

Enhancing Employee Performance Through Motivation and Career Development

Mochamad Rizki Sadikin ¹⁾;Junaedi²⁾;Wilares Putri³⁾

- 1) Mochamad Rizki Sadikin, mochamad.rizki@mercubuana.ac.id, Faculty of Economics and Business, Universitas Mercubuana, Indonesia
 2) Junaedi, Junaedi@mercubuana.ac.id, Faculty of Economics and Business, Universitas Mercubuana, Indonesia
 3) Wilares Putri, wilaresputri94@gmail.com, Faculty of Economics and Business, Universitas Mercubuana, Indonesia

<p>Article Information:</p> <p>Keywords: Work Motivation; Career Development; Employee Performance</p> <p>Article History: Received : September, 22, 2024 Revised : October 31, 2024 Accepted : December 15, 2024</p> <p>Cite This Article: Sadikin, M. R., Junaedi, & Putri, W. (2025). Enhancing employee performance through motivation and career development. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(1), 117–127. doi:https://doi.org/10.22441/indikator.v9i1.30134</p>	<p>Abstract</p> <hr/> <p><i>This study investigates the impact of work motivation and career development on employee performance at private university with 29.000 students located in Bandung. A quantitative descriptive approach was employed, with data collected from 40 respondents. Statistical analysis, specifically multiple linear regressions, was used to evaluate the data. The findings reveal that both work motivation and career development significantly affect employee performance. This conclusion is supported by partial test (t-test) results, which indicate that the significance values for both independent variables are statistically significant. Thus, the study confirms that work motivation and career development positively influence employee performance at University in Bandung Area.</i></p>
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INTRODUCTION

Human resources are a company's most valuable asset, serving as the planners and active participants in various organizational activities. Unlike money, machines, and materials, which are tangible and can be entirely managed to support company goals, human resources bring their own thoughts, feelings, desires, status, and educational backgrounds into the corporate environment. The success of a company largely hinges on employee performance, the results and effectiveness with which employees execute their tasks and fulfill their responsibilities. Employees are crucial to an organization, as their talent, energy, and creativity are essential for achieving organizational goals. Employees are the key determinants of the success of the company or organization. For this reason, every employee is not only required to have knowledge, skills, and abilities, but must also have motivation, self-discipline, and high morale. So if the performance of the company's employees is good, then the company's performance will also increase which leads to the achievement of company goals.

Motivation serves as a fundamental driving force that inspires individuals to pursue and achieve their goals. For employees, motivation is crucial as it enhances morale and boosts job performance. Generally, individuals are driven by the need to meet personal and family needs, which motivate them to engage in work. However, motivations can vary: some employees may strive for career advancement or seek a steady salary. Effective motivation helps maintain high levels of enthusiasm and morale, thereby preventing declines in work performance. Motivation is crucial as it drives, directs, and sustains human behavior, leading individuals to work diligently and with enthusiasm to achieve optimal results. It becomes increasingly significant in organizational settings where managers and leaders delegate tasks

to their subordinates. Effective motivation ensures that these tasks are completed efficiently and aligned with the organization's goals.

Career development is fundamentally oriented towards advancing the organization's ability to meet future business challenges. Organizations must recognize that their long-term success hinges on having competitive human resources. Without effective career programs, organizations risk falling behind competitors who offer superior career development opportunities. To address this, organizations need to implement career coaching for employees in a planned and continuous manner. In essence, career coaching should be integrated as a formal and systematic part of overall human resource management activities. To achieve company goals, it is crucial to provide human resources with sufficient encouragement and rewards, including career development opportunities, promotions, and bonuses, to enhance employee performance. Management should implement a strategy of comprehensive career planning and development for all employees throughout their tenure with the company. For many employees, career advancement prospects are vital as they provide clarity on potential career trajectories. This understanding motivates employees to continuously improve their performance and contribute more effectively to the company's success.

This research was conducted at a privately owned university with 30.000 students in Bandung, which plays a strategic role in advancing higher education. The university focuses on developing science, technology, and the arts, aiming to produce intellectuals, scientists, and professionals who are cultured, creative, tolerant, and possess a strong character. These individuals are committed to upholding truth for the national interest and contributing to the nation's education, scientific advancement, and cultural progress. The University also emphasizes the importance of humanities and the sustainable development and empowerment of the Indonesian nation.

In addition to motivation, which plays a crucial role in enhancing employee performance and achieving company goals, career development is also essential. Effective career development programs, such as training, education, promotions, and exposure to innovations and technological advancements, significantly contribute to improving the quality of human resources. These programs encourage employees to enhance their skills and competitiveness, ultimately leading to improved performance and the production of high-quality products. Similar research on employee performance has been conducted by several researchers. Haris (2011), Maryam (2016), and Katili & Anggraeni (2014) found that motivation has a positive and significant effect on employee performance. Additionally, studies by Arief et al. (2016), Ahyauddin (2014), and Widodo (2015) demonstrated that career development positively and significantly impacts employee performance. These studies, conducted across various companies, yielded consistent results. Our research aims to determine whether motivation and career development have a similar effect on employee performance in our specific context. Research objectives for this paper are: to test and analyze the effect of motivation on employee performance and to test and analyze the effect of career development on employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Widodo (2015) Motivation is the power that exists in a person, which drives his behavior to perform actions. Meanwhile, according to Mangkunegara (2013) Motivation is a condition that affects arousing, directing and maintaining behavior related to the work environment. According to Notoatmodjo (2009) Motivation is the drive and desire so that staff would do a working activity well in order to achieve the desired goals. Notoatmodjo (2009) motivation is

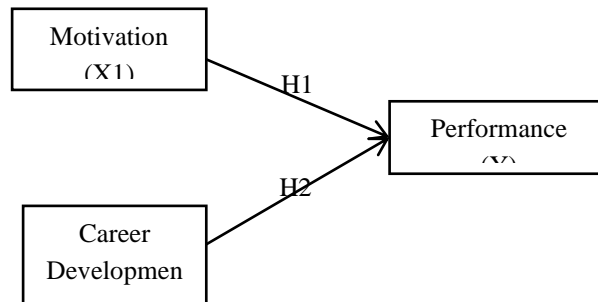
basically the interaction of a person with the situation he faces. According to Samsudin (2010) Motivation is the process of influencing or pushing from outside against someone or a work group so that they want to carry out something that already set. While the definition of motivation according to Daft (2012) is motivation can be interpreted as a force that arises from within or outside oneself and awakens enthusiasm and perseverance to achieve something desired. According to Hasibuan (2008) defines motivation as a provision of driving force that creates a person's work excitement so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

According to Mathis and Jackson (2006), Positing career development is a series of work-related positions occupied throughout his life. According to Simamora (2007), that career is a sequence of activities related to work and behavior, values and aspirations of a person during the life span. Wahyudi (2010) has states that career development is a condition that indicates an increase in a person's status in an organization in a predetermined career path in the organization. According to Rivai (2009), that career development is the process of increasing the work ability of individurivaials achieved in order to achieve the desired career. Career consists of all the jobs that exist during a person's work, or it can be said that a career is the entire position that a person occupies in his work life. Based on the definition above, it can be concluded that career development is a process in improving and adding to the ability of an employee that is carried out formally and continuously to achieve his career goals and objectives. Furthermore, career has an important meaning in one's life in society so that its development of course becomes very desirable in accordance with basic human nature that tends to get something better in the future.

Career development is one of the functions of career management. It is the process of identifying employees' career potential, and materials and applying appropriate ways to develop that potential. According to Rivai (2009), that Career consists of all jobs that exist during a person's work, or it can be said that a career is all positions that a person occupies in his work life. Career development is included in the needs of employees that must be considered by the organization and of course the needs of employee. In this career field must be adjusted and developed according to organizational needs so that career development can run properly and can provide benefits to the organization and employees,

According to Mangkunegara (2010), performance is work performance or work results both quality and quantity achieved by human resources, unity of time periods in carrying out their work duties in accordance with the responsibilities given to them. Noor (2013) concluded that performance is a record of the resulting effects on the job function or activity during a certain period related to organizational goals, the results of activities carried out by employees after being limited by time and goals. These work activities must be limited so that they can be completed according to the specified targets, and not deviate from the company's goals. In addition, so that work activities are carried out in accordance with standards and procedures, so that they can run effectively and efficiently. According to Dessler (2009), employee performance is the actual achievement of employees compared to the expected achievements of employees. Meanwhile, according to Tika (2006) define performance as the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals in a certain period of time.

Conceptual Framework



Hypothesis Development

H1: Motivation affects employee performance.

Motivation is the inner drive that compels a person to take action. People often act to achieve specific goals. Motivation concerns how to stimulate subordinates' enthusiasm, encouraging them to work hard and use all their abilities and skills to achieve the company's objectives.

Motivation originates from needs, desires, and the urge to act in order to fulfill these needs and objectives. It reflects the strength of the drive, effort, intensity, and willingness to make sacrifices to achieve the goal. The stronger the motivation will lead to the higher employee performance.

Mangkunegara (2013) states that factors influencing performance include ability and motivation. According to Mathis and Jackson (2006), the performance expected by the company from an individual depends on their ability, motivation, and the support they receive. Motivation is a crucial variable, and it requires significant attention from the company to improve employee performance.

H2: Career development affects employee performance.

For most employees, career certainty is very important because it allows them to know the highest position they can achieve. This knowledge motivates them to demonstrate their best performance, continuously improve their skills, and remain loyal to the company.

According to Simamora (2007), career development programs are generally implemented to more effectively develop available talented workforce. These programs provide employees with opportunities for self-assessment regarding traditional or new career paths, facilitate more efficient human resource development, meet employees' personal development needs, enhance performance through on-the-job training experiences, and determine needs for training and development.

RESEARCH METHOD

This research was done at the University which is one of the largest University with 29.000 student in Bandung. In designing the research, we used associative causal design which useful to analyze the causal from independent variables to dependent variable. Independent variables were motivation (X1) and career development (X2), whereas performance (Y) was assigned as dependent variable. Questionnaire and literatures review were used in getting the data and related information. The questionnaires were spreaded to permanent employees and gathered to be processed by SPSS program to get statistic results. Books findings were used to get the theory and additional information regarding the variables. There were 40 respondents used in analyzing the result. The research tests were validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression and hypothesis test.

ANALYSIS RESULT

The resultt from operational variables as follow:

Table 1

	Question	Percentage (%)					Average
		STS	TS	RG	S	SS	
Motivation							
MK1	I work in the company to obtain compensation.	-	-	12,5	60,0	27,5	4,15
MK2	I obtained permanent employment in the company.	-	-	17,5	65,0	17,5	4,00
MK3	I obtained awards because of companies my achievements.		2,5	7,5	60,0	30,0	4,18
MK4	My performance is appreciated by superiorsnor quantity.	-	-	2,5	62,5	35,0	4,32
MK5	I don't feel worry about dangerous things during work	-	2,5	15,0	57,5	25,0	4,05
MK6	I get equal opportunity to Get promoted position.	-	2,5	7,5	65,0	25,0	4,13
MK7	I socialize with all employees in the company.	-	-	22,5	60,0	17,5	3,95
MK8	Compensation that I get is according to amount of work I do.	-	-	7,5	57,5	35,0	4,27
MK9	I work hard to get career guarantees in the company.	-	-	12,5	62,5	25,0	4,13
MK10	I am responsible Answer for the position I hold..	-	5,0	10,0	67,5	17,5	3,97

Table 2

	Question	Percentage (%)					Average
		STS	TS	RG	S	SS	
Career Development							
PK1	I have my own plan career development.	-	-	12,5	60,0	27,5	4,15
PK2	Work that I do is based on my own work ability.	-	-	17,5	65,0	17,5	4,00
PK3	I will recommend a friend to work at my place.	-	-	5,0	67,5	27,5	4,23
PK4	My education background is related to my work	-	-	2,5	62,5	35,0	4,32
PK5	I do not have an intention to move to another job	-	2,5	15,0	57,5	25,0	4,05
PK6	At my place of work opportunity is given for the required position.	-	2,5	7,5	65,0	25,0	4,13
PK7	I follow training held by the company.	-	-	22,5	60,0	17,5	3,95
PK8	I have been given an opportunity to pursue a higher education	-	-	7,5	57,5	35,0	4,27
PK9	Opportunity to transfer to another unit is available	-	-	12,5	62,5	25,0	4,10
PK10	Company provides an appropriate career path.	-	2,5	15,0	60,0	22,5	4,03

Table 3

	Question	Percentage (%)					Average
		STS	T	R	S	SS	
Performance							
KK1	I'm always complete the task with a sense of responsibility.	-	5,0	17,5	60,0	17,5	3,90
KK2	I work according to quality standards set by the company.	-	5,0	17,5	55,0	22,5	3,95

KK3	I finish the tasks assigned are in accordance with the predetermined time.	-	2,5	20,0	60,0	17,5	3,93
KK4	Working Knowledge helps me in coping problems while working.	-	2,5	20,0	55,0	22,5	3,97
KK5	High creativity helps me achieve better work results.	-	5,0	17,5	62,5	15,0	3,88
KK6	I am prioritizing group interests over personal interests in getting work done.	-	5,0	15,0	52,5	27,5	4,03
KK7	I always focus to finish my work even if there is no supervisor in the company.	-	2,5	15,0	60,0	22,5	4,03
KK8	In completing my job, I always take the initiative without waiting orders from superiors.	-	2,5	30,0	57,5	10,0	3,75
KK9	I always come to the office on time	-	2,5	15,0	57,5	25,0	4,05
KK10	I'm always open to accept criticism or suggestions for results work that I do get.	-	2,5	17,5	60,0	20,0	3,98

The table above shows information from average answers of questionnaire given. Explanation from from abbreviation is STS = strongly disagree, TS = disagree, RG = netral, ST = agree and SS = strongly agree. Highest average on motivation is MK4 with 4.32. this mean supervisor most of the time is appreciate their worker. Highest average on career development is PK4 meaning that workers educational background is related to their jobs. Third variable is performance with highest average of 4.09 is KK9. This mean most of the workers always come on time.

Validity test is done by using the Pearson product moment correlation using SPSS 20, whereas motivation, carrer development and performace are analyzed and declared valid. Cronbach alpha test is used to measure the reliability test. It is found that Cronbach alpha test results are 0.757, 0.632 and 0.912 respectively. The results were higher than 6.0 meaning that data is reliable.

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal	Mean	,0000000
Parameters ^{a,b}	Std. Deviation	4,38754474
Most	Absolute	0,138
Extreme	Positive	0,068
Differences	Negative	-,105
	Kolmogorov-Smirnov Z	0,666
	Asymp. Sig. (2-tailed)	0,767

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

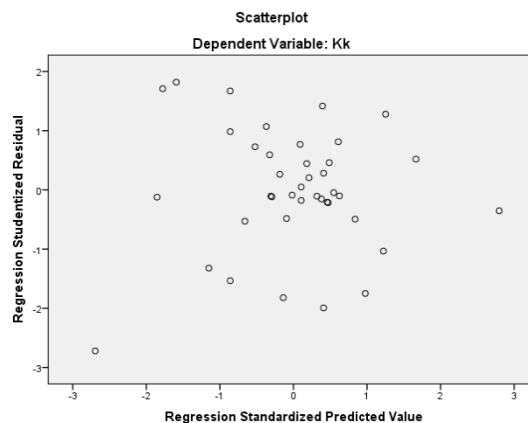
Kolmogorov-Smirnov value is 0.666 and significant at $0.767 \geq 0.05$, this means that the residual data are normally distributed.

Multicollinearity Test

Multicollinearity is a situation that shows a strong correlation or relationship between two or more independent variables in a multiple regression model. The tolerance value of each independent variable, namely motivation (X1) is 0.970 and career development (X2) is 0.970. From the output of variance inflation factor (VIF), it is known that each independent variable, namely motivation (X1) is 1.031 and career development (X2) is 1.031. Thus, the two independent variables have a tolerance value higher than 0.10 and a VIF value higher than 1.0. It can be concluded that there is no multicollinearity between independent variables.

Heteroscedasticity Test

A good regression model is one in which homoscedasticity or heteroscedasticity does not occur. If the variants are different, it is called heteroscedasticity. A heteroscedasticity test is performed on a regression model to test whether there is an inequality of variance from residual to one observation to another. The heteroscedasticity test is carried out with the aim of testing whether there are variance or residual inequalities from one observation to another. The heteroscedasticity test is performed to determine whether in a regression model there is variance discomfort from residuals in one observation to another.



From the scatterplot graph image above, it appears that the points spread randomly and do not form a certain pattern, and the points spread above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, and it is feasible to predict. Graph shows there is no heteroscedasticity between points.

Multiple Regression Test

Multiple regression is a way to statistically estimate the average relationship between a dependent variable and two or more independent variables.

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5,671	10,218		0,555	0,582		
MK	0,685	0,206	0,448	3,324	0,002	0,970	1,031
PK	0,441	0,190	0,312	2,317	0,026	0,970	1,031

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 5,671 + 0,685X_1 + 0,441X_2 + e$$

From the equation can be concluded as follows:

1. Motivation has a positive effect on the performance of the university employees.
2. Career Development has a positive effect on the performance of the university employees.

t-Test

The statistical test t basically shows how far one explanatory or independent variable has influence individually in explaining the variation of the dependent variable. Of the significance used is 0.05. If the sig value < 0.05 then the model is rejected, if the sig value > 0.05 then the model is accepted. The probability of motivation is 0.002 is less than 0.05 and Career Development is 0.026 is less than 0.05. Thus it can be concluded that motivation has a positive effect on performance. While career development has a positive effect on performance

RESULTS AND DISCUSSION

The Effect of Work Motivation on Employee Performance

Based on the t test, the results showed that work motivation had a positive and significant effect on the performance of the university employees. It may come from the result of opportunity in pursuing a higher education among employee. This research is in line with The results of this study are in accordance with the research of Haris (2011), Maryam (2012), and Bianca, et. al. (2014), which states that motivation has a positive and significant effect on employee performance.

Based on the t test, the results showed that career development had a positive and significant effect on the performance of the university’s employees. This is because the opportunity for employees to develop the company for better performance is supported by the company. In addition, creating different tasks and give an opportunity to achieve higher

position for employee are major factors in employee career development. This research shows that career development in the company can improve employee performance. The results of this study are in accordance with the research of Arief, et al (2016), Ahyauddin, (2014), and Ruru et al. (2017) which states that career development has a positive and significant effect on employee performance.

CONCLUSION

Motivation has positive effect on performance meaning that when there is a raise in employee motivation the employee performance will also increase. The University may raise its employee motivation by giving more appreciation and rewards on employee performance such as reward may be in the term of bonus and incentive. Perhaps, company may appreciate them to get more opportunity to pursue a higher ladder in the company.

Carrer development also has a positive effect on performance. The University may give the employee to develop their carrer by giving varieous tasks and opportunity to perform well in given tasks. Performance evaluation is also important in making sure their job abilty and performance. Adding employee benefits such as education and training will develop their their skill to pursue a better career path within the company.

There should be a further research with larger population and involve more employee related to the effect of work motivation and career development on employee performance. In addition, it is recommended to add variables or indicators and samples so that the research results are more accurate.

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