

The Role of Work Motivation as Mediating Variable on the Relationship Between Career Development and Employee Performance: an Emperical Investigation at a 5-Star Hotel in Bali, Indonesia

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ABSTRACT : This study aims to analyze the role of work motivation in mediating the effect of career development on employee performance. The theory used to explain the conceptual model is Maslow's Need Hierarchy Theory. This research was conducted at a 5-stars hotel in Bali i.e., The Six Sense Hotel, Bali-Indonesia. Respondent of this study were 89 employees of the hotel which were determined through proportional random sampling method. Interview and self-administered questionnaire were used for data collection. The analysis technique used in this research is path analysis. The results show that career development has a positive and significant effect on employee performance and work motivation; work motivation has a positive and significant effect on employee performance; and work motivation partially mediates the effect of career development on employee performance.

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

I. INTRODUCTION

Bali is one of the favorite tourist destinations in Indonesia. The combination of natural beauty, beaches, and cultural uniqueness is the main attraction for tourists. Businesses engaged in tourism in Bali are certainly very promising, so there are many companies engaged in the service sector. Hotel is a form of service with a quite complex management activities; with the provision of various facilities needed by its guests. Therefore, it is very necessary to have qualified employees or human resources in improving the quality of hotel services and supporting company performance to achieve goals.

Arimbawa & Dewi (2019) states that having quality human resources is important in determining the success of a company. The company must be able to retain employees who have good competence so that the company can achieve its goals. Dwipayana (2016) states that human resources are very important in supporting the progress of the organization, for this reason, employee performance should be considered properly and fairly, so that they can carry out their duties seriously and responsibly. Every organization is required to be able to compete to survive in global competition. However, the problem of human resources is a challenge in itself for management because the success of management depends on the quality of human resources. If the human resources in the company can run effectively, the company will continue to run effectively, in other words, the company's survival depends on employee performance.

Nasution et al. (2018) stated that employee performance is how much an employee contributes to the company including the quantity of output, quality of output, time period, work attendance, and cooperative attitude. Employee performance problems are thought to be caused by relatively low career development and work motivation factors. Cederyana & Supriyati (2018) states that career development is a sequence of activities related to a person's work and behavior, values, and aspirations. However, in the interests of career development, each employee will highlight different abilities to achieve them. Career development practices allow organizations to develop and place employees in positions that match their individual interests, needs, and career goals (Kakul & Gachunga, 2016)

Motivation is needed in a person so that motivation is one of the keys to achieving a need to be achieved. Motivation is how to direct the power and potential of employees so that they want to work better so that company goals can be achieved. Motivation is behavior-oriented in individuals, these behaviors incite individuals to pursue actions and even go beyond requirements to help them achieve and achieve their goals (Rajesh et al., 2017). The emergence of motivation in a person is due to hopes, goals, needs, drives, desires, and goals (My, 2017). The urge to work will arise in a person due to needs that must be met and there are different levels of needs for each employee, resulting in differences in motivation in achievement, with the motivation

given by the company, it is expected that employees will fully contribute to work productively. (Pawirosumarto & Muchtar, 2017)

The results of interviews with the Human Resource Manager show that there is an employee career development system that is deemed inadequate due to the lack of structure in the system so that employees lose their career plans, and it was also obtained that in 2020 there are still complaints from tourists. Customer complaint data for 2020 shows poor service provided by employees, frequent delays in serving tourist needs, lack of room cleanliness. The total number of complaints during 2020 was 96 complaints, where the biggest complaint was due to lack of room cleanliness. The distribution of pre-survey questionnaires to 10 Front Office, Housekeeping, Food, and Beverage employees indicated a lack of a job planner resulting in not being able to complete work on time, a lack of taking responsibility. Executive Housekeeper explains the lack of accuracy in career development because the indicator for promotion is based on the educational background of the employee. When an employee is more skilled in his field and has worked for a long time but his educational background does not match the criteria for career development, the employee does not get an opportunity in career development. This is what causes employees to lose motivation in carrying out their work so that this condition results in poor performance results.

Career development in a company influences employee performance. If the company can manage career development, it is hoped that it can increase the efficiency of the company in obtaining the maximum level of performance. Besides, to control employee careers so that mistakes do not occur that have a negative impact on the company, career development is also expected to generate an effective competitive spirit so that employees are more enthusiastic about working. Ratna Pudyarningsih et al. (2020); Lee & Lee (2018); Napitupulu (2017); Kurniawan et al. (2018) states that career development has a positive and significant effect on employee performance

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

The existence of a good and appropriate career development will be able to increase employee motivation in carrying out a job (Hosain, 2016), meaning that every employee is given space or opportunity by the company to move to a higher level of work so that this career development program can grow and develop employee motivation to work, achievement, potential, and provide maximum contribution to the company (Hakim, 2020). Lisdiani & Ngatno (2017) state that career development has a significant effect on work motivation, meaning that with good career development, employees will feel motivated to create a sense of satisfaction in carrying out work. A career development program can increase motivation or motivation for employees to be more accomplished and give maximum contribution to the company. Hanekam (2016) and Supranowo (2017) state that career development has a positive and significant effect on work motivation, meaning that employee motivation will increase with good career development.

H2: Career development has a positive and significant effect on employee motivation

Work motivation influences employee performance, this means that there is work motivation or support that directs a person's personality to carry out his job well so that it will affect the performance or quality of the employee's work and in another sense, there is a concern or concern for the company is giving power. to employees so that they can achieve good and maximum performance (Rachman, 2020). Ayundasari et al. (2017) stated that work motivation has a significant positive effect on employee performance. Therefore, with motivational support from superiors, an employee will have high motivation to continue to do a good job in the company. Ibrahim (2017) states that employee motivation has a positive effect on employee performance. So it can be stated that the higher the employee's motivation, the better the employee's performance, and vice versa. With the provision of motivation both positive and negative motivation to employees can encourage employees to work harder so that employee performance can be improved (Mariati & Hanif, 2018)

H3: Work motivation has a positive and significant effect on employee performance.

Work motivation can mediate the effect of career development on employee performance (Aprila & ArthaWibawa, 2020). This means that when the effort made by an employee gets a reward for promotion to a higher level it will motivate employees to contribute to the company maximally and will lead to employee competition to excel in their work so that from this it can create a good performance. and quality (Sapta & Sudja, 2018). Balbed & Sintaasih (2019) state that work motivation can mediate the effect of career development on employee performance. Sari & Sriathi (2019) state that work motivation has a positive effect on employee performance and can mediate the effect of career development on employee performance. These results indicate that the better the career development in the company, the higher the employee's work motivation, and the higher the employee's work motivation, the higher the employee's performance.

H4: Work motivation mediates the effect of career development on employee performance.

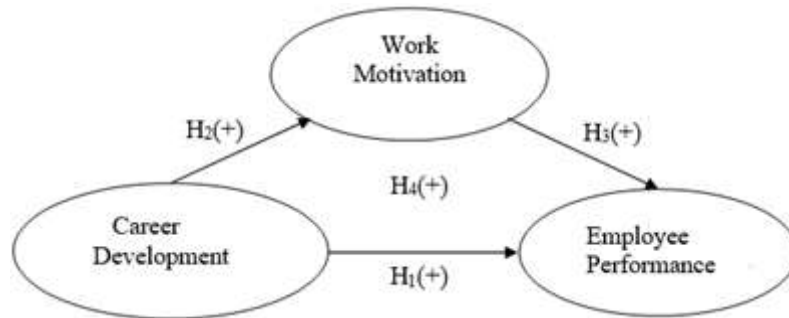


Fig. 1 Conceptual framework

II. RESEARCH METHODS

2.1 Research Design

This study used an associative causality research design. The location of this research was conducted at a 5-star hotel in Bali, Indonesia. The population in this study were all permanent employees in 2020 as many as 114 employees. The number of samples in this study were 89 employees. The sampling method used was proportional random sampling. The data collection methods used was questionnaires and interviews. The data analysis technique used in this study is path analysis.

2.2 Operational definition of the variable

2.2.1 Employee Performance (Y)

Performance is the result of work performed by employees in accordance with the responsibilities assigned by the company. The indicators used to measure performance are Task Performance and Contextual Performance

2.2.2 Career development (X)

Career development is a performance procession carried out by employees continuously to get a higher career path as measured by indicators: idealistic achievement; Personal compromise; Copyright contribution; Variations in family-career patterns; Career support; Career obstacles; Change of career positions; Career decision making; Career identity; Career maturity

2.2.3 Work motivation (Z)

Work motivation is a condition that encourages employees to do something to achieve company goals as measured by Satisfaction in carrying out work; Confident; Proud to do the job as expected; Feel happy when doing work according to standards; Like to look back at the daily work that was successfully carried out; Trying to think of effective ways to do the job

III. RESULTS AND DISCUSSION

In this study, path analysis techniques were used to see the effect of the causal relationship between exogenous and endogenous variables. Results of sub structural analysis 1 and sub structural analysis 2 can be seen respectively in Table 1 and Table 2.

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.773	0.252		3.067	0.003
Career development	0.784	0.070	0.767	11.166	0.000
R2	: 0.589				

Table 1 indicate that career development has a positive and significant effect on work motivation coefficient ($\beta = 0.767$; $p < 0.05$), which means that the better the career development, the higher work motivation of the employees will be and vice versa.

Table 2. Sub structural Path Analysis 2

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.790	0.286		2.760	0.007
Career development	0.330	0.118	0.333	2.788	0.007

Work Motivation	0.403	0.116	0.416	3.483	0.001
R ² : 0.496					

Table 2 indicate that career development has a positive and significant effect on employee performance ($\beta = 0.333$; $p < 0.05$) which means that the better the career development, the higher employee performance will be and vice versa.

The total coefficient of determination is 0.793, so the conclusion is 79.3%. Employee performance at Hotel employees is influenced by Career Development and Work Motivation, while the remaining 20.7% is influenced by other factors not included in the research model.

To test the significance of the indirect effect, the Z value is calculated by the following formula.

$$z = \frac{0.767 \times 0.416}{\frac{\sqrt{(0.416^2 \times 0.070^2) + (0.767^2 \times 0.116^2) + (0.070^2 \times 0.116^2)}}{0.319}} = \frac{0.319}{0.094} = 3.396$$

$$\begin{aligned} \text{VAF} &= (b \times c) / (a + b \times c) \\ &= (0.784 \times 0.403) / (0.652 + 0.784 \times 0.403) = (0.316) / (0.968) \times 100\% = 32.64\% \end{aligned}$$

VAF value is 32.64%, which is more than 20% , it can be concluded that work motivation partially mediates the effect of career development on employee performance.

4.1 The Effect of Career Development on Employee Performance

The results in this study indicate that career development has a positive and significant effect on employee performance, so the **first hypothesis is accepted**. If the company is able to manage career development, it is expected to increase the efficiency of the company in obtaining the maximum level of performance. Career development is also expected to generate an effective competitive spirit among the employees (Kurniawan et al., 2018). Ratna Pudyarningsih et al. (2020); Napitupulu (2017) stated that career development has a positive effect on employee performance. This suggests that the better the career development, the better the employee's performance. Employee performance is the result of cooperation in quality, quantity, timeliness, and attendance. It has an interpersonal impact in carrying out its duties in accordance with the responsibilities given to him. Based on the fact that an employee will need a range of knowledge, skills and abilities that develop to work well, career development is an important thing to do to change the organization's human resources, from one situation to another better one through long term education and learning experience in preparing future responsible employees (Lee & Lee, 2018)

4.2 The Effect of Career Development on Work Motivation

The results show that career development has a positive and significant effect on work motivation, in other words, career development increases, the higher the level of employee work motivation so that the **second hypothesis is accepted**. The existence of a good and appropriate career development will be able to increase employee motivation in carrying out a job, meaning that every employee is given space or opportunity by the company to move to a higher level of work. The existence of this career development program can foster and develop employee motivation to achieve more, have more potential, and provide maximum contribution to the company. This is in line with research conducted by Lisdiani & Ngatno (2017) which state that career development has a significant effect on work motivation, meaning that with good career development, employees will feel motivated to create a sense of satisfaction in carrying out work. A career development program can further increase the motivation of employees to be more accomplished and give maximum contribution to the company. Hanekam (2016) argues that career development has a significant positive effect on employee work motivation. Research conducted by Supranowo (2017) states that career development has a positive and significant effect on work motivation, meaning that employee motivation will increase with good career development.

4.3 The Effect of Work Motivation on Employee Performance

The results of the hypothesis in this study indicate that work motivation has a positive and significant effect on employee performance. If work motivation increases, employee performance will increase, so that the **third hypothesis is accepted**. Work motivation can direct a person's personality to carry out the job well so that it will affect the performance or quality of the employee's work. This is in line with Ayundasari et al. (2017) who state that work motivation has a significant positive effect on employee performance. Therefore, with motivational support from the company, an employee will have high motivation to continue to perform well and give their best to the company. The same results were obtained from research conducted by Ibrahim (2017) which states that employee motivation has a positive effect on employee performance, the higher the

employee's motivation, the better the employee's performance, and vice versa. Research conducted by Mariati & Hanif (2018) state that motivation partially has a significant effect on employee performance. The provision of motivation can encourage employees to work harder so that employee performance can be improved.

4.4 Work motivation Mediates the effect of Career Development on Employee Performance

The results indicate that work motivation partially mediates the effect of career development on employee performance, so **the fourth hypothesis is accepted**. The employee who performs well on the task and work gets a career promotion will motivate other employees to contribute more to the company and lead to employee competition to excel in their work. and quality (Aprila & ArthaWibawa, 2020). This is in line with research conducted by Sapta & Sudja (2018) which states that career development and motivation have a positive and significant effect on employee performance. The quality of employee career development is very influential on performance because the better the employee's career development, the higher the employee's performance. Balbed & Sintaasih (2019) state that work motivation can mediate the effect of career development on employee performance. Sari & Sriathi (2019) show work motivation has a positive effect on employee performance and mediates the effect of career development on employee performance. These results suggest that the better the career development in the company, the higher the employee's work motivation, and the higher the employee's work motivation, the better the employee's performance

4.5 Research Implications

The theoretical implications of this study provide evidence on the development of organizational behavior literature, especially regarding career development, work motivation, and employee performance. who can empirically prove Maslow's Need Hierarchy Theory which has the principle that performance employees are determined by themselves. Their motivation can survive in the company whether physiologically, a sense of security, social, respect, or self-actualization. Everything must be fulfilled from the lowest to the highest needs. Therefore, Maslow's hierarchy of needs suggests that employee motivation is very important, with high work motivation in the company will improve employee performance to achieve company goals. Therefore, with better career development, work motivation will increase to produce a good employee performance. The theoretical implications of the results of this study can also provide additional references for further research that discusses Work Motivation for Career Development and Employee Performance. Besides, the implications of the results of this study can practically be taken into consideration for the management in making policies or decisions regarding human resources regarding Work Motivation, Career Development, and Employee Performance variables. Theoretically, this study also provides an understanding that good career development and high work motivation can significantly improve employee performance, where when a good career development is obtained, it will spur work motivation, thus potentially increasing employee performance.

IV. CONCLUSION

5.1 Conclusion

“Career development has a positive and significant effect on employee performance. For employees perception, the better the career development in the company, the better the performance provided by the employee. Career development has a positive and significant effect on work motivation for employees, which means that the better the career development provided by the company, there is an indication that the higher the employee's work motivation will be. Work motivation has a positive and significant effect on employee performance, The higher the employee's work motivation, the thehigher the employee's performance. Work Motivation emerges as mediating variable for the influence of career development on employee performance.

5.2 Suggestions

Employees are advised to be more responsive in making work plans so that work becomes more structured and structured so that employees can carry out their work properly and on time; more responsive and alert in designing work plans so that what is planned can be related to and in accordance with the work so that the company's operationalization can run effectively and efficiently; be more alert in carrying out the work so that it can be completed in minimal time and effort; more initiative to take extra responsibility so that the operationalization of the company can continue to increase; more initiative in starting yourself doing new tasks, if the main task has been completed to improve the company's operations so that it runs well; always follow the training provided by the company so that employees are able to improve their abilities according to their work and to be fair to employees so that employees are willing to provide creative solutions to problems that occur within the company. The company is advised to provide training to improve the abilities of each individual so that employees are able to continue to excel in carrying out their work; supervise more specifically so that employees work well even though they experience changing phases of life; provide a career path in accordance with company policy so that employees can make good career decisions; provide clear information related to the value of employee career development so that employees are aware of the value or identity of their future

career; provide special training for employees who have minimal work experience to support their careers so that through this training employees are able to work well so that their career development can be supported; give an award when the employee has done their job well in order to give the employee a sense of satisfaction; provide motivation in the form of giving awards or rewards when employees do work according to standards so that employees feel happy and continue to contribute fully to the company and provide motivation and always care for employees so that employees always try to think of effective ways to carry out their work.

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