The Role of Motivation in Mediating the Influence of Career Development on Employee Performance

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ABSTRACT

This study was designed to determine the factors that affect employees' performance. The problem is the role of motivation in mediating the effect of career development on employee performance at PT. PLN (Persero) UP3 Bojonegoro Area. Research on motivation in mediating the effect of career development on employee performance at PT. PLN (Persero) UP3 Bojonegoro. The research uses quantitative methods; the population is employees at PT. PLN (Persero) UP3 Bojonegoro area as many as 135 people. The research sample was determined by accidental sampling and calculated using the Slovin formula, a sample of 57 people. The data analysis used in this research is PLS (Partial Least Square) analysis. The result is that career development has a positive effect on employee performance, career development positively affects motivation, and motivation has a positive effect on employee performance.

Keywords: Career Development, Motivation, Employee Performance

INTRODUCTION

A career can be described as a series of separate performance activities that provide the existence of serenity and the meaning of life for each individual but are related. Career development must be displayed so that employees get higher skills than previously possessed skills to understand their responsibilities, roles, and functions in work. Employees are expected to achieve higher levels of performance through career development. The work results in terms of quantity and quality in carrying out their duties and functions following their responsibilities are performance. Someone takes a positive human relationship approach to provide motivation and individual mental attitude. To achieve organizational goals, which are usually stated in the vision and mission of the organization, leaders have a strategic role (Suyanto, 2018). Indicators of motivation are supportive and positive psychological attitudes of employees towards work conditions that strengthen work motivation to improve performance to the fullest.

An employee can complete the assigned task on time if he has high motivation, contributes, and has good attitudes and behavior according to organizational work standards and norms that apply in the business environment; then he has good performance.

This research has been carried out previously; career development variables can also influence motivation. The findings reveal that career development has a positive and significant effect on motivation. However, research on the role of motivation in mediating the effect of career development on employee performance at PT. PLN (Persero) UP3 Bojonegoro Area is a new thing according to the researchers' knowledge because what researchers know is only the relationship between career development and employee performance. Manggis et al. (2015) showed that career development positively and significantly affects work motivation. However, other studies state that career development is not significantly negatively affected by motivation, such as research conducted by Novitayanti et al. (202-) stated that the results of career development have a significant negative effect on motivation. Employee performance refers to the ability of employees to carry out the tasks that are their responsibility. Employee performance is said to be good if he has high motivation, can complete assigned tasks on time, always contributes, and has good attitudes and behavior according to predetermined work standards. The key factor for the company's success is its ability to utilize the potential of its employees at every level of the company. All employees with the best quality and potential in having and filling a career and developing their careers must be given the opportunity by the company.

This study aims to test and analyze the influence of career development on employee performance. To test and analyze the influence of career development on motivation, test and analyze the influence of motivation on employee performance, and test and analyze whether motivation mediates the effect of career development on employee performance.

LITERATURE REVIEW

Employee Performance

Sinambela (2016) stated that performance is a comprehensive set of performance of employees who work. Nurhasanah & Rikayana (2021) explains that the results produced by certain job functions or activities at work and during a certain time are performance. Based on the above definition, it can be concluded that performance is the result of an individual or organization carrying out activities and perfecting them based on responsibilities and results following company goals.

Performance of employees in this study adopted from Prabasari et al. (2018). Employee performance is the quality and quantity of work a person achieves in carrying out his functions following his responsibilities. The indicators used to measure employee

performance are understanding the main task, innovation, work speed, work accuracy, and cooperation.

Career Development

Career progression is a process designed by the company for employees to help them improve their careers. A career is an important journey, and employee life at work will constantly change. Rande et al. (2015) defines career development as self-improvement activities that a person passes to achieve his career planning. Career looks at the individual improvement of employees in the level of position that can be achieved during a certain period of service in a company.

Career development is an approach taken by the company formally in ensuring the availability of human resources according to qualifications and experience when needed. Career planning and development will benefit both individuals and organizations. Career planning is done by combining individual needs and goals with the company's skills, desires, and goals. A career is a right tool to have the opportunity to shape a person. Optimization of human resources by reforming and increasing their knowledge is the key to staff development, thereby achieving organizational goals (Manente, 2008). So career development in this study adopted from Suyanto et al. (2018) career development is an activity to do career planning, work to improve one's future, someone who will make life better by working.

Motivation

Motivation has the basic word motive, which means encouragement or reason for someone to do something. Motivation means an act of pushing caused by a condition so that someone does it (Fathoni, 2006). Noviyanti et al. (2019) explains that motivation is all efforts to achieve satisfaction by providing a driving force that makes a person's work spirit willing to work together, effectively, and integrated.

Siswanto (2005) defines motivation as a psychological situation and human mental behavior that devotes energy, encourages, and focuses on achieving satisfying goals." A person takes a positive human relationship approach to provide motivation and individual mental attitudes. So subordinates feel they can have the initiative to achieve more without fear of failure and not covering up mistakes. There are two constructive and correlative elements, namely motivation and performance, which cannot be separated from each other.

Low motivation to do work will impact employee work performance below; on the contrary, high motivation in carrying out work will also have a high-performance achievement (Harlie, 2011). So the motivation in this study adopted from Rawung (2016) is a way to encourage someone to do something due to individual needs so that individuals have the inspiration to complete tasks.
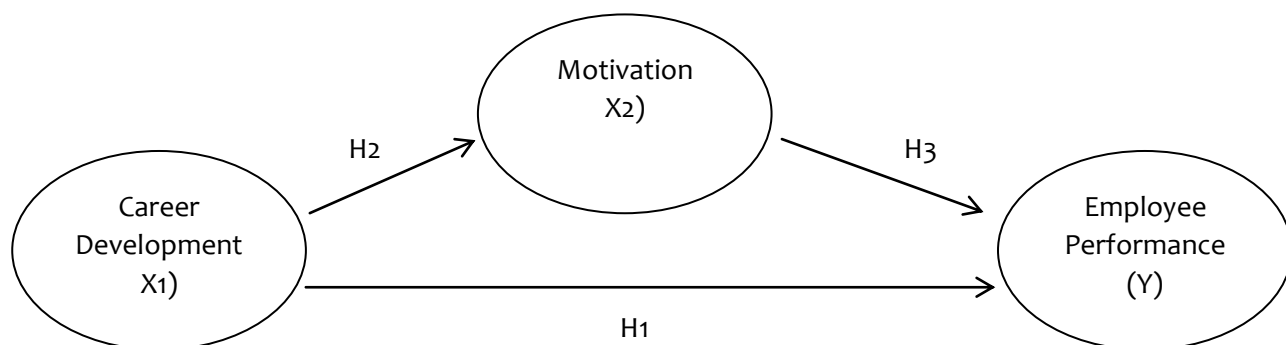
Figure 1. Conceptual Framework

Hypothesis

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

H2: Career development has a significant positive effect on motivation.

H3: Motivation has a significant positive effect on employee performance.

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

METHODOLOGY

This research was conducted with quantitative methods. This study was designed to determine the factors that affect PT employees' performance. PLN Bojonegoro Area Customer Service Network Unit. This study uses the right type of research to obtain a solution to the problems encountered and use the right steps to overcome the problem. Sugiyono (2017) states that if survey research can be carried out on small and large populations, the data analyzed come from samples taken based on the population so that relative, distributive events, and relationships between independent variables and the dependent variable are found. In this study, the independent variables are career development (X1), motivation (X2), and employee performance (Y), being the dependent variable in this study.

The determination of population in this study is employees who work at PT. PLN (Persero) Bojonegoro Area Customer Service Implementation Unit. The total number of employees is 135 people. In this study, the sampling technique used is purposive sampling. This sampling technique is non-random sampling, where the researcher determines the sampling by determining the specific characteristics following the research objectives so that it is expected to be able to answer the research problem. The reason for using non-random sampling is that not all companies in the population can be used as research samples. After all, they do not meet the criteria specified in the study.

The sampling method used accidental sampling, namely the sample related to the strategy, which usually took a larger subgroup. This small group was used to make decisions regarding the large group of indirect research at PT. PLN (Persero) Customer Service Implementation Unit for the Bojonegoro Region because this study did not take the entire population with limited time, funds and energy, or other considerations. However, as long as the sample used is representative of the entire population, it will be generalized in the study (Sugiono, 2017). To study the sample size of the population, we use the Slovin formula as follows :

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{135}{1 + 135\ (10\%)^2} = 57$$

Where n = Sample size

N = Population size

e = Critical value (limit of accuracy) desired (percent allowance for inaccuracy due to population sampling error).

Data Analysis Techniques

Validity is the degree of data adequacy between the research object and data that researchers can report (Sugiyono, 2017). Data that is not the same between the data reported and the data in the research object is called valid data. Ghozali (2014) argues that the validity test is carried out to measure whether a questionnaire is valid.

Instrument reliability is an instrument that will obtain the same data results when used repeatedly to measure the same object (Sugiyono, 2017). A high level of reliability of the measurement results will provide reliable results. The reliability coefficient will indicate the high and low reliability of the instrument. If the instrument is used twice to measure the same symptoms and the results obtained are consistent, then the instrument is reliable. The reliability of a variable can be interpreted using Cronbach's Alpha. The criteria for this research instrument are said to be reliable if the reliability coefficient is 0.6.

The component-based SEM method using PLS (Partial Least Square) was chosen for the analysis tool in this study. According to Ghozali (2014), covariance-based SEM generally tests causality or theory, while PLS is more predictive of a model. An alternative approach changes from a covariance-based SEM approach to a variance-based approach. PLS (Partial Least Square) is a powerful analytical method because it is not based on many assumptions. Besides being used to confirm the theory, PLS (Partial Least Square) can also be used to clarify whether there is a relationship between latent variables. PLS (Partial Least Square) can simultaneously analyze the construct formed with reflective and formative indicators. PLS (Partial Least Square) also helps researchers for predictive purposes (Ghozali, 2014). Assuming through this approach that all the calculated variances are useful variances for an explanation. The assumption

of latent variables in PLS (Partial Least Square) is the right linear combination of indicators to produce the correct component score (Ghozali, 2014).

RESULTS

Table 1. Research Variable Reliability Test

Variables	Number of Valid Items	Cronbach's Alpha	Information
Career Development	0.455	0.859	Reliable
Motivation	0.708	0.889	Reliable
Employee Performance	0.727	0.878	Reliable

Based on Table 1, it is known that the value of Cronbach's alpha for all research variables is greater than 0.7, so it can be concluded that the arrangement of the items of career development, motivation, and employee performance is reliable.

Partial Least Square Analysis

(PLS) analysts used smart PLS to test the research hypothesis in this study. Below will be explained the results of the measurement model (outer model) and structural model (inner model).

Measurement Model (Outer Model)

Convergent Validity Convergent validity is validity related to the principle that the indicators of a variable must be highly correlated. The factor loading (outer loading) value tests convergent validity. An indicator is said to meet convergent validity if it has a factor loading value greater than 0.7.
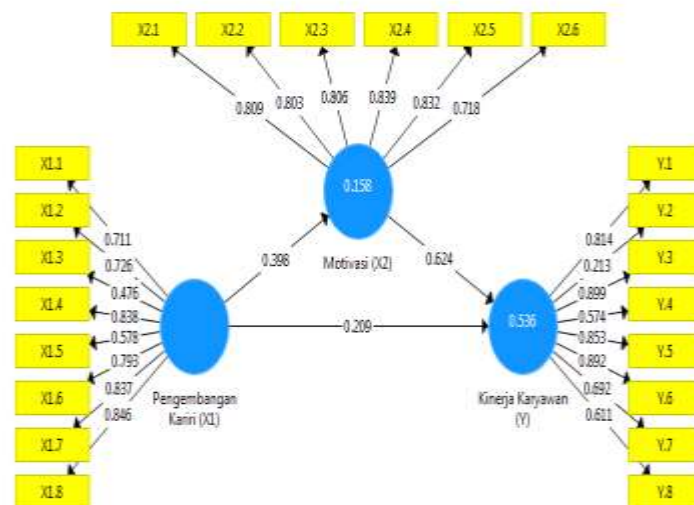

Figure 2. Outer Loading Value, Part Coefficient, and R-Square

Convergent validity testing is also carried out by looking at the average variance extracted (AVE) value of a construct (variable) that is said to meet convergent validity if it has an AVE value greater than 0.5. The following is the AVE value of each research variable.

Table 2. AVE Value

Variables	AVE
Career Development (X1)	0.543
Motivation (X2)	0.643
Employee Performance (Y)	0.528

It can be seen that the variables of career development, motivation, and employee performance have an AVE value greater than 0.5, so it can be concluded that the variables used in the study have met convergent validity.

Discriminant Validity Discriminant Validity is validity related to the principle that indicators of different variables must not be highly correlated.

Table 3. Cross Loading Value

	Variables		
Indicator	**Career Development**	**Motivation**	**Employee Performance**
X1.1	0.711	0.261	0.279
X1.2	0.726	0.133	0.201
X1.3	0.476	0.093	0.187
X1.4	0.838	0.207	0.318
X1.5	0.578	0.188	0.198
X1.6	**0.793**	0.284	0.306
X1.7	**0.837**	0.482	0.555
X1.8	**0.846**	0.388	0.374
X2.1	0.405	0.809	0.538
X2.2	0.312	0.803	0.570
X2.3	0.336	**0.806**	0.512
X2.4	0.306	**0.839**	0.661
X2.5	0.307	**0.832**	0.547
X2.6	0.243	0.718	0.560
Y1	0.320	0.476	0.814
Y2	0.240	- 0.014	0.213
Y3	0.494	0.588	0.899
Y4	0.371	0.243	0.574
Y5	0.384	0.720	**0.853**
Y6	0.346	0.699	**0.892**
Y7	0.307	0.462	**0.692**
Y8	0.238	0.475	0.611

It can be seen that each indicator on the variables of career development, motivation, and employee performance has the largest cross-loading value on the

variables it forms compared to other variables. It can be concluded that the indicators used have met discriminant validity.

Another method used to test discriminatory validity is to compare the value of the AVE root of each variable with the correlation between variables. If the value of the AVE root is greater than the correlations that occur, the variable has good discriminatory validity.

Table 4. AVE Root Value and Correlation Between Variables

Variables	AVE Root	Career Development (X1)	Motivation (X2)	Employee Performance (Y)
Career Development (X1)	0.726	1000		
Motivation (X2)	0.802	0.398	1000	
Employee Performance (Y)	0.737	0.457	0.707	1000

It is known that the smallest AVE root value is 0.726, while the largest correlation value is 0.707. The largest correlation value is below the smallest AVE root value; all correlation values are smaller than the AVE root value. These results indicate that each variable in this study has met discriminant validity.

Reliability Construct

Reliability shows the consistency and stability of indicators in measuring research variables. To test the reliability of the construct used, the value of composite reliability. A variable is said to meet the reliability construct if it has a composite reliability value greater than 0.7. The composite reliability value of each research variable is as follows in Table 5.

Table 5. Composite Reliability Value

Variables	Composite Reliability
Career Development (X1)	0.902
Motivation (X2)	0.915
Empolyee Performonce (Y)	0.891

The variables of career development, motivation, and employee performance have a composite reliability value greater than 0.7, so it is concluded that each research variable has met the reliability construct.

Table 6. *R-Square Value*

Variables	*R-Square*
Career Development (X1)	-
Motivation (X2)	0.158
Employee Performance (Y)	0.536

The R-Square value for motivation of 0.158 means the motivational variability at PT. PLN (Persero) Bojonegoro Area, Customer Service Implementation Network Unit, can be explained by the career development variability of 15.8%; other variables outside the model explain the remaining 84.2%. The R-Square value for employee performance of 0.536 means the variability of employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Network Unit 53.6%, the remaining 46.4% is explained in other variables outside the model.

Next will be calculated the value of Q-Square. The Q-Square value has the same meaning as the coefficient of determination (R-Square) in regression analysis; the higher the Q-Square, the more fit the model can be. The calculation results are:

$$Q\text{-Square} = 1 - [(1 - R\text{-Square1}) \times (1 - R\text{-Square2})]$$

$$= 1 - [(1 - 0.536) \times (1 - 0.536)] = 0.784$$

From the calculation results, the Q-Square value is 0.784, meaning that the variability (diversity) of the research data that the research model can explain is 78.4%. In comparison, other variables outside the model explain the remaining 21.6%. Based on these results, the model in this study has good goodness of fit.
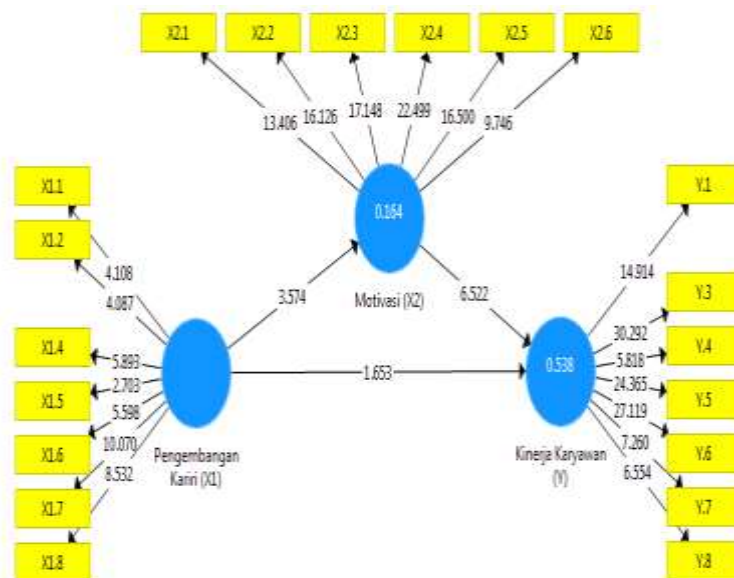

Figure 3. Value of t-Statistic

Table 7. Direct Effect Hypothesis Testing

Hypothesis	Causality Relationship	Koefisien Path	t-statistic	p-value	Inf.
H1	Career Development (X1) → Employee Performance (Y)	0.309	1.601	0.110	Sig
H2	Career Development (X1) → Motivation (X2)	0.209	3.148	0.002	Sig
H3	Motivation (X2) → Career Development(Y)	0.624	5.903	0.000	Sig

Path coefficient of the influence of career development variables on employee performance has a positive value of 0.309 with a t-statistic value of 1.601 greater than 1.96 and a p-value of 0.110 less than 0.05. These results conclude a significant positive effect on motivation on employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. This result means that higher career development will significantly increase the performance of PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. Based on these results, the first hypothesis that predicts career development positively affects employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit is acceptable (H1).

The path coefficient of the influence of career development variables on motivation has a positive value of 0.624 with a t-statistic of 3.148 greater than 1.96 and a p-value of 0.002 less than 0.05. These results conclude that there is a significant positive effect of career development on the motivation of PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. Based on these results, the second hypothesis that predicts career development has a positive effect on the motivation of PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. Acceptable (H2 is accepted).

The path coefficient of the influence of motivational variables on employee performance is 0.624 with a t-statistic value of 5.903 greater than 1.96 and a p-value of 0.000 less than 0.05. These results conclude that a significant positive effect of higher motivation will significantly increase employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. Based on these results, the third hypothesis is that motivation positively affects employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit is acceptable (H3 is accepted). From the results of the PLS analysis, it was found that career development had a positive effect on employee performance through motivation with a significant value of 0.01 < 0.05. Thus this mediation is full mediating.

DISCUSSION

The Effect of Career Development on Employee Performance

The influence of career development on employee performance will answer the first hypothesis; namely, career development positively affects employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit. Based on the research data analysis results, career development has a significant positive effect on employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementation Network Unit so that the first hypothesis is declared proven. This means that any change in career development variables will positively affect employee performance, which means that higher career development will significantly increase employee performance at PT. PLN (Persero) Bojonegoro Area Customer Service Implementing Network Unit.

In this study, career development was measured using three indicators from Tarigan et al. (2018), namely the treatment and care of superiors, information on promotion opportunities, and the level of satisfaction. The highest mean is found in the level of satisfaction indicator of 4.061. This is by the vision and mission of PT. PLN (Persero) UP3 Bojonegoro Area. PT. PLN (Persero) UP3 Bojonegoro Area in developing an employee's career does several things, including measuring employee satisfaction at work by providing transparent access to information on career paths, giving equal opportunities to every employee in career development, and providing comfort in work. These results can be seen in the path coefficient of career development causality with employee performance of 0.309, meaning that every change in career development will positively affect employee performance of 0.309.

While the lowest mean of 3.874 is found in the promotion opportunity information indicator, this is following the information obtained by an employee to reach an employee's career path, so that with the promotion opportunities provided at PT. PLN (Persero) UP3 Bojonegoro Area, according to the potential possessed by an employee, must be sure to get promotion opportunities can be obtained. Improving the quality of employees of PT. PLN (Persero) Bojonegoro Area Customer Service Network Unit conducted an employee development program. The program carried out is from the company's own education and training unit by providing direction, training through training, and upgrading seminars tailored to the needs of employees in their respective fields.

The human resources department will plan and select truly potential employees through comparative studies. To get potential employees, good career development relates to its implementation. Career Development in the State Company, namely the State Electricity Company, begins by participating in activities such as holding education and training. Career development must be by company plans and needs; career development is closely related to performance appraisal to evaluate career paths. Performance appraisal is the basis for individual evaluation to achieve company targets. In accordance

with an employee's potential, the Bojonegoro Area Customer Service Implementing Network Unit that promotion opportunities can be obtained. Improving the quality of employees of PT. PLN (Persero) Bojonegoro Area Customer Service Network Unit conducted an employee development program. The program carried out is from the company's own education and training unit by providing direction, training through training, and upgrading seminars tailored to the needs of employees in their respective fields. The human resources department will plan and select truly potential employees through comparative studies. To get potential employees, good career development relates to its implementation. Career development in the State Company, namely the State Electricity Company, begins by participating in activities such as holding education and training. Career development must be by company planning and needs; career development is closely related to performance appraisal to evaluate career paths. Performance appraisal is the basis for individual evaluation to achieve company targets. There are directions with supervisors or discussions with forums about career problems and how to solve them. The results of this study are consistent with Kepha et al. (2012), who found a positive relationship between career development and employee performance. Career development can be considered one of the organizational capabilities.

The Effect of Career Development on Motivation

career development has a positive effect on motivation at PT. PLN (Persero) UP3 Bojonegoro Area, so that the second hypothesis is declared proven. This means that every change in career development variables will positively affect motivation, which means that the higher the career development will significantly increase the motivation at PT. PLN (Persero) UP3 Bojonegoro Area.

This is evidenced by the presence of someone who approaches positive human relations to provide motivation and individual mental attitudes. So subordinates feel they can have their initiative to achieve more without fear of failure and not covering up mistakes. Career development as an improvement task must be realized by workers personally, while human resource management is from the group of activities.

PT. PLN (Persero) UP3 Bojonegoro Area provides an understanding as a motivation that working seriously will positively impact employees, including increasing career paths so that income increases and providing an understanding of self-satisfaction at work which has an impact on comfort and job satisfaction effectively. For employees who work earnestly and have a sincere intention to worship, the results obtained are satisfying, and they feel happy with a happy heart. Their life is calm, and all employees will obtain higher morale, achievement, and loyalty.

The Influence of Motivation on Employee Performance

Motivation has a significant positive effect on the Performance of PT. PLN (Persero) UP3 Bojonegoro Area so that the third hypothesis is proven. Someone takes a positive human relationship approach to provide motivation and individual mental attitude. So

subordinates feel they can have their initiative to achieve more without fear of failure and not covering up mistakes. To achieve the company's goals which are usually stated in the company's vision and mission, leaders have a strategic role (Suyanto, 2018). Superiors play an important role in spurring their employees to further improve work results by fostering motivation by providing motivation both morally and materially, such as allowances (Astina & Ambarwati, 2015). The results of this study are in line with the findings by Irum et al. (2014). The results show that motivation has a significant positive effect on employee performance. The indicator of motivation is to determine the effect of employee motivation on employee performance which involves four variables of employee motivation, employee performance, intrinsic rewards, and perceived training effectiveness of employees. Employee motivation will involve employee bonuses, good communication at work and satisfaction at work.

CONCLUSION

Career development at PT. PLN (Persero) UP3 Bojonegoro Area has been running by the company's goals. Transparency related to career paths, equal treatment among employees, and easy access to the career path information. Career development at PT. PLN (Persero) UP3 Bojonegoro Area is a motivation for employees to work effectively and efficiently and have an impact on employee loyalty to the company. Motivation by PT. PLN (Persero) UP3 Bojonegoro Area provides an understanding of the importance of improving performance because increased performance will have an impact on increasing the economy, besides that PT. PLN (Persero) UP3 Bojonegoro Area creates employee independence.

Motivation at PT. PLN (Persero) UP3 Bojonegoro Area is a liaison between career development and employee performance, impacting effectiveness and efficiency at work. It is necessary to add several other variables if they still affect employee performance improvement. Several other variables are thought to significantly influence employee performance, including job training, job satisfaction, work discipline, leadership, and others.

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