



The Effect of Career Adaptability and Work Motivation on Employee Performance

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Abstract. In an organization, human resources have a vital role where human resources are data seekers, data sources, and implementers of data processing results. For this reason, organizations need the role of qualified employees as planners, thinkers, and controllers of existing activities. However, sometimes, employees find it challenging to improve their performance due to the ability to adapt to their careers and their weak work motivation to explore existing capabilities. This study aims to determine the effect of career adaptability and work motivation on employee performance, using all employees at the Education and Training Personnel Board of Sleman Regency, Daerah Istimewa Yogyakarta, as respondents. The number of employees used as the research sample is 60 people, and the research uses saturated sampling. Multiple regression analysis and the t and F tests were used to test the hypothesis. The instrument was tested first to ensure that the questionnaire items were valid and reliable. Then, instrument testing is done through validity and reliability tests. The results showed that adapting career and work motivation affects employee performance either partially or simultaneously. Research findings indicate that organizational leaders need to socialize about the possibility of employee career development and contribute to employee career advancement. In addition, it provides a stimulus and works motivation to improve employee performance.

Keywords: Career adaptability · Work motivation · Employee performance

1 Introduction

Human resources have a critical role in an organization, where human resources are data seekers, data sources, and implementers of data processing results. Data has an essential contribution to the organization's existence, which will be input for employees in achieving their performance [1]. Employee performance is the main foundation for the organization's overall performance and is vital for companies, significantly increasing market competitiveness [2]. According to [3], employee performance is closely related to the work done by someone in an organization, where these results can involve quality, quantity, and timeliness. Performance evaluation in an organization is a critical factor for employee development.

Many things can be the carrying capacity for improving employee performance in a company, one of which is the adaptability of employees. "With the rapid development

of society and technology, personal adaptability is becoming increasingly important, so learning how to adapt to a changing world is one of the necessary conditions for success” [4]. Humans must adapt to survive and thrive in all domains of life, which, if related to work, necessitates career adaptability, or the unique ability to hone and apply the psychosocial resources required to make adjustments in themselves and situations for career success and satisfaction. [5]. Career adaptation will be able to help an individual to adjust smoothly to changes. This is especially true when it comes to trying to deal with their career paths and maintaining their capability to manage their roles, which will impact their required psychological resources for career advancement and achieving more meaningful life. Therefore, to understand an employee’s performance, an understanding of career adaptability is needed [6]. According to previous researchers, career adaptability theory is a meta-theory about how people use various resources to achieve personally desired objectives. As a result, career adaptability resources and other (career) resources can be viewed as factors that assist individuals in achieving individual and goal career success [7].

In addition to the ability to adapt to careers, work motivation is also often debated to improve employee performance. *Work motivation* is a topic that is critical to organizational success and society and individual well-being [8]. It has the potential to influence the skills developed, the jobs and careers pursued, and how individual people manage their resources (e.g., recognition to, effort, time, and human and social capital) in order to influence direction, intensity, and persistence. of workplace activities. The transition period from the Industrial Revolution 3.0 to 4.0 brings a psychological evolution for workers, with increasingly diverse and different demands for skills and knowledge. Industry 4.0 requires employees with higher levels of creativity, reasoning, problem-solving, and thinking skills, plus emotional attachment to work, such as passion, courage, innovation, and involvement [9]. Related to work motivation, an employee will have an inherent desire to encourage someone to achieve their own goals and organizational goals [10]. In addition, an employee can have motivational factors that affect him at work, namely orders from superiors and self-awareness or initiative [11]. Therefore, given the constant changes, and challenging problems in today’s work environment, motivation can be a tool for managers to facilitate employee performance [12]. On the other hand, work motivation is an essential topic for public policymakers and organizations concerned with the development of the work environment, human resource policies, and management practices that promote the adjustment of skills and individual well-being for organizational success.

This study investigates the relationship between career adaptability and work motivation on employee performance. Previous research exists, but employees who work in the corporate sector and government-owned companies have not been widely carried out. Therefore, this study uses employees who work in government-owned services as research subjects which is the novelty of this study.

2 Literature Review

2.1 Employee Performance

Assessment of employee performance in an organization is critical for developing effective human resource management and assessing staff who can help develop individuals and improve organizational performance. The results are included in business planning [13]. However, employee performance itself is a theory, which focuses on industrial/organizational psychology, but is difficult to define or measure due to various aspects of job role behavior assessment [14].

[15], said that if performance is “in the form of task performance, it will consist of explicit job behaviors, including primary job responsibilities defined as part of the job description”. This performance necessitates greater cognitive abilities from the employee and is aided by task knowledge (knowledge or technical principles required to ensure job performance and have the ability to multitask). In addition to this, it also requires task skills (application of technical knowledge to successfully complete a task without much supervision) as well as task habits (innate ability to react to designated work in a way that either helps or hinders performance).

2.2 Career Adaptability and Employee Performance

[16], defines “*career adaptability* as a set of competencies, behaviors, and attitudes that individuals use to adapt to jobs that suit them and has four dimensions: curiosity, control, concern, and confidence”. Curiosity is related to how individuals can prepare themselves to work on tasks and anticipate career changes. Control refers to the individual’s responsibility to engage in career development and to influence the work environment through self-discipline, effort, and persistence. The concern is how an individual explores himself regarding his work role and work environment in the future. Individuals’ beliefs about their ability to get things done and overcome challenges are referred to as their confidence [17, 18]. Someone who can adapt to something needed for career achievement will be able to direct his behavior to meet the job demands.

Regarding an employee’s performance, a relationship between career adaptability and performance was found [19, 20]. Meanwhile [21] use service performance as a consequence of career adaptability and also proven to have a positive relationship.

The argument that we propose is that through the career adaptability of an employee, the employee will be able to improve performance. Companies will be able to provide employees with the skills needed to adapt to changing career needs and accelerate the likelihood of career success by increasing the match between the people needed and the organization’s needs. Career adaptability will help employees overcome obstacles that hinder their careers so that employees will move towards improving performance. The hypothesis of this research is proposed:

H1: Career adaptability has a positive relationship with employee performance.



Fig. 1. Research Model

2.3 Work Motivation and Employee Performance

Motivation is academically described [22] “as a series of modifying and directing human behavior into desired work patterns, which either activate a person’s behavior, maintain the behavior over time, raise the standard of performance on certain tasks, or all.”

[11, 23], in their study found that there is a relationship between motivation and performance. [24], using work motivation as a mediator of self-efficacy and work performance, and in their study, there is a relationship. Meanwhile [25], in their study, found that motivation positively impacts staff performance in the organization and helps minimize inefficiency.

Therefore, the management of an organization needs to take adequate steps to increase work motivation. It is expected to help encourage employees to improve their performance, which will impact organizational productivity. Employee motivation and performance improvement can be likened to two sides. The hypothesis of this research is proposed (Fig. 1).

H2: Work Motivation has a positive relationship with employee performance.

3 Method

3.1 Data Collection and Measurement

The study was conducted using saturated sampling, a sampling technique where the entire population was used as the research sample [26]. Respondents in this study were all employees of the Education and Training Personnel Board of Sleman Regency, Daerah Istimewa Yogyakarta, as many as 60 people. Before being used as a tool to measure the variables used in this study, the instrument in the form of a questionnaire was tested. The instrument test used 30 respondents to determine the validity and reliability results.

Questionnaires were distributed to employees by going directly to the research site and giving questionnaires to employees. Of all the 60 questionnaires, all were filled in entirely by the employee, so the response rate of respondents is 100%. The variable measurement scale uses a Likert scale of 1 – 5, where one strongly disagrees and five strongly agree.

Employee performance is measured using the three dimensions developed [27], task performance, adaptive performance, and contextual performance. From the three dimensions, it was reduced to 8 questionnaire items, and all items had a significance value (2-tailed) below 0.05 so that all items were declared valid. As for the reliability of the analysis of this variable, it is also declared reliable with Cronbach’s Alpha value

greater than 0.7, namely 0.859, where a person's answer to the questionnaire is stable from time to time.

Career adaptability was measured using the four dimensions of curiosity, control, concern, and confidence [16] and was derived in a 7-item questionnaire. All items had a significance value (2-tailed) below 0.05 so that all items were declared valid. As for the reliability of the analysis of this variable, it is also declared reliable with Cronbach's Alpha value greater than 0.7, namely 0.877.

Work motivation is measured using two dimensions of intrinsic and extrinsic motivation developed [28], which were derived in an 8-item questionnaire. All items have a significance value (2-tailed) below 0.05 so that all items are declared valid. As for the reliability of the analysis of this variable, it is also declared reliable with Cronbach's Alpha value greater than 0.7, namely 0.814.

3.2 Data Analysis

Data from all questionnaires that have been collected and tabulated were analyzed using SPSS. The first analysis is descriptive analysis, to describe demographic data from respondents, namely in terms of gender, age, education level, and length of work. Next, the calculation of Cronbach's alpha used in this study confirms the internal consistency of the data, which is based on the correlation between items, on average, to analyze the reliability of all items in each construct [29]. Next, regression and correlation analysis is used to test hypotheses.

4 Result

Respondents in this study, as many as 57% were male, and 43% were female (see Table 1). The respondents' average age ranged from 40 to 50 years, with 42 per cent being between 40 and 50 years old, 24 per cent being under 30 years old, 18 per cent being between 30 and 40 years old, and 17 per cent being over 50 years old and approaching retirement. The education level of the respondents indicated that their highest education was at the same level as senior high school, as much as 35%, bachelor's 30%, postgraduate 18%, and Diploma Three 17%. The respondent's length of service for 5 to 10 years is 42%, over ten years is 42%, while for less than five years, there are 17%.

Based on the results of data analysis using multiple regression analysis, it was found that the regression coefficient value of the career adaptability variable was 0.248 with a t-count value of 3.051 and a significance value of 0.003. From these results, it can be stated that the first hypothesis in this study which states that career adaptability has a positive relationship with employee performance, is supported by the results of the study.

The regression coefficient value for the work motivation variable was obtained at 0.398 with a t-count value of 2.934 and a significance value of 0.005. The study results also support the second hypothesis of the study.

Using the calculated F value, we obtained a value of 19,230 with a significance value of 0.000. This result means that career adaptability and work motivation are simultaneously related to employee performance.

Table 1. Demographic Data

Demographi	Category	Percentage
Gender	Male	57%
	Female	43%
Age	<30	24%
	> 30 < 40	18%
	> 40 < 50	42%
	>50	17%
Level of Education	Senior High School	35%
	Diploma three	17%
	Bachelor	30%
	Post Graduate	18%
Working Time	1–5 tahun	17%
	5–10 tahun	42%
	> 10 tahun	42%

The coefficient of determination is indicated by the Adjusted Square value of 0.481, which means that 48.1% of the employee performance variables can be explained by career adaptability and work motivation. The remaining 51.9% is explained by other variables not included in this study.

5 Discussion and Conclusion

This study adds empirical evidence that an employee's career adaptability and work motivation will improve employee performance. In addition, this study contributes to the literature on career adaptability and work motivation and expands research into government-owned organizations because previous findings were mainly carried out in private companies. Finally, this study examines the antecedents of career adaptability and works motivation on employee performance.

For career adaptability, the researcher was inspired by the career construction theory developed [16], focusing on career adaptation resources: curiosity, control, concern, and confidence. The career adaptability of an employee will be relevant in overcoming challenges in one's work [30] and will impact the employee's performance. Based on the study results, it was found that career adaptability is positively related to employee performance, and this result is in line with the findings of the studies conducted [19–21]. Information about the stages of career development must be informed openly and clearly. In addition, the proactive attitude of employees about adjusting to career demands will impact increasing their performance. This condition will objectively motivate and open up opportunities for their respective career development.

This study also confirms that work motivation is positively related to employee performance [11, 23, 25]. As said [12], work motivation will encourage employees to do

their jobs and move them to achieve personal and organizational goals. Therefore, the leadership directs employees' work motivation to increase so that employee performance in implementing and improving the work program targets that have been formed also increases. The form of motivation given to employees can be awarded the provision of facilities and infrastructure needed by employees.

Respondents perceive themselves to have better performance when they are more motivated to work for government agencies when their intrinsic and extrinsic goals are met. The findings of this study are beneficial for human resource practitioners and management decision-makers in government-owned company.

6 Limitation and Future Research

Research on career adaptability and work motivation on employee performance in government agencies is challenging to generalize worldwide due to cultural, legal, and geographical differences. In addition, this research study has limited coverage because it only uses one Service in the Special Region of Yogyakarta. Therefore, to generalize research results to other companies, it is necessary to have research replication and expand the research sample.

In addition, career adaptability and work motivation are only a tiny part of the factors affecting employee performance. Other factors that may influence employee performance include the job's ability, workplace environment, tools, equipment, and data required to do the job. Future researchers should also consider employee behavior, empowering, and commitment of government employees.

All government agency employees must learn to adapt, develop, and survive in a rapidly changing and highly competitive atmosphere. An organization will be able to compete and achieve success if they manage career adaptability, work motivation, and employee performance properly.

Acknowledgments. The authors thank the Education and Training Personnel Board of Sleman Regency, Daerah Istimewa Yogyakarta for supporting and assisting in collecting data for this research.

Authors' Contributions. All authors Conceived and designed the study. Saptaningsih Sumarmi conducted the survey, analyzed the data, and wrote the paper. Dhini Novita Sari, Murniady Muchran collected and analyzed the data. All authors contributed to manuscript revisions.

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