

The Influence of Competence and Career Development on Employee Performance with Work Motivation as an Intervening Variable

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Abstrak

Persaingan industri otomotif mengharuskan perusahaan mengelola sumber daya manusia agar mampu mendorong pertumbuhan bisnis serta bersaing memenangkan pangsa pasar. Penelitian ini bertujuan untuk mengetahui pengaruh langsung dan pengaruh tidak langsung, kompetensi dan pengembangan karier terhadap kinerja karyawan melalui motivasi kerja pada Yamaha JG Motor Bogor. Populasi dalam penelitian ini adalah karyawan Yamaha JG Motor Bogor yang terdiri dari 49 orang. Pengambilan sampel yang berjumlah 49 responden dilakukan dengan sampling jenuh. Data yang digunakan dalam penelitian ini adalah data ordinal yang diubah menjadi data metrik berskala interval dengan method of successive interval. Analisis data menggunakan analisis deskriptif, analisis verifikatif, analisis jalur dan analisis sobel test untuk variabel intervening melalui program IBM SPSS. Hasil penelitian menunjukkan bahwa kompetensi berpengaruh langsung positif dan signifikan terhadap motivasi kerja, sedangkan pengembangan karier tidak berpengaruh terhadap motivasi kerja. Kompetensi berpengaruh langsung positif signifikan terhadap kinerja karyawan, dan motivasi kerja berpengaruh langsung positif signifikan terhadap kinerja karyawan, sedangkan pengembangan karier tidak berpengaruh terhadap kinerja karyawan. Kompetensi berpengaruh secara tidak langsung terhadap kinerja karyawan melalui motivasi kerja, sedangkan pengembangan karier tidak berpengaruh secara tidak langsung terhadap kinerja karyawan melalui motivasi kerja.

Kata Kunci: Kompetensi, Pengembangan Karier, Motivasi Kerja, Kinerja Karyawan.

Abstract

Competition in the automotive industry requires companies to manage human resources in order to drive business growth and compete to win market share. This study aims to determine the direct effect and indirect effect, competence and career development on employee performance through work motivation employees through work motivation. Population in this study is Yamaha JG Motor Bogor employees consisting of 49 people. Sampling of 49 respondents was carried out by saturated sampling saturated. The data used in this study is ordinal data which is converted into interval-scale metric data with the method of successive interval. Data analysis using verification analysis, path analysis and sobel test analysis for intervening variables through the IBM SPSS program. The results showed that competence has a direct positive and significant effect on work motivation, while career development has no

effect on work motivation. Competence has a direct positive significant on employee performance, and work motivation has a direct positive and significant effect on employee performance, while career development has no effect on employee performance. Competence has an indirect effect directly on employee performance through work motivation, while career development has no indirect effect on employee performance through work motivation.

Keywords: Competence, Career Development, Work Motivation, Employee Performance

INTRODUCTION

Employee performance problems are a big challenge for all companies, both large and small, including Yamaha JG Motor Bogor. Yamaha JG Motor Bogor is an authorized Yamaha dealer with legal entity PT. Jayamandiri Gemasejati has

30 branches in Indonesian. The Company operates as a 3S (sales, service, spare parts) automotive retail business of Yamaha motorcycles with 49 employees.

The results of the employee performance assessment are shown in Table 1.

Table 1. Employee Performance Appraisal Results

Indicators	2020		2021	
	Achievement Score (%)	Category	Achievement Score (%)	Category
Quantity				
Unit sales of vehicles & spare part	97,6	Very Good	72,3	Simply
Quality				
On-time service & minimal warranty claims	85,0	Good	79,0	Simply
Responsibility				
Work plan participation	91,3	Very Good	75,6	Simply
Discipline				
Attendance & punctuality	95,9	Very Good	84,1	Good
Average	92,5	Very Good	77,7	Simply

Source: Yamaha JG Motor Bogor, 2023 (Data processed)

Table 1. shows a decrease in the performance of Yamaha JG Motor Bogor employees, namely in 2020 it was 92.5% in the excellent category, while in 2021 it fell to 77.7% in the sufficient category. The indicators of quantity, quality, and responsibility are in the spotlight due to a significant decrease in value, these indicators

come from the achievement of the 3S target which is not achieved.

Employees are the man main components in a business, Yamaha JG Motor Bogor needs to pay more attention to their performance. The performance of company employees can be influenced by a number of issues within the company that are directly or indirectly related such as employee

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motivation, employee competence,
and career development programs.
Employee performance problems are
due to low capacity to perform, lack of
opportunity to perform, and lack of
willingness to perform (1).

Work motivation is one of the
factors that indirectly affect employee
performance. One of the dimensions of
work motivation is achievement
motivation which reflects a drive that
many people have to pursue and
achieve challenging goals (2). Based on
the current data, it shows a decrease in
employee achievement motivation at
Yamaha JG Motor Bogor, seen from the
number of workers not coming to work
and there are still delays in coming to
work. This is one of the consequences
of work targets not being achieved, so
that employee performance decreases
in one period. Yamaha JG Motor Bogor
2021 employee attendance data shows
that there are still many employees
with substandard attendance records
with an average absenteeism rate of
4.1%, which has exceeded the
company's tolerance limit of 3%, this
shows that employee work motivation
is decreasing, thus indirectly affecting
employee performance achievement.

Competence is another factor
that affects employee performance.
Ability/capability is the result of the
application of knowledge, skills, and
attitudes, and is the basis for achieving
competence (3). Therefore, before
achieving competence which is
indicated by good performance, a
person must first make
improvements/changes in knowledge,
skills, and attitudes. One of these
improvements/changes can be made

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by taking education, training, and the
like.

Training is an effort to improve
employee skills and behavior, offering
training programs can help company
employees perform at a higher level
while increasing productivity.
Meanwhile, training at Yamaha JG
Motor Bogor in 2021 was not optimal,
out of the target training participants of
531 employees, only 34% attended the
training. Employee performance can be
affected by the company's failure to
carry out training to improve
competence. Individual competencies
are personal characteristics affecting
how well an employee performs in
their job.

Employee performance can be
influenced by career development
factors in addition to work motivation
and competence. Career development
is a vertical development including
position, rank, education and
assignment of a person in various
staffing arrangements and is used as a
basis for compensation (1).

One of the career path
projections at Yamaha JG Motor Bogor
related to the position of Business
advisor (training) is to have a working
time of three months and a target of
five sales units per month before being
promoted to the next position.
Researchers compared career paths
and employee tenure information at
Yamaha JG Motor Bogor to find out
more about the situation there.
Information was obtained that are still
employees who cannot be promoted,
especially Business Advisor (training,)
whose work period is longer than the
company's career path. This means

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 that not all positions in the company are covered by the career ladder. So that career development in the company is not good, both in terms of the company and employees.

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a direct effect on, or can predict excellent performance (3). Career development is a vertical development that includes positions, ranks, education and assignments experienced by a person in a series of staffing arrangements and is used as a basis for payroll (1). Work motivation is an impetus to act on a series of human behavior processes by considering direction, intensity and persistence in achieving goals (2). Employee performance is work performance or work results both quality and quantity achieved by human resources for a period of time in carrying out their work duties in accordance with their responsibilities (4).

Therefore, it is necessary to conduct research on the effect of competence and career development on employee performance with work motivation as an intervening variable with the aim of knowing: the effect of career development on work motivation; the effect of competence on employee performance; the effect of career development on employee performance; the effect of competence on employee performance through work motivation; the effect of career development on employee performance through work motivation at Yamaha JG Motor Bogor.

While the benefits of this research, both directly and indirectly for the following related parties: Yamaha JG Motor Bogor as a consideration in order to make policy decisions for developing and improving employee performance; The results of the study are expected to contribute ideas for other research related to competence, career development, work motivation, and employee performance.

Competence, Career Development, Work Motivation, and Employee Performance

Competence is a fundamental characteristic of a person that has

METHODS

The object of this research is competence, career development, work motivation, and employee performance. This study uses a quantitative approach to explain the effect of research variables using path analysis and sobel test for intervening effects. In accordance with its objectives, this research is designed as verification research. The measurement of variables in this study uses an ordinal scale, which is a measurement scale that not only states categories, but also states the rank of the construct being measured. In more detail the operationalization of variables can be seen in Table 2.

Table 2. Variable Operationalization

Variable	Dimensions	Dimensional Concept
Employee performance	1. Quality 2. Quantity 3. Task Execution	1. How well employees do what they are supposed to do. 2. How long employees work in a day.

	4. Responsibility	3. The extent to which the employee is able to do the work accurately 4. Awareness of the obligation to carry out work.
Work motivation	1. Achievement motivation 2. Affiliation motivation 3. Power motivation	1. The drive one has to achieve a goal. 2. The urge to relate to people on a social basis. 3. The drive to influence people.
Competence	1. Knowledge 2. Expertise/Skills 3. Attitude	1. Understanding of something gained through experience/education. 2. Mastery of knowledge to do a job. 3. Mental condition towards an object.
Career development.	1. Career clarity 2. Self-development 3. Performance quality improvement	1. Information related to promotion and leadership opportunities. 2. Equal opportunities for self-development. 3. Improved quality of performance and loyalty.

The number of samples in this study were 49 employees of Yamaha JG Motor Bogor. Data collection is done through distributing questionnaires based on indicators of each variable literature study to obtain secondary data. The data from the questionnaire was processed using quantitative approaches. The type of questionnaire uses a closed questionnaire with an ordinal scale which is raised to an interval scale using the method of successive interval through the Microsoft Excel program (5).

Calculations using path analysis by: 1) calculate the multiple regression

coefficient using the model; 2) calculate the path coefficient with the model; 3) calculate the coefficient of determination; 4) calculate the effect with the t test. Variables are said to be intervening because they influence the relationship between exogenous and endogenous variables (6). Testing the mediation hypothesis through the sobel test with an absolute Z-table value of 1.960.

RESULT AND DISCUSSION

Data Processing Results

Data analysis using SPSS version 26.00 obtained the following results:

Table 3. Hypothesis Testing Results

Hypothesis	Path Coefficient	R ²	t-count	t-table	Decisions
H ₁	0.454	0.389	2.631	1.679	H ₁ accepted
H ₂	0.021		0.114	1.679	H ₂ rejected
H ₃	0.617	0.725	2.928	1.679	H ₃ accepted
H ₄	0.027		0.131	1.679	H ₄ rejected

H ₅	0.740	4.410	1.679	H ₅ accepted
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Source: Results of statistical data processing with SPSS Version 26.00, 2023

The coefficient of determination (R²) of 0.389 or 38.9 percent the remaining 61.1 percent is the contribution of other variables not examined (residual). The path coefficient for other factors of 0.782 is obtained through the following calculation:

$$\rho_{Y\text{res}} = \sqrt{(1 - R_{yx}^2)} = 0.782 \dots\dots(1)$$

The first structural equation is obtained as follows:

$$Y = 0.454X_1 + 0.021X_2 + 0.782 \dots(2)$$

The coefficient of determination (R²) of 0.725 or 72.5 percent the

remaining 27.5 percent is influenced by other factors not examined (residual). The path coefficient for other factors of 0.524 is obtained through the following calculation:

$$\rho_{Z\text{res}} = \sqrt{(1 - R_{yx}^2)} = 0.524 \dots\dots(3)$$

The second structural equation is obtained as follows:

$$Z = 0.617X_1 + 0.027X_2 + 0.740Y + 0.524 \dots\dots(4)$$

The indirect effect of competence and career development on employee performance through work motivation can be seen in Table 4.

Tabel 4. Path Coefficient of Variable X on Z through Y

Hypothesis	Path Coefficient
H ₆ = H ₁ .H ₅	0.336
H ₇ = H ₂ .H ₅	0.016

Source: Data processed, 2023

Testing the significance of the indirect relationship between exogenous variables and endogenous variables through intervening variables can use an analytical tool called the

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}; Z = \frac{0.454 \times 0.740}{\sqrt{(0.740^2 \times 0.173^2) + (0.454^2 \times 0.168^2)}}; Z = 2.254 \dots\dots(5)$$

The results of the calculation of the calculated Z-count > Z-table (2.254 > 1.960), then these results prove that work motivation has a significant intervening/mediating effect between

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}; Z = \frac{0.021 \times 0.740}{\sqrt{(0.740^2 \times 0.181^2) + (0.021^2 \times 0.168^2)}}; Z = 0.116 \dots\dots(6)$$

The results of the calculation of the calculated Z-count < Z-table (0.116 < 1.960), then these results prove that work motivation does not play a significant intervening/mediating role between career development and

sobel test. The test results of the sobel test analysis are used to find the Z-count value, the following is the calculation :

competence and employee performance. Sixth hypothesis accepted. The results of the second sobel test analysis to find the Z-count value below are the calculations:

employee performance. The seventh hypothesis is rejected.

Direct and Positive Effect of Competence on Work Motivation

Employees will be more motivated towards their work if they succeed in completing tasks or work,

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quickly and on time. If employees have high competence, their confidence and drive to work will increase. This research supported by previous research (7);(8);(9).

Career Development Has No Effect on Work Motivation

Career development can provide clues about who among employees is reasonable and appropriate for future promotion so that internal supply can be better secured. Good career development cannot increase work motivation, because motivation will be created from a person's basic needs, namely achievement needs, affiliation needs and power needs. Moreover, career development is created when job vacancies in higher careers are wide open, so it is likely that someone with the best achievements will be able to occupy the vacant position. Conversely, if job vacancies in higher careers are limited due to the scale of the company not allowing it, then career development is not achieved so that career development has no influence on work motivation. This research contradicts the results of previous studies (10); (11).

Direct and Positive Effect of Competence on Employee Performance

The competence of employees is very helpful in carrying out a job well. If employees have high knowledge, are skilled at work, and have good behavior, it is certain that employees are able to carry out their duties and carry out the responsibilities assigned. This research supported by previous research (12);(13).

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Career Development Has No Effect on Employee Performance

Basically, career development supported by the company expects feedback from employees in the form of high performance. When work performance has been good, employees will get the opportunity to occupy certain positions. Conversely, when objectively assessed employee performance is not good, the opportunity to get career development will be increasingly difficult. Thus, good career development does not always improve employee performance, because career development is created when job vacancies in higher careers are wide open, so it is likely that someone with the best performance will be able to occupy the vacant position. This research supported by previous research (14); (15)

Direct and Positive Effect of Work Motivation on Employee Performance

Employees who have high motivation can increase employee enthusiasm and performance. If employees do not have motivation at work, employees will not be able to do the tasks and carry out the responsibilities assigned. This research supported by previous research (16);(17);(18).

Indirect and Positive Influence of Competence on Employee Performance Through Work Motivation

Competence is closer to the ability or capability that is applied and results in employees or leaders who show maximum performance called having competence. Competence as the ability of an individual shown by

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good performance in his position or job. Competence is a collection of knowledge, skills and behaviors used to improve performance. Even so, employees must have a drive to work that is able to move towards positive behavior to achieve goals. So that employee performance is highly dependent on the motivation that underlies or encourages employees to work. Thus, indirectly work motivation has a mediating role between competence and employee performance. This research supported by previous research (19); (20);(21).

Career Development Has No Effect on Employee Performance Through Work Motivation

Career development is committed to realizing company activities in helping employees analyze their abilities and interests, so that they are tailored to the needs of the company, and provide opportunities for employees to fill important positions within the company's structure. It is expected to improve employee performance, but good career development does not always improve performance, because the scale of the company does not allow to create job vacancies in higher careers. Although motivation can encourage employees to carry out better work individually or in groups that can improve employee 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,

in other words, work motivation does not play an intervening/mediating role between career development and employee performance. This research contradicts the results of previous studies (22); (23).

CONCLUSIONS

Based on the results of the analysis and discussion, the following conclusions can be drawn: a) competence has a direct positive and significant effect on the work motivation; b) career development has no effect on the work motivation (Gap); c) competence has a positive and significant direct effect on employee performance; d) career development has no effect on employee performance; e) work motivation has a positive and significant direct effect on employee performance; f) competence has an indirect and positive effect on employee performance through work motivation; g) career development has no effect on employee performance through work motivation (Gap).

The theoretical implication of this research is that Yamaha JG Motor Bogor needs to pay attention to the competence of conducting training that is more interesting and in accordance with the needs so that employees are interested in attending training, or providing educational programs to employees in order to improve skills so as to improve employee competence which affects employee performance and work motivation. Yamaha JG Motor Bogor must provide clearer and more comprehensive information, especially regarding promotions, even though the

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 effect on employee performance is not significant. Yamaha JG Motor Bogor must ensure that the entire ecosystem in the office is well connected and coordinated. Including the company must also ensure that no conflicts occur between employees. Even if there is, the company must be a good mediator and look at things from a neutral side. Good relationships between fellow employees will benefit the development and progress of the company. Yamaha JG Motor Bogor needs to evaluate targets so that they are not burdensome, and involve employees in setting targets so that targets are more realistic to achieve.

The limitations of this study are that the sample used is relatively small (49 respondents) so that the results are not optimal and further research can be directed at a larger sample and add variables that affect employee performance such as internal employee factors, internal organizational environmental factors and external organizational environmental factors.

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