The Effect of Career Development and Leadership on Employee Performance with Work Motivation as Intervening Variables on Cv. Blue Waters Bali

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Abstract:
The purpose of this study is to determine and maintain the influence of career on employee performance on CV. Blue Waters Bali. To know and strengthen leadership to employee performance on CV. Blue Waters Bali, to know and strengthen career development towards employee motivation at CV. Blue Waters Bali, To know and strengthen leadership to work motivation of employees at CV. Blue Waters Bali, To know and strengthen work motivation on employee performance at CV. Blue Waters Bali

This research is a quantitative research using primary data obtained from questionnaire and measurement by using likert scale. The population of this research is employees at CV. Blue Waters Bali is 52 people. The method of selecting the sample of this study using purposive sampling. The sample of this research is all employees at CV. Blue Waters Bali. Data analysis technique used in this research is Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 program.

The result of the research shows that (1) career development has positive and significant effect on work motivation, (2) positive and significant leadership leadership toward work motivation, (3) career development have positive and significant impact on employee performance, (4) positive and significant head leadership (5) the influence of mediation of work motivation variable on indirect influence of career development on performance, and (7) influence of mediation of work motivation variable on indirect influence of leadership on partial performance

Keywords: career development, leadership, work motivation, performance.
I. Introduction:
1.1 Background:

Every company basically wants and demands that all employees always finish their work as well as possible. To realize this goal, it requires skilled employees, achievers and professionals so that employees will always be responsive to the needs of the company. Performance of an employee is said to be good if he has a high work motivation, can complete the task given on time, always contribute and have good attitude and behavior according to work standards that have been determined both by the organization and the values prevailing in the environment he works.

Mangkuprawira and Hubeis (2007: 153), said that performance is the result of a certain planned work process at the time and place of the employees and the organization concerned. Meanwhile Hasibuan (2010: 94), states performance is a work achieved by a person in carrying out tasks assigned to him based on skills, experience, sincerity and time.

Mangkunegara, (2012). Performance can be influenced by several factors: internal factors and external factors. Internal factors are factors that come from within the employees. While external factors are factors supporting employees in the work that comes from the environment, for example career development. Mangkunegara, (2012). Career development is an employee activity that helps employees plan their future careers in the organization so that the organizations and employees concerned can develop themselves to the fullest. Individuals who want their career to grow should work as closely as possible, that is by showing good performance.

Willy (2008). If career development is perceived to affect employee performance, it will be easier to attract potential employee, to maintain and motivate employees to improve their performance, so that productivity will increase and company can increase sales and give much revenue to the company.

In a company, a leader is not merely an object in the achievement of goals, but at the same time become the subject or the perpetrator. The important role of corporate leaders in order to achieve corporate objectives, among others, through the formation of a good mental work, with dedication and loyalty to the high work, provide guidance, direction and good coordination in work by a leader to subordinates.

This is in accordance with the opinion of Kreitner and Kinick (1989) in Mamik (2010: 88) says that the style of leadership is the style used by a manager to influence, organize and coordinate employees (subordinates) in order to achieve effective corporate goals.

Company survival also depends on employee work motivation. Self-motivation is concerned with the direction of the individual's behavior concerning the behavior one chooses when there are several alternatives, the power of one's behavior after making an alternative choice, and the determination of that behavior. This is in accordance with Robbins (1998) revelation in Mamik (2010: 88) that motivation of work is an encouragement that makes a person act or behave in certain ways with the possibility of fulfillment of personal goals or needs in work. According to Gibson (1996) in Ermayanti (20 11 : 4 3 ) and Sujak (1990) in Ermayanti (2011:43), argued that understanding of motivation, whether in the employee or from the environment would be helpful performance improvement. Unmotivated employees can be indifferent to work, poor settings, frequent absences and other problems. This proves the importance of motivational problems within the organization.

CV. Blue Waters Bali is a garment industry company, the results of interview researchers with Operational Manager (MO) on CV. Blue Waters Bali is Mr. Gufron t the company, the results of interview researchers with the specified company is the target set of the company in the form of production and sales. Results Study documentation of researchers at CV. Blue Waters Bali found that the number of sales in the year 2015-2016 in the first quarterly Chess Chess until the 2015 third quarterly sales amount has not reached the target, this is a proof that the employee's performance has not been good. As for 2016, the number of sales achieved from the first quarter until the Chess quarterly third in 2016 in the first quarter until the Chess quarterly third in 2016 for products Longdress sales have exceeded the target, this is a proof that the employee's performance is quite good, but for product sales yoga pants less achievement of this target a proof that employee performance on CV. Blue Waters Bali its performance has not been good.

Based on the results of pre-research conducted by researchers on CV. Blue Waters Bali, there are
problems among others that are based on seniority of employees. Employees who have had a long time to work in class (jabata) while new employees are never promoted to higher levels during work. Lack of training in accordance with the job specification, and does not require the level of education for promoted in certain positions.

In addition there are some employees who resigned because the employee has worked for more than 3 years as a daily worker, (DW) but there is no appointment to a higher level to become a contract staff, as well as some staff who should have the ability to rise to office level supervisor, but not given such an opportunity.

The result of observation on CV. Blue Waters Bali where this institution as a clothing apparel company, the leader in CV. Blue Waters Bali Denpasar the absence of a fair nature is the lack of a sense of togetherness among fellow employees. In the activities of an organization, a sense of togetherness among members is absolutely essential, because a sense of togetherness is essentially a reflection of the agreement of subordinates, or between leaders with subordinates in achieving organizational goals. In addition, the leader's ability to motivate and not act as a catalyst, if the leader is always able to improve all existing human resources. Trying to give a reaction that raises the spirit and power quickly as much as possible.

Low employee motivation can be identified also from the existence of irregularities of employee behavior in the workplace. This is known from the observations and also the information provided by one of the HR managers during interviews, some employees who committed violations that harmed the company such as fraud, arrived late, also there are still many employees using work time for personal gain. This indicates there are problems regarding employee motivation in CV. Blue Waters Bali Denpasar.

Based on the background and the above-mentioned phenomenon, the researcher is interested to carry out a study entitled: "Effect of k epemimpinan career development and the performance of employees with motivation as an intervening variable in the CV. Blue Waters Bali".

1.2 Research objectives:
1. To know and test the influence of career development on employee performance on CV. Blue Waters Bali.
2. To know and test influences leadership towards employee performance on the CV. Blue Waters Bali.
3. To know and examine the effect of career development on employee work motivation on the CV. Blue Waters Bali.
4. To know and test the influence of leadership on employee work motivation on the CV. Blue Waters Bali.
5. To know and test the influence of work motivation on employee performance on CV. Blue Waters Bali.
6. To know and examine the effect of career development on employee performance through work motivation as intervening variable.
7. To know and test the influence of leadership on employee performance through work motivation as intervening variable.

II. Literature review:

1. Understanding Career Development:
Mangkunegara (2011:77), said career development is a work activity that helps employees plan their future career in the company so that the company and its employees can develop themselves to the maximum.

Rivai (2011:290), career development is the process of enhancing an individual work ability achieved in order to achieve the desired career.
Mondy (2008: 243), career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available if needed.

Based on the above definition can be concluded that career development is an activity to conduct career planning in order to improve the personal future that will make life better.

2. Understanding leadership:
McCoy and Siagian, (2010: 46) K epenemipinan is the ability to take decisions that are practical, realistic and can be implemented as well as expedite the achievement of organizational goals. While according to Hasibuan, (200 8: 197) epemimpinan k is the art of a leader affects the behavior of
subordinates, to cooperate and work productively to achieve organizational goals.

3. Understanding work motivation:
Motivation is a concept used to describe a push-dorangan arising from an individual who eventually moving or menggarahkan behavior of the individual concerned (Tohardi, 200 8: 334). Meanwhile, according to Mangkunegara, ( 20 10 : 61) states that the motivation is formed from the attitude (attitude ) employees in the face of work situations in the company (situation). Motivation is a condition or energy that moves the targeted or targeted employees to achieve the goals of the organization. The mental attitude of employees who are pro and positive to the work situation that strengthens the motivation to work to achieve maximum performance.

Based on the description then it can be concluded that the motivation of work is a process that begins with the needs of a person is stimulated by something that exists outside himself and then towards the goal or goal.

4. Understanding employee performance:
Understanding employee performance according to Robbins, ( 20 11 : 56), is the number of efforts spent individuals in devoting a certain amount of energy on the job

The according Mangkunagara, (20 11: 67) defines k inerja or achievement is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities assigned to him j Awab

From several definitions, the writer can conclude that the performance is the output or the result of work produced both in terms of quality and quantity of work and can be justified in accordance with its role within the organization or company accompanied by the ability, skill and skill in completing the job.

III Research Method:
Research sites This research was conducted on CV. Blue Watars Denpasar located at Jalan Gelogor Carik Gg. Ratna Indah No. 27 Denpasar-Bali . And the time of study began in June 2017 to February 2018. The number of samples used as many as 52 people and is a sample of saturation. According to Ghozali (2006) To test the hypothesis and produce a fit model , this study uses Structural Equation Modeling (SEM) with a variance based or component-based approach with Partial Least Square (PLS) . When the structural model to be analyzed meets the recursive model and the latent variable has a formative, reflective or mixed indicator, then the most appropriate approach used is PLS .

IV. Results and Discussion:
4.1 Measurement Model Evaluation Results
Evaluation of measurement model is done by assessing the convergent validity, discriminant validity, and composite reliability.

1. The result of convergent validity is indicated by the value of outer loading or correlation between the variable indicator and the variable, where all have the loading factor value above 0.70. Thus it has qualified convergent validity.

2. The variables of career development, leadership, work motivation, and performance have a Average Variance Extracted (AVE) root value higher than the correlation coefficient between one variable with other variables. So, it can be said the data has good discriminant validity. To strengthen the validity of the research construct used Average Variance Extracted (AVE). variables of career development, leadership, work motivation, and performance have an AVE score above 0.50. Thus, it can be said that the value of constructs of career development variables, leadership, work motivation, and performance have met the valid requirements.

3. The composite reliability value of career development, leadership, work motivation, and performance variables above 0.70 and Cronbach's Alpha value above 0.60 so it is stated that it meets the reliability requirements .

4.2 Evaluation Results Model Struktural:
The structural model is evaluated by using the significance of direct lane linkage relationship and indirect influence through the mediation variable with t-statistic. The result of path coefficient on each path for direct effect can be presented in Table 1
Table 1. Results of Direct Effect Testing

<table>
<thead>
<tr>
<th>Relation of Variables</th>
<th>Path Coefficient (Bootstrapping)</th>
<th>T-Statistic</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development -&gt; Work motivation</td>
<td>0.430</td>
<td>3.969</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Career development -&gt; Employee performance</td>
<td>0.146</td>
<td>2.888</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Leadership -&gt; Work motivation</td>
<td>0.559</td>
<td>5.028</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Leadership -&gt; Employee performance</td>
<td>0.580</td>
<td>9.286</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Work motivation -&gt; Employee performance</td>
<td>0.306</td>
<td>4.164</td>
<td>Signifikan</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0

In accordance with Table 1 can be interpreted the path of direct influence as follows:

1. The test results of the parameter coefficient between the career development of work motivation showed a positive relationship with the coefficient of 0.430 with a value of t-statistic of 3.969. The t-statistic value is at over the value of t table 1.96, so H0 is rejected. Thus, career development has a positive and significant impact on work motivation. It means higher career development, hence the higher work motivation or conversely the lower career development, the lower the motivation of work.

2. The test results on the coefficient parameters between leadership to work motivation showed a positive relationship with the coefficient of 0.559 with t-statistic value of 5.028. The t-statistic value is at over the value of t table 1.96, so H0 is rejected. Thus, leadership has a positive and significant effect on work motivation. It means higher leadership, then the higher work motivation or conversely the lower leadership, the lower the motivation of work.

3. Test results on the coefficient parameters between career development on employee performance showed a positive relationship with coefficient value of 0.146 with t-statistic value of 2.888. The t-statistic value is at over the value of t table 1.96, so H0 is rejected. Thus, career development has a positive and significant impact on employee performance. It means higher career development, then employee performance the higher or the lower career development, the lower the employee's performance.

4. The test results on the coefficient parameters between leadership to employee performance showed a positive relationship with coefficient value of 0.580 with t-statistic value of 9.286. The t-statistic value is at over the value of t table 1.96, so H0 is rejected. Thus, leadership has a positive and significant impact on employee performance. It means higher leadership, then employee performance the higher or the lower leadership, the lower the employee's performance.

5. The test results on the coefficient parameters between work motivation on employee performance showed a positive relationship with coefficient value of 0.306 with t-statistic value of 4.164. The t-statistic value is at over the value of t table 1.96, so H0 is rejected. Thus, work motivation has a positive and significant effect on employee performance. It means higher work motivation, then employee performance the higher or the lower work motivation, the lower the employee's performance.

The method of testing of mediation variables refers to the theory of Hair et al. (2010). The influence of (a) or the direct influence of the independent variable on the dependent variable on the model by involving the mediation variable can be shown through the indirect effect. The indirect effect can be presented in Table 2.

Table 2 Indirect Effect Testing Results:

<table>
<thead>
<tr>
<th>Mediation of Variables</th>
<th>(a)</th>
<th>T-Statistic</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development -&gt; Employee performance</td>
<td>0.132</td>
<td>2.614</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Leadership -&gt; Employee performance</td>
<td>0.171</td>
<td>3.550</td>
<td>Signifikan</td>
</tr>
</tbody>
</table>
The test results on the coefficient of intermediate parameters the influence of career development on employee performance by involving work motivation showed a positive relationship with coefficient value of 0.132 with t-statistic value of 2.614. The t-statistic value is at over the value of t table 1.96, so the influence of career development on employee performance by involving work motivation is significant. Furthermore, the test results against the intermediate parameter coefficients the influence of leadership on employee performance by involving work motivation is not a key determinant of leadership too, then employee performance also increasing. Influence of mediation of work motivation variable (Y1) on indirect influence of leadership (X2) on employee performance (Y2) is partial mediation. These findings provide clues that work motivation variable (Y1) is not a key determinant in the influence of career development (X1) on employee performance (Y2).

Table 3. Recapitulation of Mediation Testing Results

<table>
<thead>
<tr>
<th>No.</th>
<th>Mediation Variabel Work motivation:</th>
<th>a) (Sig)</th>
<th>b) (Sig)</th>
<th>c) (Sig)</th>
<th>d) (Sig)</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career development -&gt; Employee performance</td>
<td>0.132</td>
<td>0.146</td>
<td>0.430</td>
<td>0.306</td>
<td>Partial Mediation</td>
</tr>
<tr>
<td>2</td>
<td>Leadership -&gt; Employee performance</td>
<td>0.171</td>
<td>0.580</td>
<td>0.559</td>
<td>0.306</td>
<td>Partial Mediation</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0, Appendix 5

The results of testing the mediation variables in Table 3 can be interpreted as follows.

1. Work motivation (Y1) is able to mediate positively and significantly to the indirect influence of career development (X1) on the performance of employees (Y2). These results are shown from mediation tests that appear to have significant (a), (b), (c), and (d) significant effect. Based on these results can be interpreted that if the higher the motivation of work based on high career development as well, then the performance of employees also increasing. Influence of mediation of work motivation variable (Y1) on indirect effect of career development (X1) on employee performance (Y2) is partial mediation. These findings provide clues that work motivation variable (Y1) is not a key determinant in the influence of career development (X1) on employee performance (Y2).

2. Work motivation (Y1) is able to mediate positively and significantly to the indirect influence of leadership (X2) the performance of employees (Y2). These results are shown from mediation tests that appear to have significant (a), (b), (c), and (d) significant effect. Based on these results can be interpreted that if the higher the motivation of work which is based on high leadership too, then employee performance also increasing. Influence of mediation of work motivation variable (Y1) on indirect influence of leadership (X2) on employee performance (Y2) is partial mediation. These findings provide clues that the work motivation variable (Y1) is not a key determinant of leadership influence (X2) on employee performance (Y2).

In order to know the overall effect for each relationship between the variables studied, it can be presented recapitulation of direct influence, indirect influence, and total influence in Table 4.

Table 4. Direct Effect, Indirect Effect, and Total Influence

<table>
<thead>
<tr>
<th>No.</th>
<th>Relation of Variabel</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career development -&gt; Work motivation</td>
<td>0.430</td>
<td>-</td>
<td>0.430</td>
</tr>
<tr>
<td>2</td>
<td>Career development -&gt; Work motivation -&gt; Employee performance</td>
<td>0.146</td>
<td>0.132</td>
<td>0.278</td>
</tr>
<tr>
<td>3</td>
<td>Leadership -&gt; Work motivation</td>
<td>0.559</td>
<td>-</td>
<td>0.559</td>
</tr>
<tr>
<td>4</td>
<td>Leadership -&gt; Work motivation -&gt; Employee performance</td>
<td>0.580</td>
<td>0.171</td>
<td>0.751</td>
</tr>
<tr>
<td>5</td>
<td>Work motivation -&gt; Employee performance</td>
<td>0.306</td>
<td>-</td>
<td>0.306</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS 3.0

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Based on Table 4, it is shown that the influence of mediation of work motivation variable \( (Y_1) \) on the indirect effect of career development \( (X1) \) on employee performance \( (Y2) \) is greater, that is by path coefficient of 0.132 compared with the influence of the mediation of work motivation variable \( (Y1) \) on the indirect influence of leadership \( (X2) \) on employee performance \( (Y_2) \) with the resulting path coefficient of 0.171. Thus overall, the total influence on the leadership path \(-\rightarrow\) work motivation \(-\rightarrow\) employee performance \((0,751)\) is greater than career development path \(-\rightarrow\) work motivation \(-\rightarrow\) employee performance \((0,278)\). These findings provide guidance on career development and the higher leadership making employees more and increase the motivation of employees, so that later can improve employee performance according to company objectives.

V. Closing:

5.1 Conclusion:

Based on the results of research and discussion related to the influence of career development and leadership towards employee performance with work motivation as intervening variable on CV. Blue Waters Bali, it can be drawn conclusion as follows.

1. Developing careers positive and significant impact on work motivation, which is indicated by the coefficient value of 0,430 with t-statistic value of 3.969. The t-statistic value is above the t value of table 1.96, so H 0 is rejected. This means that the higher the career development, the higher the work motivation or the lower the career development, the lower the motivation of work.

2. Leadership has a positive and significant effect on work motivation, which is shown by the value of coefficient of 0, 559 with t-statistic value of 5,028. The t-statistic value is above the t value of table 1, 96, so H 0 is rejected. This means that the higher the leadership, the higher the work motivation or the lower the leadership, the lower the motivation of work.

3. Career development has a positive and significant impact on employee performance, which is shown by the value of coefficient of 0, 146 with t-statistic value of 2, 888. The t-statistic value is above the t value of table 1, 96, so H 0 is rejected. This means that the higher the career development, the higher the employee performance or the lower the career development, the lower the performance of employees.

4. Leadership positive and significant impact on employee performance, which is indicated by the value of coefficient of 0, 580 with t-statistic value of 9.286. The t-statistic value is above the value of t table 1.96, so H 0 is rejected. This means that the higher the leadership, the higher the employee performance or the lower the lower leadership, the lower the performance of employees.

5. Motivation of work has a positive and significant impact on employee performance, which is shown by the value of coefficient of 0.3 0 6 with a t-statistic value of 4.164. The t-statistic value is above the t value of table 1, 96, so H 0 is rejected. This means that the higher the motivation of work, the higher the employee performance or the lower the motivation of work, the lower the performance of employees.

6. Mediating influence of work motivation on indirect influence on the performance of the employee's career development is partial (partial mediation), meaning that work motivation is not a key determinant in the influence of career development to employee performance on CV. Blue Waters Denpasar.

7. The influence of mediation of work motivation variable on indirect influence of leadership on the performance of employees is partial (mediation), meaning that the motivation variable of work is not as a key determinant on the influence of leadership on employee performance on CV. Blue Waters Denpasar.

5.2 Limitations of Research:

Limitations that can be submitted from this study are based on the limitations of the researcher's ability to describe the research results and the limited ability to create and process instruments in order to have a more measurable validity and reliability. Another limitation that can be delivered from this study are based on the ability of researchers keterbatasan existing funds, then hany a possible to do research on the CV. Blue Waters Bali. Only Another limitation is based on the limited time of research that is relatively short. This limitation
certainly has a low impact of generalization of research, considering the problems faced by employees is relatively complex and dynamic from time to time. If the model is applied at other times and conditions it is possible to obtain different results. In addition to the development of more relevant indicators used in each variable, as well as many factors as a determinant of employee performance.

5.3 Suggestions:
Based on the results, discussion, and conclusions, it can be submitted some suggestions as follows:

1. Suggestion For company CV. Blue Waters Bali :
   a. Employee career development on CV. Blue Waters Bali tends to be reflected in the form of career planning plotting curry paint a mixed picture for the future of the most important role in career development. This is in line with reality, employees are more responding to career planning, which is shown in the highest average gain (4.17). Thus, career development employees who work in CV. Blue Waters Bali can be declared inadequate. This report provides important guidance for the leadership to pay more attention. Employees should plan their careers for the future and keep pursue career planning employees, so that career development obtained by employees become increasingly.
   b. Keepemimpinan CV. Blue Waters Bali can be declared inadequate. Where the ability to lead the most important role in leadership. At CV. Blue Waters Bali, This is not yet in line with reality, employees are more responding to positive powers indicated at the highest average gain (4.21). Thus, this Report provides an important clue for the leadership to pay more attention. Employees should plan their careers for the future and keep pursue career planning employees, so that career development obtained by employees become increasingly.
   c. The high motivation of employees working in CV. Blue Waters Bali that the need for the most important security role in work motivation. This is not in accordance with reality, more employees respond in kebutuhan physically shown on acquisition highest average (3.65). Thus, the work motivation of employees working in CV. Blue Waters Bali can be declared inadequate. Bagi leadership CV. Blue Waters Bali for more attention to kebutuhan security that is the company's policy to provide security, stability, protection, structure, order, freedom from fear and anxiety, so that the work motivation that employees get is increasing.
   d. Employees performance who work in the CV. Blue Waters Bali can be declared inadequate This is not yet in line with reality, employees are more responding to attendance or absenteeism and cooperation is shown in the highest average gain (4.21). So for the leadership of the company to pay more attention to attendance or absenteeism. Attendance is something that becomes a benchmark of a company in knowing the level of employee participation in the company, so that the employee's performance gained becomes increasingly.

2. For researchers:
For researchers interested in studying similar aspects of career development, leadership, work motivation, and employee performance are expected to develop this research using populations and wider samples for more reliable test results. In addition, it is expected to test other variables that are strongly suspected to affect employee performance.

References: