

THE EFFECT OF MOTIVATION AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE OF PT. WISMA SERATUS SEJAHTERA

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Abstract. This study aims to: (1) determine and analyze the influence of motivation on employee performance at PT. Wisma Seratus Sejahtera. (2) Determine and analyze the influence of career development on employee performance at PT. Wisma Seratus Sejahtera. (3) Determine and analyze the influence of motivation and career development on employee performance at PT. Wisma Seratus Sejahtera. This study uses a quantitative method with an associative research type, which tests the relationship between independent variables (motivation and career development) and dependent variables (employee performance). Based on this study, it is concluded that motivation has a positive influence on employee performance at PT. Wisma Seratus Sejahtera, but the influence is not significant. This means that although motivation can drive performance, other factors may be more dominant in determining employee work results. On the other hand, career development has been shown to have a positive and significant influence on employee performance. The better the company provides career development opportunities, the higher the performance achieved by employees. In addition, motivation and career development together have a positive and significant influence on employee performance. These two factors support each other in encouraging employees to achieve better performance. Overall, career development has a greater influence in improving employee performance compared to motivation alone.

.Keywords: motivation; career development; employee performance

I. INTRODUCTION

In the competitive era of globalization, companies need to manage management well to survive the competition. Human resources (HR) are a crucial element because they can drive other resources. Without HR, the company cannot operate. HR involves planning, recruitment, training, career development, and performance appraisal (Arifin, 2019). In an ever-changing environment, HR must adapt to remain competitive, and employee performance is the main indicator of a company's success. Work performance has a direct impact on company success. According to Suryani et al. (2020), employee performance is the result of individual work that affects the quality and quantity of the company's output. Good performance increases the company's competitiveness. Therefore, employee performance management is very important, with training programs, regular evaluations, and incentives to maintain work enthusiasm. Motivation and rewards can create a work environment that supports the achievement of company goals.

Companies need to pay attention to the quality of employee performance by creating a work culture that supports collaboration and open communication. PT. Wisma Seratus Sejahtera (WSS), a subsidiary of PT. PP Properti Tbk, implements the Code of Conduct and Core Value AKHLAK

guidelines to improve employee integrity and professionalism. The Code of Conduct serves as a guide to ethical behavior, while the AKHLAK values—Trusted, Competent, Harmonious, Loyal, Adaptive, and Collaborative—become the basis for BUMN employee behavior to improve the quality of public services and competitiveness. PT. WSS is committed to developing human resources through the implementation of AKHLAK values, not only focusing on results, but also strengthening integrity and teamwork. Employee performance data at PT. WSS (2021-2023) shows the implementation of these values in daily practice, which has a positive impact on the company's overall performance..

Table 1. Employee Performance Data of PT. Wisma Seratus Sejahtera for the Period 2021 – 2023

No	Information	Year		
		2021	2022	2023
1	Service Quality	93	89	75
2	Integrity	92	88	78
3	Target Achievement	93	88	77
4	Discipline	92	87	75
5	Teamwork	91	88	79
Average		92.2	88	76.8

Source: HRD PT. Wisma Seratus Sejahtera

Table 2. Employee Work Value Standards PT. Wisma Seratus Sejahtera Period 2021 - 2023

Value	Category
0-60	Very Poor
61-70	Not good
71-80	Enough
81-90	Good
91-100	Very Good

Source: HRD PT. Wisma Seratus Sejahtera

Based on employee performance data of PT. Wisma Seratus Sejahtera in the period 2021-2023 in Table 1, although there were fluctuations in several indicators, overall employee performance was still good. This shows that the company's efforts to maintain the quality of employee performance are quite effective, but HR management strategies need to be evaluated so that future performance can be more optimal.

Table 2 shows the standard employee performance values based on data from Table 1.1, with categories of "Very Poor" (0-60) to "Very Good" (91-100). The average performance in 2021 reached 92.2 ("Very Good" category), in 2022 it dropped to 88 ("Good" category), and in 2023 it reached 76.8 ("Fair" category). This shows the need for more efforts to maintain optimal performance.

Factors that influence employee performance, according to Mangkunegara (2022), include motivation and career development. Motivation plays an important role in encouraging employees to perform better, while career development opportunities, such as training and promotions, also play a role in improving performance. As stated by Wahyudi et al. (2021), career development opportunities can stimulate employee motivation to work more optimally.

Motivation is the drive within employees to work hard (Arsindi et al., 2022). Without motivation, employees will not achieve company goals. On the other hand, high motivation can support the success of the company. Therefore, companies need to provide motivation through benefits, job promotions, and recognition of performance to encourage employees to work harder.

Career development is also important to improve performance. Career development helps employees reach their maximum potential and feel satisfied with their work (Nabilah, 2019). This development also prepares employees to face future challenges, as well as ensuring the quality of employees who support the company's goals.

Companies need to plan clear career paths and provide training to maintain employee motivation and retention. However, obstacles to career development, such as limited resources or unclear career paths, are often encountered. Therefore, HR management must design a structured career development program to maximize employee potential and meet the company's needs.

Therefore, this study aims to: (1) determine and analyze the effect of motivation on employee performance at PT. Wisma Seratus Sejahtera. (2) Determine and analyze the effect of career development on employee performance at PT. Wisma

Seratus Sejahtera. (3) Determine and analyze the effect of motivation and career development on employee performance at PT. Wisma Seratus Sejahtera.

Framework of Thinking

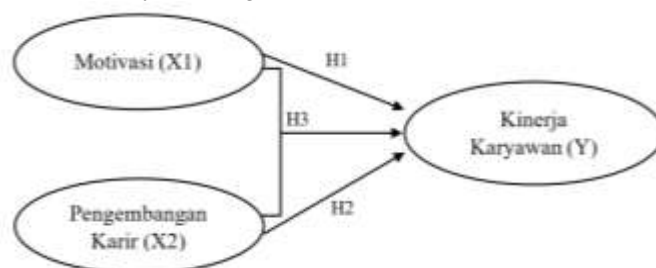


Figure 1. Thinking Framework

Description:

- H1: Motivation (X1) affects employee performance (Y)
 H2: Career development (X2) affects employee performance (Y)
 H3: Motivation (X1) and Career development (X2) affect employee performance (Y)

Hypothesis

The hypotheses that can be put forward in this study are as follows:

- H1: There is an influence of motivation on employee performance at PT. Wisma Seratus Sejahtera
 H2: There is an influence of career development on employee performance at PT. Wisma Seratus Sejahtera
 H3: There is an influence of motivation and career development on employee performance at PT. Wisma Seratus Sejahtera

II. RESEARCH METHOD

Research is a scientific process to obtain data that supports the writing of scientific papers. To obtain the required data, researchers must design research that is in accordance with the object and approach. According to Sugiyono (2022), the research method is a scientific way to obtain data with a specific purpose. In qualitative research, the data collected is in the form of text, images, sound, or other non-numerical forms, and is analyzed inductively. Qualitative research does not focus on hypothesis testing, but rather on an in-depth understanding of the context of the phenomenon being studied (Niam et al., 2024). In contrast, quantitative research studies the relationship between variables to test theories, with numerical data collected and analyzed using statistical methods (Hildawati et al., 2024). Research design is a plan that includes the arrangement of variables and the relationships between variables to achieve research objectives (Sugiyono, 2021). This study uses a quantitative method with an associative research type, which tests the relationship between independent variables (motivation and career development) and dependent variables (employee performance). Quantitative research allows researchers to test hypotheses objectively and produce strong empirical data to strengthen conclusions (Amruddin et al., 2022). The independent variables are motivation (X1) and career development (X2), which affect the dependent variable, namely employee performance (Y) (Soesilo, 2019). The data

sources in this study consist of primary and secondary data. Primary data were obtained through questionnaires distributed using Google Form to employees of PT. Wisma Seratus Sejahtera. Secondary data in the form of documents, journals, books, and literature studies relevant to this study (Hardani et al., 2020). This research was conducted at PT. Wisma Seratus Sejahtera on 38 employees, with the research period starting from September to November 2024. The population in this study were all employees of PT. Wisma Seratus Sejahtera, totaling 38 people. The sampling technique used a saturated sampling technique, where all members of the population were used as samples (Sugiyono, 2020). With this technique, the research results can represent all employee characteristics in the company.

The data collection methods used are observation, interviews, questionnaires, and literature studies. Observations are carried out by directly observing employee activities to understand work dynamics, including their interactions and participation in activities related to motivation and career development. Semi-structured interviews were conducted to obtain in-depth information regarding motivational factors and career development at PT. Wisma Seratus Sejahtera. The questionnaire uses a Likert scale to measure attitudes, opinions, and perceptions of social phenomena relevant to the research variables (Sugiyono, 2022). Literature studies are used to obtain additional information from journals, books, and previous research that can support the analysis and discussion. The data analysis method begins with an instrument test, which includes a validity test to ensure that the questionnaire measures what is intended and reliability to test the consistency of the measurement results (Sugiyono, 2022). Next, a classical assumption test was conducted, which includes a normality test (to ensure normal data distribution), a multicollinearity test (to test the correlation between independent variables), and a heteroscedasticity test (to check the inequality of residual variance in the regression model) (Ghozali, 2021).

To test the hypothesis, this study used multiple linear regression analysis. This analysis is used to see the effect of independent variables (motivation and career development) on the dependent variable (employee performance). The coefficient of determination (R^2) test is used to measure the extent to which the model can explain variations in the dependent variable. An R^2 value close to 1 indicates a good model, while a low value indicates a poor model (Ghozali, 2021).

A partial regression test (t-test) is used to test the effect of each independent variable on the dependent variable individually. With the t-test, we can find out how much motivation and career development contribute to employee performance. A simultaneous test (F-test) is conducted to test the effect of all independent variables simultaneously on the dependent variable. If the significance value of $F < 0.05$, then all independent variables simultaneously have a significant effect on the dependent variable (Ghozali, 2021). Overall, this study aims to understand the effect of motivation and career development on employee performance at PT. Wisma Seratus Sejahtera through a quantitative approach with multiple linear

regression analysis, hypothesis testing, and various classical assumption tests and relevant instruments.

III. RESULTS AND DISCUSSIONS

Data Collection Results

Respondent Overview

Respondent Gender

Based on research data, employee composition based on gender at PT. Wisma Seratus Sejahtera based on gender, consists of men (68.4%), women (31.6%).

Based on Age

The composition based on age level consists of 28 people aged 25-30 years (73.7%), 6 people aged 31-40 years (15.8%), 2 people aged 41-50 years (5.3%), and 2 people aged 21 years (5.3%).

Data Analysis Results

Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	
1	(Constant)	16.152	5.228		3.089 .004
	MOTIVASI	.078	.106	.150	.737 .466
	PENGEMBANGAN KARIR	.551	.223	.501	2.468 .019

a. Dependent Variable: KINERJA KARYAWAN

Source: SPSS 30 Data Processing Results

Based on table 3, the results of data management calculations using IBM SPSS Statistics V.30, the following regression equation is obtained:

$$Y = 16.152 + 0.078X_1 + 0.551X_2$$

The coefficients of the multiple linear regression equation above can be interpreted as follows:

- 1) $\alpha = 16.152$ means that if the values of X_1 and X_2 (Motivation and Career Development) = 0 (zero), then the value of Y (Employee Performance) will show a level of 16.152.
- 2) $\beta_1 = 0.078$ shows that the regression coefficient of the Motivation variable has a positive regression direction, where every 1 (one) point increase in the value of X_1 (Motivation), the value of Y (Employee Performance) will increase by 0.078 points.
- 3) $\beta_2 =$ regression coefficient of 0.551 is a value derived from the Career Development variable (X_2) which has a positive regression direction, where every 1 (one) point increase in the Career Development variable (X_2), the value of the Employee Performance variable (Y) will increase by 0.551 points.

Determination Coefficient Test

The determination coefficient is essentially to measure how far the model's ability to explain the variation of the dependent variable. This coefficient is used to determine the magnitude of the influence of the Motivation variable (X_1) and Career Development (X_2) on the Employee Performance variable (Y). The following are the results of using the IBM SPSS Statistics V.30 program, namely:

Table 4. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.388	.353	3.15679

a. Predictors: (Constant), PENGEMBANGAN KARIR, MOTIVASI

Source: SPSS 30 Data Processing Results

Based on table 4 above, the R Square or R² value is 0.388. It can be seen that the magnitude of the influence of motivation and career development on employee performance is 0.388 or 38.8%, so that 61.2% (100% - 38.8%) is determined by other variables.

*Hypothesis Testing**Partial Regression Test (T Statistical Test)*

Table 5. T Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	16.152	5.228		.004
	MOTIVASI	.078	.106	.150	.466
	PENGEMBANGAN KARIR	.551	.223	.501	.019

a. Dependent Variable: KINERJA KARYAWAN

Source: SPSS 30 Data Processing Results

From the output results above, the following conclusions can be drawn:

Calculation of t table $df = n - k - 1 = 38 - 2 - 1 = 35$ (2.030)

1) The Effect of Motivation (X1) on Employee Performance (Y)

From the results of the t test calculation above, it can be seen that $t_{\text{count}} < t_{\text{table}}$ ($0.737 < 2.030$) with a significant value of the Motivation variable (X1) of 0.466 greater than 0.05 or 5%. So it can be concluded that H_0 is accepted and H_a is rejected, meaning that the Motivation variable has no significant effect on Employee Performance.

2) The Influence of Career Development (X2) on Employee Performance (Y)

From the results of the t-test calculation above, it can be seen that $t_{\text{count}} > t_{\text{table}}$ ($2.468 > 2.030$) with a significant value of the Career Development variable (X2) of 0.019, which is smaller than 0.05 or 5%. So it can be concluded that H_0 is rejected and H_a is accepted, meaning that Career Development (X2) has a significant effect on Employee Performance.

Simultaneous Test (F Test)

Table 6. F Test Results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	220.687	2	110.344	11.073
	Residual	348.786	35	9.965	
	Total	569.474	37		

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), PENGEMBANGAN KARIR, MOTIVASI

Source: SPSS 30 Data Processing Results

Based on the results of the f test in table 6, it is known that the F_{count} value $> F_{\text{table}}$ ($11.073 > 3.27$) with a significant value of 0.001 is smaller than 0.05 or 5%. So it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Motivation (X1) and Career Development (X2) variables together (simultaneously) have a significant effect on Employee Performance (Y).

This study aims to analyze the effect of motivation and career development on employee performance at PT. Wisma Seratus Sejahtera, involving 38 respondents. Based on the results of the data analysis, it can be concluded as follows:

1. The Effect of Motivation on Employee Performance

Motivation has a positive effect on employee performance, but the effect is not significant. This means that even though motivation increases, employee performance tends to increase, but this relationship is not strong enough to ensure that changes in motivation always affect performance. This is indicated by the motivation coefficient of 0.078 and a significance value of $0.466 > 0.05$, which means that H_0 is accepted and H_a is rejected. This finding is in line with the research of Sari et al. (2020) and Ekhsan (2019) which shows that motivation has a positive but insignificant effect on employee performance.

2. The Effect of Career Development on Employee Performance

Career development has a positive and significant effect on employee performance. The better the career development provided by the company, the better the employee performance. This effect is proven to be strong and consistent, as indicated by the career development coefficient of 0.551 and a significance value of $0.019 < 0.05$. This shows that career development is a factor that directly improves employee performance, in line with the research of Muna & Isnawati (2022) and Fizia & Muttaqijn (2018).

3. The Effect of Motivation and Career Development Together on Employee Performance

Together, motivation and career development have a positive and significant effect on employee performance. With increased motivation and career development, employee performance will also increase. This relationship is statistically proven by the determination coefficient test of 38.8%, which shows that both support each other in improving employee performance. The results of the F test show a significant positive effect with a value of 11.073 and a significance of $0.001 < 0.05$, which means that H_0 is rejected and H_a is accepted. This finding is in accordance with the research of D.P. Sari & Candra (2020) and Anandita et al. (2021), which found that motivation and career development together have a significant effect on employee performance.

IV. CONCLUSION

The results of this study indicate that motivation has a positive influence on employee performance at PT. Wisma Seratus Sejahtera, but the influence is not significant. This means that although motivation can drive performance, other factors may be more dominant in determining employee work results. On the other hand, career development has been shown to have a positive and significant influence on employee

performance. The better the company provides career development opportunities, the higher the performance achieved by employees. In addition, motivation and career development together have a positive and significant influence on employee performance. These two factors support each other in encouraging employees to achieve better performance. Overall, career development has a greater influence in improving employee performance compared to motivation alone.

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