



**THE INFLUENCE OF WORK MOTIVATION AND CAREER DEVELOPMENT
ON EMPLOYEE PERFORMANCE AT PT BANK DKI SYARIAH KCP
CENGKARENG WEST JAKARTA**

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ayulestari052000@gmail.com, dosen02216@unpam.ac.id**ABSTRACT**

This study aims to analyze the influence of Work Motivation and Career Development on employee performance at PT Bank DKI Syariah Cengkareng, West Jakarta. This study uses a Quantitative method with an Associative approach. Data were collected from 42 Respondents through a Questionnaire on Work Motivation (X1), Career Development (X2), and Employee Performance (Y). Data analysis includes Validity Test, Reliability, Classical Assumptions, Regression, Correlation Coefficient, Determination Coefficient, and Hypothesis. The results of the study show that Work Motivation has a significant influence on employee performance, with a determination coefficient value of 14.4% and a hypothesis test obtained $t_{count} > t_{table}$ ($2.594 > 2.023$). Career Development has a significant effect on employee performance, with a determination value of 63.2% and a hypothesis test $t_{count} > t_{table}$ ($8.296 > 2.023$). Simultaneously, Work Motivation and Career Development have a significant effect on employee performance with regression $Y = 8.648 + 0.150X_1 + 0.784X_2$ and a coefficient of determination of 65.2% while the remaining 34.8% is caused by other factors not examined by the author, meaning that if there is an increase in the variables of Work Motivation and Career Development, employee performance will also increase. Hypothesis testing obtained the value of $F_{count} > F_{table}$ ($36.599 > 3.24$). It can be concluded that Work Motivation (X1) and Career Development (X2) simultaneously have a positive and significant effect on employee performance (Y).

Keywords: Work Motivation, Career Development, Employee Performance**INTRODUCTION**

Technological developments and digitalization processes in the modern era have had a significant impact on the workplace, particularly in terms of human resource management, which has become a key element in companies. This makes HR a crucial role in determining business development and a strategic asset that directly contributes to company performance. Therefore, every company needs high-quality human resources who are able to adapt to changing operational standards that change over time. A company's ability to optimally utilize human resource potential is key to competing in an increasingly competitive global era. Human resources face a variety of increasingly diverse challenges. This challenge requires human resources to adapt quickly to remain relevant.

A company's success is determined by the capabilities and the extent to which its human resources possess the quality and expertise they need. Consequently, companies must be able to develop plans that foster human resource development

and productivity in facing the myriad challenges that determine its success. HR management challenges continue to evolve along with technological advancements and increasing market demands. This requires companies to manage their human resources to ensure they can best contribute to company performance.

PT Bank DKI Syariah as one of the banking institutions of the DKI Jakarta Provincial Government, has a crucial role in supporting economic progress and sharia financial services to the community. To face competition in the banking sector, the Company needs to ensure that all employees, especially those in the sub-branch office units (KCP) have optimal performance. Where it is based on work motivation and the existence of development that can encourage employee performance to increase. Seeing how important work motivation and career development are in improving the Company's performance, in this case PT Bank DKI KCP Syariah Cengkareng also needs to pay attention to this in improving employee performance.

There was a significant decline in performance, which was suspected to be influenced by various external and internal factors such as market conditions and operational challenges. However, there was a significant increase. Ultimately, this increase indicates improvements in employee performance, likely influenced by internal factors such as increased work motivation and more optimal career development.

Low work motivation has the potential to dampen employee enthusiasm for meeting company targets. Optimal results will be achieved when supported by a conducive environment. A favorable or adequate environment is a conducive environment. Furthermore, factors that support individual performance achievement also require individual development to reach higher levels, resulting in improved performance and increased motivation to carry out tasks.

Career development that is structured and considers individual potential and needs can contribute to improved employee performance. However, some employees still feel they haven't received adequate attention regarding their career path. This phenomenon can lead to some employees feeling disappointed and lacking enthusiasm in carrying out their work responsibilities, which can lead to a decline in employee performance. Employees also feel more likely to stay in the workplace if the career development process is guaranteed and provides evidence of an adequate career path.

METHOD

This type of research is quantitative. It utilizes field research, where the primary data source is obtained from the field. Data collection utilizes research instruments, and data analysis is quantitative or statistical, with the aim of generating hypotheses. Quantitative research involves a lot of numbers, from collection and processing to results, which are dominated by numbers.

The operationalization of research variables explains the types of variables and descriptions of the variables studied in the form of variable names, sub-variables, variable indicators, variable sizes and measurement scales used by researchers. In this study, 3 (three) variables were used, consisting of 2 (two) independent variables and 1 (one) dependent variable. The independent variables consist of the Work Motivation variable (X1) Career Development (X2), while the dependent variable is

the Employee Performance variable (Y). And respondents' responses to the questionnaire statements used a Likert scale.

The population in this study included all 42 employees of PT Bank DKI Syariah KCP Cengkareng, West Jakarta. The sample was 42 respondents using the total sampling method, namely all members of the population were sampled.

Data collection utilized several techniques, including observation, questionnaires, and literature review. Data were analyzed by grouping, tabulating, and presenting data based on variables, as well as performing calculations to answer the research questions and test hypotheses. A Likert scale was also used to measure respondents' responses.

RESEARCH RESULT

A multicollinearity test is used to determine whether there is a strong relationship (high correlation) between the independent variables (x1 and x2). High multicollinearity can lead to inaccurate regression results because it is difficult to separate the relationship between each independent variable and the dependent variable (Y). The following are the prerequisites, as shown below:

Table
Multicollinearity Test Results

Model			Standardi zed Coefficien ts	t	Collineari ty Statistics		
	B	Std. Error	Beta		Sig	Tolerance	VIF
(Constant)	8,648	3,651		2,369	.002	.	
Work motivation	.150	.100	.148	1,496	.143	.905	1.105
Career Development	.784	.104	.750	7,553	.000	.905	1.105

a. Dependent Variable: Work Productivity

Source: Data processed by SPSS version 30, 2025

According to the table above bBased on the multicollinearity test, the tolerance value for the work motivation and career development variables is 0.905, where the value is <1, and the Variance Inflation Factor (VIF) value for the work motivation and career development variables is 1.105, where the value is <10. Therefore, there is no multicollinearity.

A. Heteroscedasticity Test

The heteroscedasticity test is a test in linear regression used to determine whether the error variance in a regression model is constant or not. If the variance is not constant, there is a heteroscedasticity problem, which can invalidate the regression results.

The results of the heteroscedasticity test can be seen in the scatterplot image below:

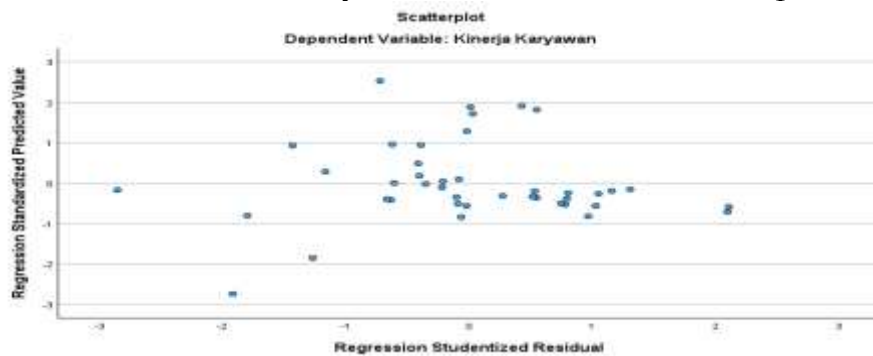


Figure 1 Scatterplot Graph

Source: Data processed by SPSS Version 30, 2025

It can be seen from the results of the image above that there is no heteroscedasticity in the image because the points are spread randomly and no clear pattern is formed.

B. Multiple Linear Regression Test

This test is used to determine the extent to which variables X1 (Work Motivation) and X2 (Career Development) influence variable Y (Employee Performance). This regression analysis was conducted using SPSS Version 30 software, and the results can be seen in the following table:

Table 2
Multiple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.648	3.651		2.369	.023
	Motivasi Kerja	.150	.100	.148	1.496	.143
	Pengembangan Karir	.784	.104	.750	7.553	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Data processed by SPSS Version 30, 2025

In the table above bBased on the calculation results, the following multiple linear regression equation was obtained:

$$Y = 8.648 + 0.150 X1 + 0.784X2$$

So it can be explained as follows:

1. The constant value of 8.648 indicates that there is no change in the work motivation or career development variables (X1 and X2 are considered to have a value of zero), so the employee performance value is estimated at 8.648.
2. The Work Motivation Value (X1) of 0.150 indicates that there is a positive influence of work motivation on improving employee performance, assuming that other variables remain unexamined, then every increase in employee performance is 0.150.
3. Career Development Value (X2) shows that the career development variable of 0.784 has a positive effect on employee performance, assuming that other variables

do not change, then an increase in the career development variable will affect employee performance by 0.784.

E. Correlation Coefficient

Coefficient Correlation is a measure of the level of relationship between two variables used to identify the extent of the strength of the relationship between the two.

Table 3
Results of Partial Correlation Testing of Work Motivation (X1) on Employee Performance (Y)

		Motivasi Kerja	Kinerja Karyawan
Motivasi Kerja	Pearson Correlation	1	.379*
	Sig. (2-tailed)		.013
	N	42	42
Kinerja Karyawan	Pearson Correlation	.379*	1
	Sig. (2-tailed)	.013	
	N	42	42

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processed by SPSS Version 30, 2025

The test results for the table above yield a correlation coefficient of 0.379. With a value of $0.013 < 0.05$, it is significant. This result categorizes the relationship between Work Motivation and Employee Performance as low. It could be said that higher work motivation tends to improve employee performance, even though the relationship is still relatively low.

Table 4
Test of the Correlation Coefficient of Career Development (X2) on Employee Performance (y)

		Pengembangan Karir	Kinerja Karyawan
Pengembangan Karir	Pearson Correlation	1	.795**
	Sig. (2-tailed)		<.001
	N	42	42
Kinerja Karyawan	Pearson Correlation	.795**	1
	Sig. (2-tailed)	<.001	
	N	42	42

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS Version 30, 2025

Based on the results, the R value (Correlation Coefficient) was obtained at 0.795 with a significant value of $0.001 < 0.05$. Therefore, these results fall into the category of a strong relationship between Career Development and Employee Performance. This means that the more the career development program runs, the more employee performance will increase.

Table 5
Results of simultaneous correlation coefficient test

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.808 ^a	.652	.635	4.850	.652	36.599	2	39	<.001

a. Predictors: (Constant), Pengembangan Karir, Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

Source: Data processed by SPSS Version 30, 2025

In the table above bBased on the test results, a correlation coefficient of 0.808 was obtained, indicating a very strong correlation. This finding suggests that work motivation and career development have a very strong relationship with employee performance.

F. Coefficient of Determination

The coefficient of determination analysis is used to determine the extent of influence between independent variables on dependent variables, both partially and simultaneously. The results of the coefficient of determination test are as follows:

Table 6
Results of simultaneous determination coefficient testing

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.808a	.652	.635	4,850

a. Predictors: (Constant), Career Development, Work Motivation

Source: Data processed by SPSS Version 30, 2025

In the table above, it can be seen that based on the results of the determination coefficient test above, it can be obtained in the table above, namely the determination coefficient value of 0.635 which indicates that Work Motivation and Career Development together (simultaneously) are able to explain that 63.5% have an influence on Employee Performance, while the remaining 36.5% is influenced by other variables which are outside the scope of this study.

G. Hypothesis Testing

t-test (Partial Test)

1. The t-test is a hypothesis test used to test whether the independent variable really has an influence on the dependent variable.

The following are the results of data processing with SPSS Version 30, 2025 as follows:

Table 7
Results of Partial Hypothesis Testing of Work Motivation Variable (X1) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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	B	Std. Error	Beta		
1 (Constant)	23,923	4,710		5,080	<,001
Work motivation	.383	.148	.379	2,594	.013

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS Version 30, 2025

According to the table above bBased on the results, the calculated t value is obtained $> t$ table or $2.594 > 2.023$ and the significant value ρ Value $< \text{Sig } 0.013 < 0.05$, so it is proven to have a significant effect on Employee Performance. This means that H_0 is rejected and H_1 is accepted.

Table 8
Results of Hypothesis Testing of Career Development Variable (X2) on Employee Performance (Y)
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,908	2,974		4,004	<,001
Career Development	.831	.100	.795	8,296	<,001

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS Version 30, 2025

It can be seen from the table above that the calculated t value is $> t$ table or $8.296 > 2.023$ and the ρ value $\text{Sig} < 0.00 < 0.05$, so H_0 is rejected and H_2 is accepted, meaning that career development has a significant influence on employee performance.

2. Simultaneous Hypothesis Test (F Test)

This test was conducted to determine whether there is a significant simultaneous influence between work motivation (X_1) and career development (X_2) on employee performance (Y).

Table 9
Results of Simultaneous Hypothesis Testing of Work Motivation (X1) and Career Development (X2) on Employee Performance (Y)
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1722,080	2	861,040	36,599	<,001b
Residual	917,539	39	23,527		
Total	2639.619	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Work Motivation

Source: Data Processed by SPSS Version 30, 2025

It can be seen in the table above that the calculated F value $> F$ table or $36,599 > 3.24$ and a significant value of p Value $< \text{Sig } 0.05$ or $0.00 < 0.05$. So H_0 is rejected and H_3 is accepted. This shows that there is a significant influence simultaneously between work motivation (X_1) and Career Development (X_2) on Employee Performance (Y) at PT Bank DKI Syariah KCP Cengkareng West Jakarta.

DISCUSSION

a. The Influence of Work Motivation (X_1) on Employee Performance (Y)

Based on the results of the research data analysis conducted by the researcher, the Hypothesis test obtained a Tcount value for the work motivation variable (X_1) of 2.594 with a Ttable value of 2.023. Because the tcount value $> t$ table ($2.594 > 2.023$) and significant at the 5% level, it can be concluded that Work Motivation (X_1) has an influence on Employee Performance. Thus, H_0 is rejected while H_1 is accepted.

b. The Influence of Career Development (X_2) on Employee Performance (Y)

In the analysis of the research data conducted by the researcher, it can be seen that the Hypothesis test obtained a t-count value $> t$ -table or $8.296 > 2.023$, and significant at the 5% level, so it can be concluded that Career Development (X_2) has a significant influence on Employee Performance. Thus, H_0 is rejected while H_1 is accepted. This is also supported by the correlation coefficient of 0.795, meaning that this shows that the variable has a strong relationship category level.

c. The Influence of Work Motivation (X_1) and Career Development (X_2) on Employee Performance (Y)

Based on the analysis of research data conducted by the researcher, the regression equation value $Y = 8.648 + 0.150X_1 + 0.784X_2$ can be produced. The correlation coefficient of X_1 is 0.379 and the correlation coefficient is 0.808. The determination value or contribution of its influence is 0.635 or 63.5%, the remaining 36.5% is influenced by other factors. The hypothesis test produces a calculated F value greater than Ftable, which is $36.599 > 3.24$, then it is concluded that H_0 is rejected while the H_3 hypothesis is accepted. This shows that there is a significant simultaneous influence between Work Motivation (X_1) and Career Development (X_2) on Employee Performance at PT Bank DKI Syariah KCP Cengkareng West Jakarta.

CONCLUSION

Based on the results of the research conducted, it can be concluded that there is a positive and significant influence between work motivation and career development on employee performance at PT Bank DKI Syariah KCP Cengkareng West Jakarta. The results of the study show that Work Motivation (X_1) has a positive effect with a calculated t value of 2.594 which is greater than the t table of 2.023, and a significant value of $0.013 < 0.05$. This means that increasing the unit of the work motivation variable (X_1), assuming the career development variable (X_2) remains constant, will significantly improve employee performance (Y). In addition, career development (X_2) also has a positive influence with a calculated t value of 8.296 which is greater than the t table of 2.023, and a significant value of $0.000 < 0.05$. This indicates that increasing the unit of the career development variable (X_2) with the assumption that the Work Motivation variable (X_1) remains constant will contribute significantly to improving employee performance (Y).

Simultaneously, Work Motivation (X1) and Career Development (X2) also have a positive and significant effect on employee performance (Y), with a calculated F value of 36.599 which is greater than the F table of 3.24, and a significant value of $0.000 < 0.05$. This means that both work motivation and career development together provide a significant contribution to employee performance. The R Square value obtained shows the magnitude of the contribution of variables X1 and X2 to Y, while the rest is influenced by other variables not examined in this study.

In this context, it's crucial for companies to maintain and enhance employee motivation, for example by providing rewards or incentives and ensuring a clear and fair career development path. These steps will help boost employee morale, loyalty, and performance, thereby optimally achieving company goals.

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