due to the increasing number of consumer complaints each year. Therefore it is important for the company to pay attention to the performance of its employees, in order to minimize the number of consumer complaints

Employee performance can be influenced by career development factors and work motivation, where the higher the development opportunities given to employees and if the higher the motivation of the employee's work will affect the improvement of employee performance. The results of the study [15] show that career development has a significant influence on employee performance. However, different studies were obtained [6] and [7] which found that partial career development had no significant effect on employee performance. This shows that there are inconsistent research gaps related to the influence of career development variables on employee performance, making it interesting to do more research.

Research conducted by [15] states that employee performance is not only influenced by career development, but also influenced by each employee's work motivation level. Similar statements by [9] and [11] state that employee performance is influenced by work motivation, because motivation serves to stimulate employees' ability to create maximum performance results. Similar research by [8] also states that work motivation has a significant effect on employee performance. With motivation and performance assessment, the organization's goals can be achieved as well as personal goals. Giving motivation to a person is a link that starts with need, raises desire, gives rise to action, and produces decisions, so that it will ultimately improve employee performance. However, different research results were obtained [3] which showed that work motivation had no effect/ insignificant on employee performance. This shows that there are inconsistent previous research gaps related to the influence of work motivation variables on employee performance, making it interesting to do more research. Based on the background description of the problem, researchers are interested in conducting research on the role of work motivation in mediating the influence of career development on employee performance.

## II. LITERATURE REVIEW AND HYPOTHESES

### 2.1 Teori Dua Faktor

The basic and supporting theories in this study are the theory of "two factors" [6] namely maintenance factor and motivation factor. These maintenance factors need to get reasonable attention from the leadership, so that the satisfaction and excitement of working subordinates can be improved. Maintenance factors are not motivation for employees, but are a must that leaders should give to them for the sake of the health and satisfaction of subordinates. The motivating factor concerns a person's psychological need for the perfect feeling of doing the job. motivational factors related to personal appreciation directly related to work, such as soft seats, comfortable space, proper placement and so on.

#### a. Performance

Performance is a result of the level of implementation achievement in accordance with the vision and mission imposed in the company. According to [13] four factors that affect employee performance, namely: effectiveness and efficiency, authority, discipline and initiative

#### b. Career Development

Career development is one of a series (sequence) of psisi or positions occupied by a person during a certain lifetime. The benefits of career development are the increasing ability of employees and improving capable employees[1]

#### c. Motivation

Motivation is the most important thing for any public and private sector organization. For the success of each motivational organization plays an important role [20]

#### d. Hypotheses

The results of the study [22] and [12] show that career development has a significant positive effect on employee performance. Clear and steady career planning and development will help employees and organizations succeed. Performance is closely related to the career development of employees, because employees who have a high chance in developing their career will stimulate motivation to work better in order to achieve the organization's goals

H1: Career development has a positive and positive impact on employee performance.

Work motivation has a positive and positive effect on employee performance. High work motivation will be able to make employee performance improve. Based on research conducted by [1] that work motivation has a positive and signifiabile influence on employee performance. Work motivation has a significant positive effect on employee performance.

H2: Work motivation has a positive and positive influence on employee performance.

Career development has a positive and persistence influence on employee work motivation. If the career development that the company gives to employees increases, it will raise the expectations and morale of employees when carrying out tasks properly. Similar research by [9] suggests there is a significant positive influence between career development and employee work motivation.

H3: Career development has a positive and persistence influence on employee work motivation.

Career development has a positive and positive impact on employee performance. This means that the higher the motivation level of work, the higher the level of performance. On the other hand, the lower the motivation rate of the work, the lower the level of performance. Work motivation is related to performance because work motivation will show how the employee's work spirit achieves maximum results that will ultimately show how it works.

H4: Work motivation has a positive and positive effect in mediating the relationship between career development and employee performance.

### III. RESEACRH METHODS

The population in this study is all employees of 49 people at PT Tiara Indah Abadi (Piaggio Vespa). The method of collecting samples used is saturated samples, where entire population members are used as samples. The sample in this study is all employees of PT Tiara Indah Abadi (Piaggio Vespa) which numbered 49 people.

**Table 1:** Operational Research Variables

Construct	Indicator	Source
<i>Employee Performance (EP)</i>	1. Quality	Manggis, 2016
	2. Quantity	
	3. Punctuality	
	4. Effectiveness	
	5. Self-reliance	
	6. Work commitments	
Career Development (CD)	1. Fair treatment in a career	Sukmawaty, 2019
	2. Concern for the boss	
	3. Competency	
	4. Interests to promote	
	5. Formal education	
Motivation of Work (MW)	1. Physiological needs	Taghulihi, 2015
	2. Need for security and protection	
	3. Social needs	
	4. Award needs	
	5. Need for self-actualization	

Table 1 explains the study of the definition of variables, indicators, and sources used in measurement variables. Data analysis was performed by the path analysis using the SPSS *for Windows* program.

### IV. RESULT AND DISCUSSIONS

This research was conducted to find out the role of work motivation in mediating the influence of career development on employee performance at PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. Data collection was conducted through the dissemination of questionnaires to 49 respondents who were employees of PT Tiara Indah Abadi (Piaggio Vespa). The dissemination of the questionnaire was conducted on March 10-12, 2020. indicates that the majority of employees at PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch are male. This is because PT Tiara Indah Abadi (Piaggio Vespa) is a company engaged in automotive, so it tends to be male employees who better understand the specifications of automotive products compared to women, then the number of male employees becomes more dominant in PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. Furthermore, the data shows that the majority of employees at PT Tiara Indah Abadi (Piaggio Vespa ) Imam Bonjol Branch are aged 38-47 years. This age range is employees who already have quite high work experience compared to employees with an age range of less than 35 years, so it is expected that employees better understand the market conditions of automotive companies, and are able to have optimal performance at PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. The grouping of respondents based on the last level of education provides information that the majority at PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch are employees with high school graduates/equivalent to a working period of between two to 3 years, indicating that employees have high loyalty to the company.

#### 4.2 Evaluation of Descriptive Statistic

The results of the study on respondents' answers to career development variables, work motivation and employee performance will be presented in Table 2, Table 3 and Table 4.

**Table 2 :** Description of Respondent's Answers on Career Development variables

No	Indicator	Frequency					Total	Mean	Criteria
		STS	TS	CS	S	SS			
1	Fair treatment (X1)	0	4	10	22	13	191	3,90	Good
2	Employer care (X2)	0	3	5	22	19	204	4,16	Good
3	Competency (X3)	0	3	9	30	7	188	3,84	Good
4	Promoted interests (X4)	0	3	9	23	14	195	3,98	Good
5	Formal education (X5)	0	1	22	16	10	182	3,71	Good
<b>Average career development variables</b>								3,92	Good

Source: Data Processing Results, 2020

The results of the descriptive analysis as presented in table 2 show that the overall career development variable gets an average value of 3.92 so that it is included in the criteria well, which means that in general employees at PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch already have good career development. Furthermore, the highest average value on career development variables is found in the "boss concern" indicator, with an average value of 4.16. This indicates that the boss or chairman of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch always supports the career development of its employees, so as to form a good career development for employees.

**Table 3:** Description of Respondents' Answers to Work Motivation Variables

No	Indicator	Frequency					Total	Mean	Criteria
		STS	TS	CS	S	SS			
1	Physiological needs	0	1	15	19	14	193	3,94	High
2	The need for security and protection	0	3	9	24	13	194	3,96	High
3	Social needs	0	3	12	25	9	187	3,82	High
4	Award needs	0	3	4	27	15	201	4,10	High
5	The need for self-actualization	0	1	19	18	11	186	3,80	High
<b>Average work motivation variables</b>								3,92	Tinggi

The results of the descriptive analysis as presented in Table 3 show that the overall motivational variable of the work gained an average value of 3.92 so that it was included in the high criteria, which means that in general employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch already have high work motivation. The highest rated indicator is the "reward needs" indicator, with an average value of 4.10. This indicates that employees will feel increasingly motivated by the awards given by the leadership.

**Table 4:** Description of Respondents' Answers on Employee Performance Variables

No	Indicator	Frequency					Total	Mean	Criteria
		STS	TS	CS	S	SS			
1	Quality	0	3	8	30	8	190	3,88	High
2	Quantity	0	4	9	26	10	189	3,86	High
3	Timeliness	0	5	7	22	15	194	3,96	High
4	Effectiveness	0	1	15	25	8	187	3,82	High
5	Independence	0	3	16	24	6	180	3,67	High
6	Work commitments	0	4	7	24	14	195	3,98	High
<b>Average employee performance variables</b>								3,86	Tinggi

Source: Primary data processed, 2020

The results of the descriptive analysis as presented in table 4.8 show that the overall employee performance variable gets an average value of 3.86 so that it is included in the high criteria, which means that in general employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch already have high performance. The indicator that has the highest average value on employee performance variables is found in the "work commitment" indicator, with an average value of 3.98. This provides information that most employees are already responsible for all job risks, thus forming a high work commitment.

#### 4.3 Path analysis results

The calculation of path coefficients is done by regression analysis through SPSS 22.0 for Windows software, obtained results in Table 5

**Table 5:** Path analysis results (part 1)

Model		Unstandardized Coefficient		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	11.807	2.254			5.238	.000
	Career Development	.398	.114	.455		3.502	.001
	<b>RSquare</b>	0,207					
	<b>F Statistik</b>	12,266					
	<b>Signifikansi uji F</b>	0,001					

Source: Data Processing Results, 2020

Based on the results of the analysis of the influence of career development on work motivation obtained sig value. t of 0.001 with a positive regression coefficient value of 0.398. Sig value. t 0.001 > 0.05 indicates that H1 is accepted. This result means that career development has a positive and significant effect on employees' work

motivation. This means that the better career development done by employees, it will affect the increasing work motivation of employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. The effect of free variables on bound variables indicated by the total determination value (R Square) of 0.207 means that 20.7 percent of work motivation variations are influenced by career development variations, while the remaining 79.3 percent is explained by other factors not included in the model.

**Tabel 5:** Path analysis results (part 2)

Model		Unstandardized Coefficient		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.860	2.838		2.418	.020
	Career Development	.417	.128	.409	3.264	.002
	Work Motivation	.415	.146	.356	2.842	.007
	<b>RSquare</b>	0,427				
	<b>F Statistik</b>	17,128				
	<b>Signifikansi uji F</b>	0,000				

Source: Data Processing Results, 2020

Based on the results of the analysis of the influence of career development on employee performance obtained sig value. t of 0.002 with a positive regression coefficient value of 0.417. Sig value. t 0.002 < 0.05 indicates that H2 is accepted, meaning career development has a positive and significant impact on employee performance. This means that the better career development done by employees, it will affect the increasing performance of employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. Based on the results of the analysis of the influence of work motivation on employee performance obtained sig value. t of 0.007 with a positive regression coefficient value of 0.415. Sig value. t 0.007 < 0.05 indicates that H3 is accepted i.e. work motivation has a positive and significant effect on employee performance. This means that the higher the employee's work motivation, it will affect the performance of employees of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch. The effect of free variables on bound variables indicated by a total determinant value (R Square) of 0.427 means that 42.7 percent of employee performance variations are influenced by career development and work motivation variations, while the remaining 57.3 percent is explained by other factors not included in the model. Testing the indirect influence of career development variables (X) on employee performance variables (Y) through work motivation variables (Z), performed with sobel tests using the following formula:

$$Sb_1b_3 = \sqrt{(0,415)^2(0,114)^2 + (0,398)^2(0,146)^2 + (0,114)^2(0,146)^2} = 0,076758$$

To test the significance of indirect influence then calculate the z value of the ab coefficient with the following formula.

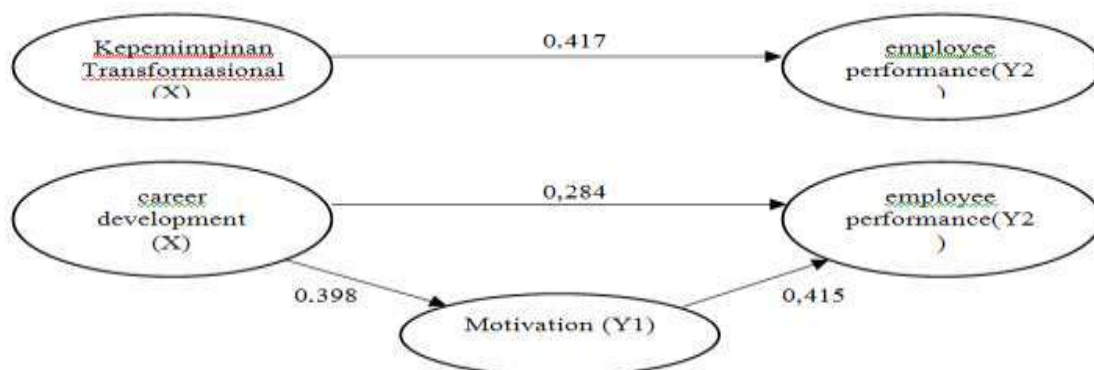
$$Z = \frac{(0,398)(0,415)}{0,076758} = 2,1518$$

Because Z counts at 2.1518 > 1.96. This means that work motivation (Z) is a variable that can mediate the influence of career development (X) on employee performance (Y) employees or in other words career development indirectly affect employee performance through work motivation.

The results of mediation tests with vaf methods in this study have met several requirements i.e., first, direct influence found significant (a) when work motivation variables (Y1) have not been included in the model. Second, after the work motivation variable (Y1) is inserted into the model, the indirect influence (b x c) is also found to be significant. The path of b and c is also significant. Third, calculate variance accounted for (VAF) with formula:

$$VAF = (0,415 \times 0,398) / (0,417 + 0,415 \times 0,398) = 0,16517 / 0,58217 = 0,284 \text{ atau } 28,4 \text{ persen}$$

Because the VAF value (28.38 percent) is between 20 percent and 80 percent, it can be categorized as partial mediation. Thus, the hypothesis that work motivation mediates the influence of career development on employee performance is accepted. For more details can be seen in Figure 1 below..



**Figure 1 :** Work motivation Mediation Testing On Career development relationships & employee performance



The results prove that work motivation is partial mediation. This shows that the higher the career development done by employees, the higher the performance, with the motivation of work as a mediator can give encouragement to consumers to further strengthen in doing optimal performance. The results of this study are supported by previous research conducted by Suryawan and Suwandana (2019) stating that motivation has a positive and significant effect on employee performance. This shows that the higher the employee's work motivation, the more it can improve employee performance. Motivation positively and significantly mediates the influence of career development on employee performance. This indicates that career development has a significant impact on employee performance if it is mediation by motivation, which means that employee performance depends heavily on the level of motivation of that employee as well as the level of career development of the employee. Similar research conducted by Umar (2015), Dewi dan Utama (2016), Rahsel (2016) and Kaengke et al. (2018) also obtained results that work motivation mediates the influence of career development on employee performance.

## V. CONCLUSION AND RECOMMENDATION

Based on the results of the analysis can be concluded that career development has a positive and significant effect on work motivation. Career development has a positive and significant impact on performance. Work motivation has a positive and significant effect on employee performance. Work motivation can partially mediate between the influence of career development on employee performance. This shows that the higher the career development done by employees, the higher the performance, with the motivation of work as a mediator can give encouragement to consumers to further strengthen in doing optimal performance.

Advice that can be given based on the results of analysis is to be able to improve the career development of employees, then should PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch support always its employees to continue formal education by providing scholarships to outstanding employees. In an effort to increase work motivation, it is recommended for the management of PT Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch to give evenly the opportunity for all employees to participate in job training, in order to increase the work optimism of employees. Pt Tiara Indah Abadi (Piaggio Vespa) Imam Bonjol Branch is advised to improve the independence of the work of its employees by training and honing the skills of employees in order to adapt to the environment and field of work, so that employee performance will improve.

## VI. LIMITATION

Limitations in this study are the uncontrollable questionnaire, the respondents who are not willing to fill out the questionnaire and the instrument used is only a questionnaire. The suggestion in this research is that the researcher should meet directly with the respondent, increase the number of respondents, and conduct observations and in-depth interviews.

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