



WORK MOTIVATION: CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

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Abstract

This research aims to analyze the influence of career development on Employee Performance at CV. Mubarokfood Cipta Delicia. Analyzing the influence of Organizational Commitment on Employee Performance at CV. Mubarokfood Cipta Delicia. Analyzing the influence of Career Development on Work Motivation at CV. Mubarokfood Cipta Delicia. Analyzing the influence of Organizational Commitment on Work Motivation at CV. Mubarokfood Cipta Delicia. Analyzing the influence of Work Motivation on Employee Performance at CV. Mubarokfood Cipta Delicia. The approach used in this research is quantitative. The sample was 126 employees at CV. Mubarokfood Cipta Delicia and sampling use purposive sampling technique. The data collection technique used in this research was a questionnaire. The data analysis technique uses SEM-AMOS. The results of this research show that Career Development has a positive and not significant effect on Employee Performance at CV. Mubarokfood Cipta Delicia. Organizational Commitment has a significant positive effect on Employee Performance at CV. Mubarokfood Cipta by Delicia. Career Development has a significant positive effect on Work Motivation at CV. Mubarokfood Cipta Delicia. Organizational Commitment has a positive and not significant effect on Work Motivation. Work Motivation has a positive significant effect on Employee Performance. Work Motivation is unable to mediate the relationship between Career Development variables and Employee Performance. Work Motivation is unable to mediate the relationship between the Organizational Commitment variable and Employee Performance.

Key word :

*Career
Development,
Organizational
Commitment, Work
Motivation,
Employee
Performance*

INTRODUCTION

Companies need human resources who work well in their fields to carry out their business processes. The role of human resources in the company plays an important role, through a workforce that functions optimally, output that brings benefits to the company will be obtained (Masram and Mu'ah 2015:209). Being able to compete with companies' rivals and expand their business operations is an objective for every company. Indeed, this cannot be obtained in a short time, and it takes patience and perseverance from Organizational stakeholders.

Companies must be able to manage their resources properly. Increased business competition between companies, making each company required to be able to work more optimally. Furthermore, the company also has to focus on its human resources for the continuity of the company establishment. Commitment to the organization owned by employees, Career Development prepared by the company, Motivation that exists within employees, and Performance produced by employees are important things and must be considered in the process of achieving company success (Rahardjo 2022:12).

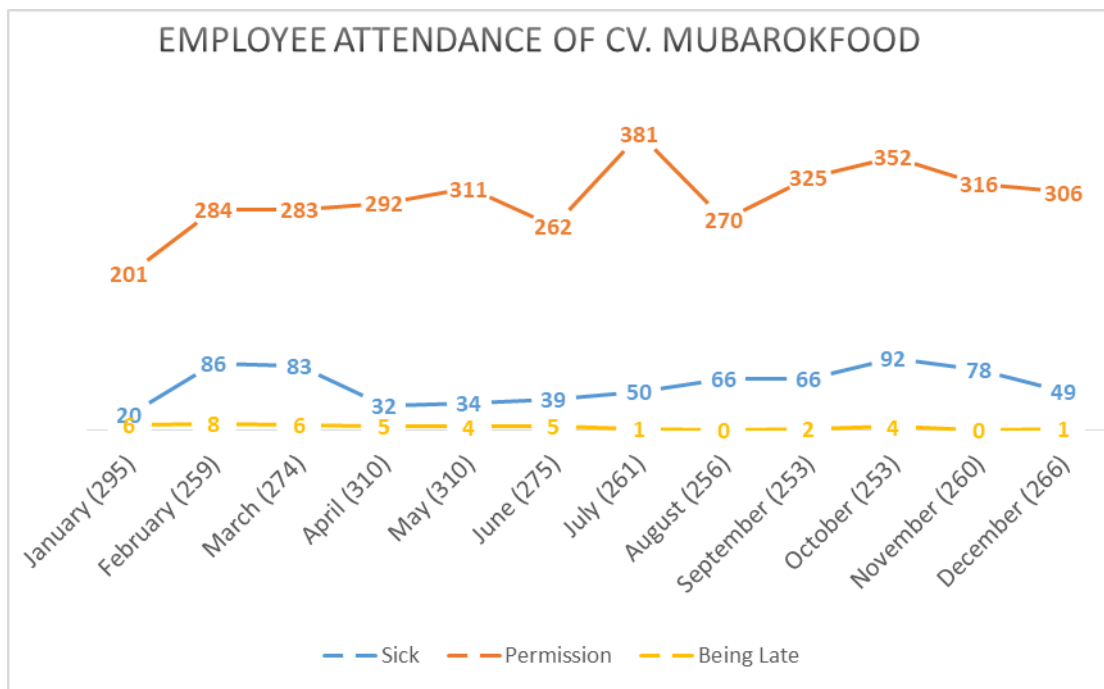
Employee performance is the ability of employees to do their job in the organization. Employee performance has input in the form of knowledge, abilities, skills, attitudes that are applied through work behavior, and the ability to produce several quantities of products or services based on certain qualities in a certain period (Shields et al., 2016: 4). The performance made by employees greatly influences the success or failure of the company in achieving the detailed targets that have been set. Employees who can carry out their job desks well will expedite the company's business processes.

Essentially, motivation is something that can increase alertness to work and produce high team performance, a condition that all members of the organization have good performance, then this will increase overall organizational performance (Ramon et al., 2021: 50). High work motivation in employees will usually improve their performance and at the same time maintain consistency in the results of the work they have done. If employees have low motivation, it will impact resulting performance that has a declining impact.

Organizational Commitment in the opinion of Griffin et al. (2020: 149) is the level that identifies employees with their organization along with the similarity of goals and the desire to survive or stay in the organization. Someone who has high organizational commitment will identify himself as part of the organization where they work, so these employees will work hard considering they have the same view of the organization and a strong feeling of being together.

Career development advancement is core because it provides and guides employees to explore suitable career goals within the organization. This will create the right people or key employees to deal with the increasingly complex business needs of the organization. Career Development has a perspective and includes activities that will help employees to explore personal interests, career paths, and further identify appropriate career goals for individual employees (Decenzo, et al. 2016: 196).

The phenomenon related to the problem of work motivation is the low motivation that exists among employees in doing their jobs. This can be seen from the attendance of CV Mubarokfood Cipta Delicia employees in 2022.



Source: Human Resource of CV.Mubarokfood Cipta Delicia (2022).

Figure 1

Employee Attendance Graphic of CV.Mubarokfood Cipta Delicia for 2022

Based on Figure 1, indicates that the attendance rate fluctuated every month. In October, it can be seen that employee absenteeism is at its highest point, with 92 sick employees and 352 employees with permission. The high number of employees that are absent from work indicates a lack of work motivation in the form of encouragement from within employees to complete their work. Even work motivation plays a separate role in employee work results, employees that have high motivation within themselves will work enthusiastically and seriously. Then motivation will impact the success of achieving targets set by the company (Novia et al., 2021: 92).

The Figure 1 also shows the sense of responsibility among employees. The lack of a sense of responsibility can be seen in employees who were late or did not come on time for attendance in 2022. Irresponsibility is a sign that the commitment possessed by employees to the organization is still relatively weak. The higher employee organizational commitment will increase their in-role and extra-role performance. Employees who have high commitment have the desire to provide more performance and responsibility in supporting the welfare and success of the organization where they work (Agustini, 2019:152).

This research is strengthened by research gaps in previous studies. Based on the research conducted by Dewi and Aqsa (2022) it is stated that Career Development has a significant effect with a positive direction on employee performance. In contrast, research conducted by Fathur (2021) states that Career Development has no significant effect on Employee Performance.

Research conducted by Al-Aali (2021) states that Organizational Commitment has a significant and positive effect on employee performance. Meanwhile, the Organizational Commitment variable in Suhardi's research, et al (2021) has no significant effect on employee performance. The results of research from Gandung and Suwanto (2021) state that Work Motivation has a positive and significant effect on employee performance. Meanwhile, research from Rosmaini and Hasrudy (2019) states that motivation has a positive and insignificant effect on Employee Performance.

Research conducted by Jufrizen et al. (2022) state that Organizational Commitment has a significant positive effect on work motivation. The results of research conducted by Nasruddin et al. (2021) state that organizational commitment has a significant effect on motivation, but the research gap in this hypothesis is highlighted in the object under study. The research conducted by Jufrizen and colleagues took place on the company as an object whereas the research conducted by Nasruddin and colleagues was carried out at the Government Agencies.

The results of research from Endang (2022) stated that Career Development has a positive significant effect on work motivation. Whereas research conducted by Sayoga and Kanto (2023) stated that Career Development did not have a significant effect on the Work Motivation variable.

LITERATURE REVIEW

Employee Performance

The results of work provided by an employee are usually called performance, and an employee who performs tasks in accordance with the responsibilities given and succeeds qualitatively and quantitatively is also called performance. In essence, employee performance based on mutually agreed quantity and quality is a general understanding of performance (Novia et al., 2017: 2). Basically performance is something that is more towards the individual because the level of ability possessed by employees varies in carrying out their work, the performance also depends on a combination of abilities, opportunities obtained, and employee efforts (Huseno, 2016: 85).

Successful employee performance management makes the business run by the organization achieve success and targets. Through the results of the performance of its employees, the organization can allocate its human resources optimally. Employee performance is essentially a record of the outcomes obtained from the function of a particular activity or job in a certain period (Ratnasari et al., 2020: 19).

Employee Performance is the achievement of the results obtained by employees in carrying out their job descriptions according to certain criteria that apply to a particular job. The success of employee performance achieved by the organization is influenced by the level of performance of employees as a group or individually. Performance can also be used as a benchmark to assess whether an activity has gone according to expectations and plans or not (Budiyanto and Mochklas, 2020:9). Employee performance is the ability of employees to do their job in the organization. Employee performance has input in the form of knowledge, abilities, skills, and attitudes that are applied through work behavior, and the ability to produce several quantities of products or services based on certain qualities within a certain period (Shields et al., 2016: 4).

Motivation

Essentially motivation is something that can increase alertness to work and produce high team performance, if all associates of the organization have good performance, then this will increase overall organizational performance (Ramon et al., 2021: 50). According to Novia et al. (2021: 94) states that motivation is an encouragement to move individuals towards specific goals so that they can work optimally and all desires can be achieved correctly. Motivation can create the energy to generate encouragement in employees and can be an influential condition in directing goals and maintaining consistency.

Motivation discusses how to direct the power and potential of employees, so they want to work seriously and be able to achieve the goals that have been

previously set (Farida and Hartono 2016: 24). Motivation is important for employees and companies. Motivation is considered capable of encouraging employees to work actively and enthusiastically in achieving more optimal results. For companies, motivation plays a role in maintaining the stability of business processes and results, the higher the motivation each individual has in the organization, the more stable and successful the company will be in achieving its targets.

Career Development

Basically, career development has a background in the development of an organization in facing business and market challenges. Elbadiansyah (2019: 129) reveals that career development is a human resource management activity that must be carried out in an integrated manner with business processes and strategies, thus career development can include human resource planning activities, recruitment, and selection in terms of staffing. From a series of these activities, potential workers with the best performance will be obtained, later it is these workers who deserve to be given opportunities for career development, so that their abilities and skills will increase which will benefit the company and the employees themselves.

Development is defined as an action in preparing employees to take on different and more complex responsibilities within the organization. Career development is usually related to increasing the mindset, emotions, and intellectual abilities needed to do work with a higher level position (Nuridin, 2017: 92). Thus, career development is very important for employees for the continuation of their career path, because through this employees can directly improve their self-skills.

According to Noe (2017: 8) Development refers to formal training with a focus on work experience, courses, relationships, assessment of personality, abilities, and skills that will assist employees to prepare for future jobs and positions. Generally, structured career development within the company will help develop the potential possessed by employees. Career development is future-oriented so that the output that will be obtained by the company and employees will not be obtained directly. Nonetheless, structured and well-executed career development will benefit the company in minimizing expenses in procuring and recruiting employees.

Organizational Commitment

Organizational Commitment is an important part of the organization because employees who have a good commitment to their organization will take sides, intend, and maintain their membership in the organization. Organizational commitment is an attitude of employee loyalty to the organization, by continuing to help the organization achieve its goals, selecting to remain in the organization, and having no reason to leave the organization (Yusuf and Syarif, 2017: 27).

Organizational commitment has an emphasis on the process of individual employees identifying themselves with the values, rules, and goals of the organization. Besides that, organizational commitment has meaning as something more than passive loyalty to the organization, in other words, organizational commitment implies an active employee relationship with the company or organization (Agustini, 2019: 152).

Organizational commitment is an important behavioral dimension that can be used to assess trends in Human Resource Management. Organizational Commitment is an attitude shown by the company's human resources or employees to maintain their membership in the organization because of the attachment between the employee and his organization (Hartini et al., 2021: 260).

THEORETICAL FRAMEWORK AND HYPOTHESES

This research was conducted to analyze the effect of exogenous variables (Career Development (X1) and Organizational Commitment (X2) on endogenous Variables (Employee Performance (Y)) through intervening variables (Work Motivation (Z)). Hence the research framework used in this research is:

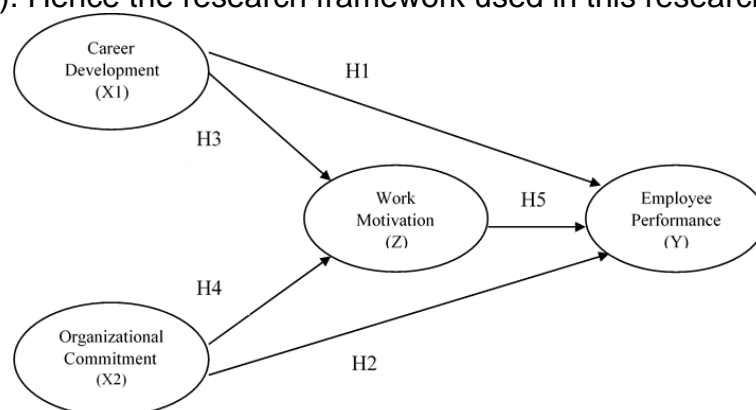


Figure 2
Theoretical Framework

Sources: Carvalho, Adelina et al. (2020), Muthumbi and Joyce (2021), Al-Aali (2021), Thang and Nguyen (2022), Ahmed (2021), Sartika and Aqsa (2022), Alamanda et al. (2022), Gandung and Suwanto (2021), Jufrizen et al. (2022), Sugiarti (2022)

Based on the description of the theoretical framework and the results of the empirical studies above, the hypotheses in this study are:

- H1: Career Development Has a Positive Effect on Employee Performance CV. Mubarokfood Cipta Delicia.
- H2: Organizational Commitment Has a Positive Effect on Employee Performance at CV. Mubarokfood Cipta Delicia.
- H3: Career Development Has a Positive Effect on Work Motivation CV. Mubarokfood Cipta Delicia.
- H4: Organizational Commitment Has a Positive Effect on Work Motivation CV. Mubarokfood Cipta Delicia.
- H5: Work Motivation Has a Positive Effect on Employee Performance CV. Mubarokfood Cipta Delicia.

RESEARCH METHOD

Population

The population in the study must be clearly stated, including the size of the overall member and the research area that is covered. The purpose of holding a population is to help researchers determine the size of the sample members to be drawn from members of the population and limit the generalization area (Hardani et al., 2020: 361). The population in this study are all employees of CV. Mubarokfood Cipta Delicia with a total of 229 employees consisting of Production, General and Technical, Human Resources, Marketing, Showroom, Inventory, Finance, Accountant, Security, and Purchasing.

Sample

The definition of the sample according to Ferdinand (2014: 171) is a subset of the population consisting of several representatives of the population members. This research uses Nonprobability sampling with an purposive technique sampling and the formula calculation in this sample uses the formula described by Hair et al (2019:133). Non-probability sampling does not follow the theory of probability in the selection of elements from the sampling population, the main point of non-probability

did not give equal opportunities for the population to be sampled. In quantitative research, this design is used to select a predetermined sample size (Kumar, 2019:381). The main consideration in purposive sampling is the consideration of who can provide the best information. Researchers only go to people who have the necessary information and are willing to share it (Kumar, 2019:384).

The considerations or criteria that have to be met by respondents to be used as samples are employees of CV.Mubarokfood Cipta Delicia who have a minimum education of junior high school (SMP) and a minimum working period of 1 year. Based on the statement of The Human Resource CV. Mubarokfood Cipta Delicia regarding phenomena and problems related to Employee Performance, Work Motivation, Organizational Commitment, and Career Development. These occur or experienced by all employees and divisions. Because of this, all employees can be defined as a population and then the sample size can be determined.

The sample size should preferably be 100 or more. As a general rule, the minimum sample size is at least five times the number of question items to be analyzed (Hair et al., 2019: 133). Analysis using SEM requires at least 5 times the number of parameter variables, the minimum sample required in the Structural Equation Modeling analysis is 100 (Ferdinand, 2014: 173). In this study, there are 21 indicators, so the required sample size was $21 \times 6 = 126$ samples. CV.Mubarokfood Cipta Delicia employees who were sampled in this study totaled 126 employees.

Data Collections

Questionnaires are written list of questions that given to respondents to record the answers (Kumar, 2019:284). Data collection techniques in this study included making a list of questionnaires submitted to research respondents, namely employees of CV. Mubarokfood Cipta Delicia with 126 employees.

Data Analysis Technique

The causality relationship is the basis of the structural equation model, in which the assumption is The changes in one variable will affect changes in other variables. A causality relationship can mean a close relationship and relationship between two variables which is assumed by the researcher not in the chosen analytical method, but in the theoretical justification to support the analysis. In modeling it is clearly explained that the relationship between variables is deduction and theory. The desire to include all variables in the model must be balanced with practical limitations in SEM. The most important thing is that the model must be parsimony with a concise theoretical model (Ghozali, 2017: 60).

Arranging causality relationships with path diagrams and compiling structural equations are the next steps. The relationship between constructs in creating a path diagram is indicated by a line of one arrow indicating a causality relationship (regression) from one construct to another, while two arrows indicate a correlation or covariance relationship between constructs. The correlation matrix of the observed variables and the goodness of fit values were compared with the regression values predicted by the model. The goodness of fit value will be the basis for determining the best model (Ghozali, 2017:21).

Structural Equation Modeling uses input data in the form of a variance or covariance matrix or a correlation matrix. Raw individual observation data can be included in the AMOS program, but the AMOS program will first convert the raw data into a covariance matrix or correlation matrix.

Direct and Indirect Analyze

The mediation test uses direct effect and indirect effect which is a test to determine the relationship through an intervening variable capable of being a significant mediator or not (Ghozali, 2017: 89). The value of the indirect effect must

be greater than the value of the direct effect to be able to state that the mediating variable used is capable and has the effect to mediate other variables. If the direct effect value > indirect effect value, then the mediating variable is declared unable to mediate the relationship between variables.

RESULT AND DISCUSSION

This test uses two exogenous variables with the same number of indicators. The first exogenous variable in this study is Career Development (X1) with five research indicators. The second variable is Organizational Commitment (X2) with five research indicators. The required value provisions in this test are > 0.50.

Structural Model Analysis (Full Model)

The results of the SEM confirmatory analysis with the analysis output using the AMOS 24 programme is shown on Figure 4.3 below:

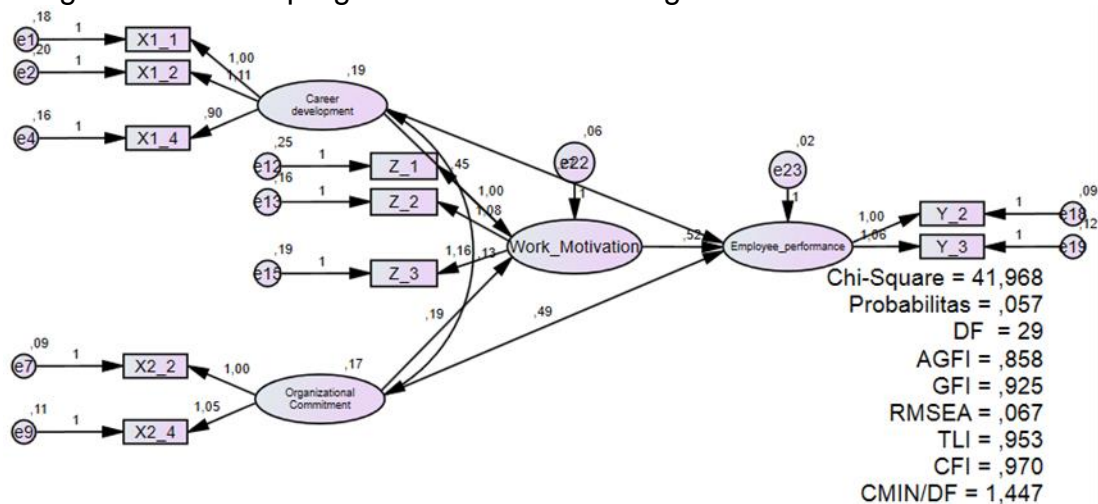


Figure 4.5
Full Model of Amos

Analysis of the ability of the antecedent variables to the consequent variables in this research model can be explained through the R-square (R^2) value as shown in table 4.19 and standardised regression weights in table 4.18

The structural model is obtained as follows:

$$Z = 0,548 \text{ Career Development (X1)} + 0,211 \text{ Organizational Commitment (X2)}$$

$$Y = 0,248 \text{ Career Development (X1)} + 0,416 \text{ Organizational Commitment (X2)} + 0,398 \text{ Work Motivation (Z)}.$$

DISCUSSION

If there are employees who feel that the career development formed by the company does not match the personal values of the career planning they want, then career development will be very difficult to influence the improvement of employee performance due to the discrepancy between the needs and abilities of employees in the company (Larasati et al., 2021:795). These results are contrast with research conducted by Muthumbi and Joyce (2021) where the results showed that career development has a positive and significant impact on employee performance. These results are in line with research conducted by Fathur (2021) where the results showed that career development has a positive and not significant effect on employee performance.

The results of this study indicate that there is a positive and significant influence of Organizational Commitment on Employee Performance CV. Mubarokfood Cipta Delicia. The higher the Organizational Commitment, the higher the Employee Performance of CV. Mubarokfood Cipta Delicia. Organizational goals can be achieved due to the performance carried out by employees. Advanced

companies have a quality of human resources, quality employees can be seen through their ability to meet the targets set by the company. According to Novia et al. (2021:176) High organizational commitment from employees indicates their willingness to work hard for the company, their strong belief in and acceptance of the goals and values of the company, and their desire for employees to maintain membership in the company. In conclusion, the more employees are committed to the company, the better performance they will produce.

The results of this study are in line with research conducted by Al-Aali (2021). The result of this study is that Organisational Commitment has a positive and significant effect on Employee Performance. The results of this study indicate that there is a positive and significant influence of Career Development on Work Motivation CV. Mubarokfood Cipta Delicia. The higher the Career Development, the higher the Work Motivation of CV. Mubarokfood Cipta Delicia.

Career development carried out by the company can also impact increasing motivation among employees. Individuals who believe that their company provides career planning will prefer to stay in the organization (Maryatmi, 2021: 36). Therefore, career development influences the work motivation possessed by employees. In conclusion, The higher the career development obtained by employees, the more work motivation possessed by employees will increase. These results are also supported by previous research, this research is in accordance with research conducted by Suigarti (2022) which found that career development has a significant effect on work motivation.

The results of this study indicate that there is a positive and not significant influence of Organizational Commitment on Work Motivation CV. Mubarokfood Cipta Delicia, indicate that Organizational Commitment has no effect on Work Motivation. According to Christie, et al. (2022: 111) states that high and low organisational commitment does not have a substantial impact on work motivation because in doing a job employees generally prefer jobs that are in accordance with their personal goals, are able to develop their potential and have freedom. So that organisational commitment is not an important factor in influencing motivation.

The result of this study are contrast with research conducted by Ahmed (2021) where the result of the study is Organisational Commitment has a direct relationship with Employee Work Motivation. This result of this study are in line with the research conducted by Christie, et al. (2022) where the result of the study is Organizational Commitment has no effect on Work Motivation.

The results of this study indicate that there is a positive and significant effect of Work Motivation on Employee Performance CV. Mubarokfood Cipta Delicia. The higher the Work Motivation, the higher the Employee Performance of CV. Mubarokfood Cipta Delicia. In achieving optimal employee performance, companies can take way by providing motivation. Through this, employees are expected to be more responsible for their work and support the contributions made by other employees to achieve previously planned and set goals (Novia et al., 2021: 92). Hence, high work motivation will lead to high employee performance. With motivation, employees can fulfill their duties properly and the resulting performance results will be more optimal.

The results of this study are in line with research conducted by Carvalho, Adelina et al. (2020) where the results showed that motivation has a significant effect on employee performance. Employees who have high motivation can contribute more to the company and improve their performance both in quality and quantity. The results of this study have a lower indirect effect value when compared to the direct effect value. So from the mediation results it can be concluded that

work motivation is not able to become a mediator to influence employee performance.

According to Hamdan, et al. (2023) state that although motivation can encourage employees performance, it cannot lift career development to affect employee performance. The larger the scale of the company, the potential for career development will be wider open, Thus, career development does not affect employee performance through work motivation. The results of this study are in line with the research of Hamdan et al. (2023) which states that work motivation has no role in mediating the relationship between career development and employee performance.

The results of this study have a smaller indirect effect value when compared to the direct effect value. The mediation results it can be concluded that work motivation is not able to become a mediator to influence employee performance. This implies that Organisational Commitment has a positive and significant influence on Employee Performance without the mediation of other variables, in this study it is Work Motivation. The direct effect of Organisational Commitment itself has a high value than if it goes through mediation. According to Astuti and Amalia (2021), the better the organisational commitment in an organization given to its employees, the better the employee's performance. This study shows that employees of CV. Mubarokfood Cipta Delicia have a good commitment to the institution, the organisational commitment that has been built for a long time illustrates that the hearts and souls of the employees have become one with the organization without any intermediaries. The results of this study contradict research conducted by Jufrizen et al. (2022) which states that Organizational Commitment has a positive and significant influence on Employee Performance through Work Motivation as a mediating variable

CONCLUSION

Career Development has a positive and not significant effect on Employee performance CV. Mubarokfood Cipta Delicia. It means that whether Career Development is good or bad will not affect Employee Performance CV. Mubarokfood Cipta Delicia. Organizational Commitment has a positive and significant effect on Employee performance CV. Mubarokfood Cipta Delicia. The better the Organizational Commitment will increase the employee performance of CV. Mubarokfood Cipta Delicia. Career Development has a positive and significant effect on Work Motivation CV. Mubarokfood Cipta Delicia. The better the Career Development will increase the Work Motivation of CV. Mubarokfood Cipta Delicia. Organizational Commitment has a positive and not significant effect on Work Motivation of CV. Mubarokfood Cipta Delicia. It means that whether Organizational Commitment is good or bad will not affect Work Motivation of Employees CV. Mubarokfood Cipta Delicia. Work Motivation has a positive and significant effect on Employee Performance CV. Mubarokfood Cipta Delicia. The better Work Motivation will increase Employee Performance CV. Mubarokfood Cipta Delicia

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