

The influence of work motivation, career development, and education on employee performance

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ABSTRACT

This study examines the impact of work motivation, career development, and education on employee performance at CKA Group in Bireuen, Indonesia. The sample for this study consisted of 58 employees working for the company. The data was collected using a questionnaire. Multiple linear regression analysis was used as the research method. The research findings indicate that work motivation variables positively affect employee performance in companies. This demonstrates that work motivation is crucial in improving employee performance in a company. On the contrary, career development and education have a negative impact on employee performance. Further analysis is required to identify the underlying causes of this issue. Further research is necessary to identify the causes of decreased employee performance resulting from education and career development.

KEYWORDS

Work motivation; career development; education; employee performance

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1. Introduction

Human resources are one of the components of the organization. Sufficient human resources must support an agency because human resources have an important role in running a business or activity in an agency or organization. To achieve goals, the company will be faced with several human resources who have different characteristics and knowledge, which can affect the performance of each employee. Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, not against the law, and not against morals and ethics (Afandi, 2018). Good employee performance is the desire of every company. The more employees who have high performance, the higher employee productivity.

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Work motivation is an encouragement from within a person to achieve what is desired, or work motivation is a driving force to get a job done effectively (Hasibuan, 2019). Motivation is one of the important things because it will increase an employee's work enthusiasm to produce good performance. If motivation is high, performance will also increase and vice versa. The more often motivation is given to employees, the more employee performance increases. However, in this case, there are phenomena in providing work motivation. Many problems are faced, namely the lack of motivation between leaders and employees and employees and employees. The lack of employee response in providing motivation will greatly impact work results and organizational goals. Employees have not applied work motivation optimally, resulting in various problems or obstacles in the work environment.

From observations and interviews conducted by researchers at the CKA Group, it was found that there are still employees who arrive late, use more than the specified break time, are less orderly in using the specified work uniform, still delayed work so that work that should be completed on time is hampered and incurs overtime costs. The company's policy on attendance issues also lacks enforcement, making employees unmotivated to improve their attendance. Employee attendance and punctuality need attention and improvement so that employees are more disciplined towards the rules that have been set so that employee performance will increase. Therefore, to produce employees who have good performance, agencies or organizations need to make efforts to meet the needs of their employees, one of which is by providing motivation and conducting career development and education levels. One factor affecting employee performance is the influence of work motivation, career development, and education.

2. Literature review

Work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires (Sunyoto, 2015). Motivation is intended to stimulate the employees concerned so that they can work with all their efforts and abilities. According to Handoko (2011) a career is all jobs or positions handled or held by a person in working life. Work shows the position or development an employee can achieve during his tenure. Career development is the process and activities of preparing employees to occupy positions in an organization or company in the future.

With this development, company managers can prepare pre-planned human resources to understand how employees must develop their careers while working (Kadarisman, 2013). Education is an activity carried out by humans consciously and programmatically to build good personalities and develop the abilities or talents that exist in individual humans to achieve certain goals or targets in life (Trahati, 2015). Every

developed country will never be separated from the world of education. The higher the quality of education in a country, the higher the quality of human resources that can advance and make the country proud.

Performance results from work and work behavior achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016). Employee performance can be measured by achieving predetermined targets, work productivity, quality of work results, and quality of work in teams.

3. Method

The approach used in this research is quantitative. Quantitative research is a type of research that uses numbers in processing data to produce structured information (Sinambela, 2020). The location of this research was carried out at CKA Group, Bireuen, Aceh, Indonesia. The sample in this study was 58 employees who worked at CKA Group. The data collection technique used a questionnaire. The analytical tool used in this research is multiple linear regression analysis with the following formula.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

where Y is employee performance, X_1 is work motivation, X_2 is career development, and X_3 is education. Furthermore, a is a constant number, b_1 - b_3 are regression coefficients, and e is the error term.

4. Results and discussion

4.1. Analysis of descriptive statistics

Descriptive statistics analysis is used to describe or depict collected data. This analysis shows the mean value, standard deviation, and maximum and minimum values of the data used in this study. In Table 1, it can be seen that work motivation has a mean value of 13.15 and a standard deviation value of 3.237, which indicates that the overall work motivation value is well distributed and the distribution is evenly distributed. The maximum and minimum values of the 58 respondents are 20 and 7. The career development variable has a mean value of 14.27 and a standard deviation value of 2.307, indicating that the overall work motivation value is well distributed and the distribution is evenly distributed. The maximum and minimum values of the 58 respondents were 20 and 9. The career development variable in the company has a mean value of 12.62 and a standard deviation value of 1.609, indicating that the overall work motivation value is

well distributed and the distribution is evenly distributed. The maximum and minimum values of 58 respondents are 16 and 10.

Table 1. Descriptive statistics for each variable

Variable	N	Minimum	Maximum	Mean	Median	Std. Deviation
Work Motivation	58	7	20	13.15	0.42516	3.237
Career Development	58	9	20	14.27	0.30303	2.307
Education	58	10	16	12.62	0.21134	1.609
Valid N (listwise)	58	10	23	17.13	0.41483	3.159

Source: Authors' data analysis

4.2. Determinant regression analysis results of employee performance

This study employs regression analysis to examine the relationship between the independent variables (work motivation, career development, and education) and the dependent variable (employee performance). The coefficients of each regression are tested through partial hypothesis testing, as shown in Table 2.

Table 2. Estimation results of determinants of employee performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	8.121	3.319		2.447	0.018
Motivasi Kerja (X_1)	0.752	0.161	0.760	4.666	0.000
Pengembangan Karir (X_2)	-0.012	0.214	-0.008	-0.055	0.956
Pendidikan (X_3)	-0.059	0.206	-0.030	-0.286	0.776

Note: Employee performance is the dependent variable

Source: Authors' data analysis

The results of the multiple linear regression test above, the following description is obtained:

$$Y = 8.121 + 0,752X_1 - 0,012X_2 - 0,059X_3 + e \quad (2)$$

This multiple linear regression equation can be interpreted as follows. The constant value is 8,121, which states that without the influence of career development and motivation, the value of employee performance is 8,121, which means that without the variables of work motivation, career development, and education, employee performance at the company will decrease. The work motivation variable has a regression coefficient of -0.752. If career development increases by 1%, then employee

performance at the company increases by 0.752, which positively influences employee performance. The career development variable has a regression coefficient of -0.012. If career development increases by 1%, then employee performance in the company increases by -0.012, positively influencing employee performance. The education variable has a regression coefficient of -0.059. If education increases by 1%, employee performance decreases by -0.059, negatively influencing employee performance.

5. Discussion

The results of hypothesis testing show that the significant test of motivation variables on employee performance obtained the result of $P\text{-value} = 0.000 (<0.05)$. From these results, it is obtained that work motivation has a significant effect on employee performance. Therefore, the higher an employee's motivation, the more it will improve his performance. On the other hand, if an employee's motivation is low, it will reduce his performance. The results of this study are supported by previous research conducted by Wahyudi (2021), which states that motivation has a significant effect on employee performance. This research finding is consistent with previous studies that have identified work motivation as a determining factor in employee performance (e.g., Martahadi & Anwar, 2013; Hasan et al., 2022).

The results of hypothesis testing show that the significance test of the career development variable on employee performance is negative with a $P\text{-value} = 0.002 (<0.05)$. From these results, it can be concluded that career development has a significant effect but has not been able to improve employee performance. Therefore, career development is needed in accordance with an employee's expertise so that employees can further improve their performance. Likewise, on the contrary, if an employee's career development is low, it will reduce his performance. The results of this study are supported by previous research conducted by Sari & Rahyuda (2022), which states that career development has a positive and significant effect on employee performance.

The hypothesis test results indicate that the significance test of the education variable on employee performance obtained a P value of 0.004 (<0.05). From these results, it can be concluded that career development significantly and negatively affects employee performance. Therefore, an employee's level of education does not determine their ability to improve their performance. The research findings are supported by previous studies conducted by Wirawan et al. (2019), which stated that education impacts employee performance.

Another factor that affects employee performance is career development opportunities. Career development is a process of self-improvement in achieving one's career goals

(Mangkunegara, 2012). Career development in companies is achieved through human resource management strategies that can enhance an individual's motivation and work enthusiasm. Training can assist employees in performing their work effectively. However, there are several issues with career development in companies, one of which is the lack of employee training. If a company does not provide training, it will be reflected in employees who cannot meet the expected work standards.

6. Conclusion

From the research findings, it can be concluded that work motivation significantly and positively affects employee performance. Additionally, career development has a significant and positive effect on employee performance. On the other hand, career development and education have a negative effect on employee performance. These findings indicate that work motivation is an important variable determining employee performance. The placement of employees should align with their educational background. Similarly, career development should align with their relevant work experience.

Conflict of interest

The authors declare no conflicts of interest related to this publication.

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