



Competence and Work Motivation on Employee Performance Mediated by Career Development

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Article Information

DOI: 10.9734/AJEBA/2024/v24i61343

Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/116171>

Original Research Article

Received: 22/02/2024

Accepted: 26/04/2024

Published: 30/04/2024

ABSTRACT

This research aims to determine the influence of competency and work motivation on the performance of Banyumas Industry and Trade Service Employees with Career Development as a mediating variable. This quantitative research uses a simple random sampling method with a population of Civil Servants, using data collection instruments and a questionnaire. The sample used was 131 employees. The analysis technique uses SEM with the Smart PLS Version 3.0 tool. The tests used are the outer model, inner model, and mediation and hypothesis tests. The research results show that competence, work motivation, and career development positively and significantly affect employee performance. Competence and work motivation have a positive and significant effect on career development. Career development mediates the influence of competency and work motivation on employee performance.

Keywords: Competence; work motivation; career development; employee performance.

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Asian J. Econ. Busin. Acc., vol. 24, no. 6, pp. 68-78, 2024

1. INTRODUCTION

In Indonesia, the commerce and industry sectors are extremely important. The industry and trade sector is part of the economic chain of a region that strongly influences the development and growth of the area, both internally and externally. Industry and trade are essential sectors and have great opportunities if developed appropriately. Indonesia has various types of industry and trade that can increase the value of the economy (Maros, 2013).

Based on data from the Banyumas Central Bureau of Statistics, Central Java Province, our export value was US\$688.45 million in November 2020 compared to October 2020, a decrease of 0.09%. Then, exports decreased by 0.60% compared to November 2019. Then, the Central Java trade balance in November 2020 experienced a deficit of US \$23.81 million [1].

The Industry and Trade Office of Banyumas Regency, also known as DINPERINDAG, is tasked with supporting the Regent in carrying out government duties related to trade and industry, including regional authority and assistance assignments [2].

According to Antara News, the Head of Banyumas Industry and Trade Office aims to achieve an export value of Rp2 trillion by 2023. The export value 2022 reached US\$78.87 million, which translates into Rp1.5 trillion, or an increase of 14.27% from 2021. Then, in 2020, it only touched a value of US\$48.33 million, an increase of 8.04% from 2019's US\$44.73 million (Sumarwoto, 2023).

Yolinza & Marlius, [3] Declared that performance is the work of a person who carries out his primary duties, obligations, and functions as an employee with quality and quantity work results by the responsibilities given to him. so that employees support the progress of achieving the agency's goals. Employee performance is influenced by several factors, including factors from themselves (internal) and factors from outside (external). Internal factors include knowledge, work discipline, skills, and job satisfaction [4]. Meanwhile, external factors include the leadership style used by superiors, employee relations with employees, and the work environment where employees work [5]. Meanwhile, competence affects employee performance in research [6].

Competence is the ability of a person to perform particular tasks using their knowledge, abilities, and work ethic in conjunction with a work ethic established by government agency requirements [7]. The term "competence" describes a person's observable personality traits that result in exceptional performance. A person's personality comprises a variety of information, abilities, qualities, motivations, and self-concept [8]. Research [9] States that competence positively and significantly affects employee performance. Another study [10] also said competence positively and substantially affects employee performance. It differs from the research [11], which says competence does not affect employee performance.

Work motivation is The next factor affecting employee performance [6]. Work motivation refers to the tendency or enthusiasm that arises from within the individual himself or from outside the individual himself, which affects the level of confidence of a person in carrying out tasks to achieve the targets or goals set by government agencies [5]. It is common to refer to the two primary motivational categories as intrinsic or extrinsic. Extrinsic motivation originates from outside the person and frequently entails receiving compensation, accolades, or social recognition. Intrinsic motivation is internal and arises from within the individual, such as doing a complicated crossword puzzle purely for the gratification of solving a problem [12]. Based on research by Darmadi et al., [13] Suggests that motivation has a significant effect, and research by Darmawan & Anggelina, [14] Suggests that motivation affects employee performance in a significantly positive way. Another case research [15,16] It says motivation does not affect employee performance.

In a government agency, to improve employee performance, apart from competence and motivation, other factors bridge this in research [17]. Performance is also influenced by career development. According to Seku & Andriyani, [18] Career development is a strategy government agencies use to support employees in increasing their productivity. Through career development, employees are encouraged to move to higher career levels. This can improve employees' sense of value and is expected to support them in contributing better. This agrees with previous research [3], which suggests that career development positively and significantly affects employee performance.

Based on this, there is a drive for career development as an increase in employee performance through the competence and motivation possessed by DINPERINDAG employees of Banyumas Regency. This research is a replication of research conducted by Aditya et al., [19] There are differences in the object of study. So, based on existing phenomena, research will be conducted on "The Effect of Competence and Work Motivation on Employee Performance Mediated by Career Development (Study on Employees of the Banyumas Industry and Trade Office)."

2. LITERATURE REVIEW

Social Exchange Theory (SET), or what can be referred to as social exchange theory, was introduced by Blau (1964). This theory focuses on a sense of responsibility between one party and another based on obligations that must be fulfilled in a relationship, and this theory also explains the attachment of interactions carried out by two parties by considering the existence of *feedback* based on trust building [20].

2.1 The Effect of Competency on Employee Performance

Competence toward employee performance plays a crucial role in achieving organizational success. Well-competent employees can increase productivity, innovation, and overall work quality. In this case, it supports the *Social Exchange Theory* or Social Exchange Theory proposed by (Blau 1964) in [20], that employees will give all their potential abilities to government agencies. This agrees with previous research conducted by Masrurroh & Fatimah, [10], Riski et al., [21], Setiastuti et al., [7], Yunianingsih, [22] This suggests that competence affects employee performance in a significant positive way.

H1: Competence has a significant positive effect on employee performance

2.2 Effect of Work Motivation on Employee Performance

Work motivation is valuable in improving employee performance in the work environment. Motivated employees tend to show high dedication and commitment to their work. In this case, following the social exchange theory highlights the sense of responsibility and

motivation provided by employees and government agencies to fulfill rights and obligations. This supports research [5,13,3] that stated that work motivation affects employee performance in a significant positive way.

H2: Work motivation has a significant positive effect on employee performance

2.3 Effect of Competence on Career Development

Competence plays a crucial role in employee career development. Competent employees will be better equipped to take on emerging career opportunities and face challenges in the work environment because career development allows employees to continue to hone and improve their competencies. This supports research [23,24,25], which suggests that competence significantly affects career development, which indicates that competence significantly affects career development.

H3: Competence has a significant positive effect on career development

2.4 Effect of Work Motivation on Career Development

High motivation can drive employees to continue improving their skills and achieving their career goals. Therefore, it motivates employees to develop plans for the expected career path. This is in line with the research [26,27], which stated that work motivation positively affects career development.

H4: Work motivation has a significant positive effect on career development

2.5 Effect of Career Development on Employee Performance

Career development positively impacts employee performance in the work environment by motivating employees to grow and form a competent and competitive workforce. This aligns with research [28,18,3], which suggests that career development significantly affects employee performance.

H5: Career development has a significant positive effect on employee performance.

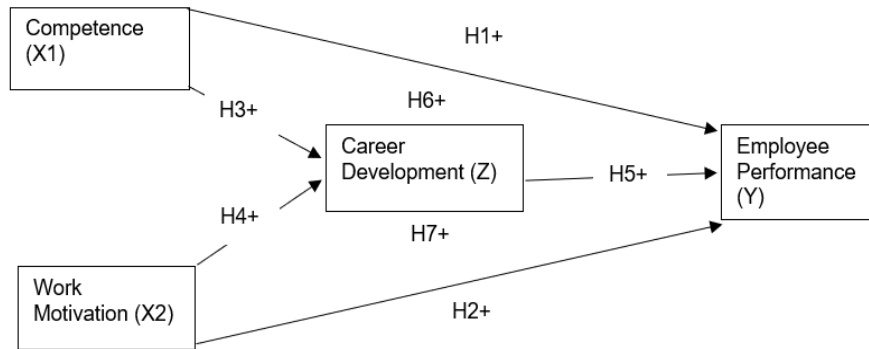


Fig. 1. Research framework

2.6 Career Development Mediates the Relationship between Competence and Employee Performance

Career development acts as an essential intermediary in linking competencies with employee performance. Employees who are competent in the job's demands will quickly carry out their duties, with career development helping employees improve their competencies by the career path to provide superior performance. This supports the opinion [19,29], who argue that career development can mediate.

H6: Career development can mediate the relationship between competence and employee performance

2.7 Career Development Mediates the Relationship between Work Motivation and Employee Performance

High work motivation is often the main driver for employees to achieve goals and success at work. With career development, employees can plan and pursue their career goals more clearly and enthusiastically. Career development helps employees to be more motivated in their career goals, and it will significantly affect their resulting performance. This finding aligns with research [30], which argues that career development can be a good mediator.

H7: Career Development can mediate the relationship between work motivation and employee performance

3. RESEARCH METHODS

This type of research is quantitative research, which aims to test the hypothesis set. This study

uses primary data sources with data collection instruments using questionnaires. The research was conducted at the Banyumas Regency Industry and Trade Office, with 188 Civil Servants population. A simple random sampling was used in this study, and a sample of 131 respondents was found. This study used the SEM or Structural Equation Modeling analysis utilizing Smart PLS software version 3.0. The tests used are the Outer model, the Inner model, mediation, and hypothesis tests. An indicator is declared valid if the loading factor is above 0.7 and the AVE is above 0.5 [31]. In the reliability test, the composite reliability and Cronbach'Alpha values must be equal to or above 0.7 to be declared reliable.

4. RESULTS AND DISCUSSION

4.1 Reliability Test

The reliability test is determined using the composite reliability and Cronbach's alpha numbers with numbers equal to or greater than 0.6 [31].

Based on Table 1, Cronbach's alpha and composite reliability numbers for all variables exceed 0.6. The employee performance variable has a Cronbach alpha value of 0.953 and a reliability of 0.958, the Competency variable has a Cronbach's alpha value of 0.896 and a reliability value of 0.917, the Work Motivation variable has a Cronbach's alpha value of 0.935 and a reliability value of 0.947, and the Career development variable has a Cronbach's alpha value of 0.899 and a reliability value of 0.923. Therefore, all variables used in this research model meet the reliability requirements so that they can be declared reliable.

Table 1. Reliability test (Cronbach's alpha)

Variable	Cronbach's alpha	Composite reliability
Employee Performance (Y)	0,953	0,958
Competence (X1)	0,896	0,917
Work Motivation (X2)	0,935	0,947
Career Development (Z)	0,899	0,923

Source: Processed by researchers 2024

Table 2. Average variance extracted

Variable	Average variance extracted (AVE)
Employee Performance (Y)	0,658
Competence (X1)	0,579
Work Motivation (X2)	0,717
Career Development (Z)	0,666

Source: Processed by researchers 2024

Table 3. Heterotrait-monotrait ratio of correlations (HTMT)

	Employee Performance (Y)	Competence (X1)	Work Motivation (X2)	Career Development (Z)
Employee Performance (Y)				
Competence (X1)	0.820			
Work motivation (X2)	0.521	0.466		
Career development (Z)	0.795	0.831	0.515	

Source: Processed by researchers 2024

4.2 Validity Test

4.2.1. Convergent validity

This validity test can be measured using the Loading Factor number on SmartPLS 3.0. Indicators can be declared valid if the loading factor is above 0.7 [31]. Based on the results that researchers have processed, the loading factors of competence, work motivation, career development, and employee performance are worth more than 0.7. This can explain why the indicators used to measure constructs can be declared valid and have met the convergent validity test. Therefore, all indicators used to assess competency variables, work motivation, career development, and employee performance can be considered valid.

Then, the evaluation of convergent validity can be assessed based on the following Average Variance Extracted (AVE) table.

Table 2 illustrates that the AVE value of each variable met the Convergent Validity

criteria because it exceeded 0.5, so it can be concluded that all variables in the study were valid.

4.2.2 Discriminant validity

Test Discriminant Validity is determined by observing the cross-loading value, which must exceed 0.7 [19]. The processed data shows that the cross-loading of all variables exceeds 0.7, which means that the data is valid.

Furthermore, based on Table 3, the discriminant validity test can be seen through the calculation results of the Heterotrait-Monotrait Ratio of Correlations (HTMT). If the HTMT value is less than 1, the variable meets the discriminant validity test criteria.

4.3 Testing the Measurement Model (Outer Model)

This analysis uses the software Smart-PLS version 3.0 program analysis.

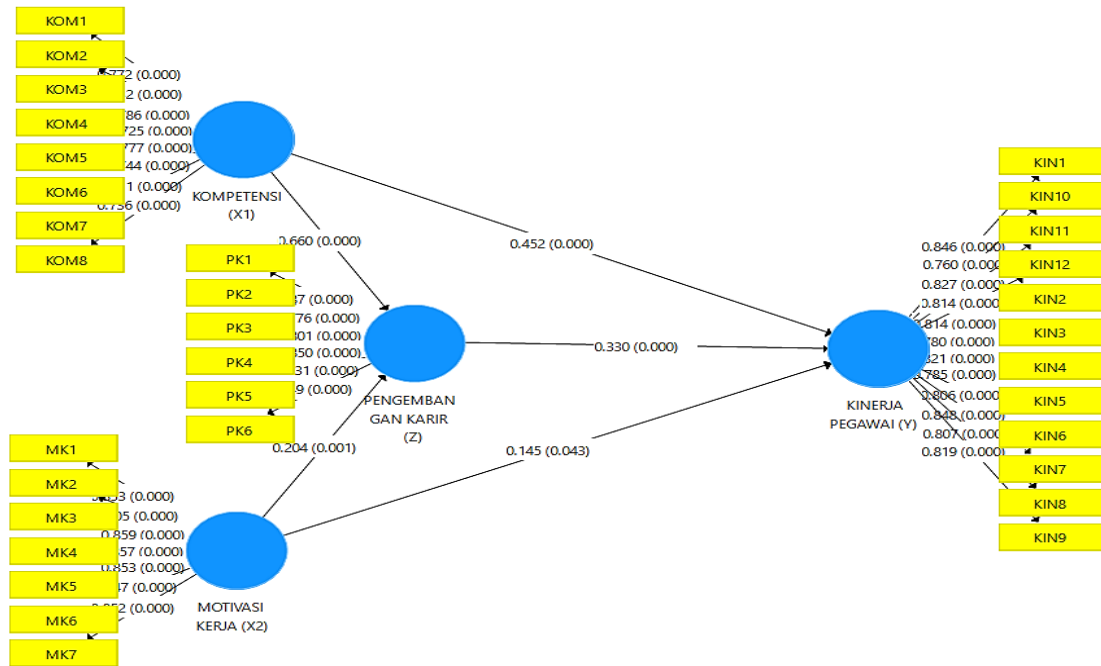


Fig. 2. Structural model
 Source: Processed by researchers 2024

Table 4. Value of the coefficient of determination (R-square)

	R Squaree	R Square Adjusted
Employee Performance (Y)	0.661	0.653
Career Development (Z)	0.595	0.588

Source: Processed by researchers 2024

Fig. 2 illustrates that eight items measure competence, and all of these items are said to be valid because Outer loading is above 0.7. Seven questions measure work motivation, and all of these items are declared valid because Outer Loading is above 0.7. Career development was measured with six questions, and all statements were declared valid. Twelve questions measure employee performance, and all of these questions are valid.

4.4 Measurement Model Testing (Inner Model)

The Coefficient of Determination (R-Square) test calculates the variation in changes from construct X, which is exogenous, to construct Y, which is endogenous; the more significant the R-Square value, the greater the effect.

Table 4. The value of the Coefficient of Determination Can be seen in Table 4, and the

Employee Performance variable has an R-squared of 0.661. This value shows the influence of Competence, Work Motivation, and Career Development on Employee Performance. Employee Performance is worth 0.661 or 66.1%. Meanwhile, the effect of Competence and Motivation on Career Development has an R-Square of 0.595. This can be interpreted as the variability that describes Career Development by competence and motivation, with a value of 0.595 or 59.5%.

4.5 Hypothesis Testing

Standard deviation is expected to tell information about the relationship between research variables. In PLS, the bootstrapping method is applied to the sample to reduce the non-normality of the data in this study. The path coefficient output is the key to modifying the hypothesis in SmartPLS version 3.0.

Table 5. Path coefficient (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hipotesis
C (X1) -> EP (Y)	0.452	0.455	0.083	5.418	0.000	Accepted
C (X1) -> CD (Z)	0.660	0.656	0.081	8.179	0.000	Accepted
WM (X2) -> EP (Y)	0.145	0.155	0.084	1.726	0.043	Accepted
WM (X2) -> CD (Z)	0.204	0.208	0.062	3.268	0.001	Accepted
CD (Z) -> EP (Y)	0.330	0.318	0.085	3.870	0.000	Accepted

Source: Processed by researchers 2024

Table 6. Specific indirect effect

	Original Sample (O)	P Values	Hipotesis
Competence (X1) -> Career Development (Z) -> Employee Performance (Y)	0.217	0.000	Accepted
Work Motivation (X2) -> Career Development (Z) -> Employee Performance (Y)	0.067	0.004	Accepted

Source: Processed by researchers 2024

4.5.1 The effect of competence on employee performance

The results of this study indicate that the competency variable has a positive and significant effect on the employee performance variable, which means that every employee with high competence can increase productivity, innovation, and overall work quality so that employee performance can be maximally improved. This opinion is in line with research [9,10,22], which states that competence significantly positively affects employee performance. These results prove that the hypothesis is accepted.

4.5.2 The effect of work motivation on employee performance

The results of this study indicate that the motivation variable has a positive and significant effect on the employee performance variable, according to the social exchange theory, which means that employees who feel motivated tend to show high dedication and commitment to their work. Good internal and external factors are the main drivers of motivation, so they can positively impact employee performance. The results of this finding support [5,14,3], who argue that work motivation affects employee performance in a

significantly positive way, so it can be stated that the hypothesis is accepted.

4.5.3 The effect of competence on career development

The results of this study indicate that the career development variable has a positive and significant effect on the employee performance variable, which means that competent employees will be better prepared to face new challenges and opportunities in the career path they will pursue. Competencies such as analysis and strategic thinking in completing work improve performance and open doors for future career advancement. This finding is supported by Wardhani & Wijaya, [23], Wasono, [24] Wulan & Wulansari, [25] who stated that competence significantly affects career development. Therefore, it can be concluded that the hypothesis is accepted.

4.5.4 The Effect of Work Motivation on Career Development

The results of this study indicate that the work motivation variable has a positive and significant effect on the career development variable, which means that when employees feel motivated in their work, they will more actively seek

opportunities to learn and develop professionally to achieve the desired career path, increasing employee performance quality. This finding agrees with previous research conducted by Permata & Arfani, [26], Silalahi, [27], who said that work motivation significantly positively affects career development. Thus, the hypothesis is declared acceptable.

4.5.5 The effect of career development on employee performance

The results of this study indicate that the Career Development variable has a positive and significant effect on employee performance variables, which means that effective career development not only helps employees hone their skills and job knowledge but employees will be better prepared to face new challenges that will improve employee quality and performance. This finding agrees with previous researchers [32,18,3], who said that career development significantly positively affects employee performance. Thus, the hypothesis can be accepted.

4.6 Testing the Role of Mediation

4.6.1 The effect of competence on employee performance through career development

The results indicate that the career development variable "plays a role" in mediating the effect of competence on employee performance. This follows the Social Exchange Theory, namely that if employee competencies are high, such as technical skills and job knowledge, they are expected to complete their work effectively, and career development will encourage employees to continue to develop their competencies to improve employee performance [19,29]. This states that career development can be a mediating variable, which means that the hypothesis can be accepted.

4.6.2 The effect of work motivation on employee performance through career development

The results indicate that the career development variable "plays a role" in mediating the effect of work motivation on employee performance. This follows the social exchange theory, namely, when employees are motivated to achieve career

goals, they will be more dedicated and enthusiastic in carrying out their duties. The existence of an effective career development program can increase employee motivation for high performance. This agrees with research conducted by Jaya et al., [30]. Career development can become a mediating variable, which means that the hypothesis can be accepted.

5. CONCLUSION

Based on the research that has been carried out, the results suggest that Competence has a significant positive effect on the Performance of Employees of the Banyumas Industry and Trade Office, Work Motivation has a considerable positive impact on the Performance of Employees of the Banyumas Industry and Trade Office, Career Development has a significant positive effect on the Performance of Employees of the Banyumas Industry and Trade Office, Competence has a significant positive impact on the Performance of Employees of the Banyumas Industry and Trade Office when mediated by Career Development and Work Motivation has a significant positive effect on the Performance of Employees of the Banyumas Industry and Trade Office when mediated by Career Development. This research can provide input and consideration for the Banyumas Industry and Trade Office when making decisions related to Competence, Work Motivation, Career Development, and Employee Performance. In this study, the object of research only involved the Banyumas Industry and Trade Office. Researchers also only use one theory, namely Social Exchange Theory. The variables studied were limited to Competence, Work Motivation, Career Development, and Employee Performance. For future research, it is recommended that future researchers use other variables that are expected to increase the R-squared value because other variables still affect employee performance.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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- Central Java imports reached US\$ 1,414.29 million and Central Java's Trade Balance deficit of US\$ 627.26 million. Central Java BPS; 2023. Available:<https://jateng.bps.go.id/pressrelease/2023/11/01/1433/pada-september-2023-ekspor-jawa-tengah-mencapai-us--787-03-juta--sedangkan-impor-jawa-tengah-mencapai-us--1-414-29-juta-dan-neraca-perdagangan-jawa-tengah-defisit-us--627-26-juta-.html>
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Peer-review history:
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