



The Role of Motivation in Mediation the Effect of Competence on Career Development by Organizational Culture: Case at Pawnshop (Pegadaian) East Lombok, Indonesia

Muhammad Ziaurrohman; Abdul Azis Bagis; Sri Wahyulina

Magister of Management, Mataram University, West Nusa Tenggara Province, Indonesia

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Abstract

This article aims to determine the effect of employee competence on career development and to examine the moderation of organizational culture and mediation of work motivation. This study uses a quantitative approach by distributing questionnaires to pawnshops in eastern Indonesia involving 90 employees, using partial least squares to analyse the relationships simultaneously. The results of the study reveal that organizational culture and work motivation can effectively moderate competencies to build career development. Several suggestions were offered regarding the meaning of the pawnshop or pawnshop environment as “AKHLAK” to become a working habitat and attract employees to build career development. This study highlights that career development can be built with strong competencies despite supportive organizational culture and work motivation.

Keywords: *Competence; Career Development; Organizational Culture; Work Motivation*

1. Introduction

Organizations or companies can be seen not only as a place to earn a living but as a habitat for developing human potential, a vehicle where people seek meaning, and a network of cooperation to realize shared goals. Recently, large-scale companies have been invested in transforming humans into human resources. Meaning humanizing humans, namely making humans follow the company's goals so that currently, employees in a company are no longer acting only as people who do work but are also an employee—valuable potential for the company. One important issue for Pawnshop (pegadaian) companies throughout Indonesia is the increasingly fierce business competition. Pawnshop (pegadaian) continues to maintain the trend of professional performance growth through career development for employees. Likewise, at the Pawnshop (pegadaian) Aikmel Branch, East Lombok. Employees are always required to show their ability to follow the expectations of the community, which need quality operational service standards to increase the number of customers. Thus, all forms of supporting and inhibiting factors make it a challenge for employees through career development. With career development, it can be defined in the sense that the pawnshop company has made and prepared plans beforehand about the ways that need to be done to develop the employee's career while working (Sofyan et al., 2021).

The potential at Pawnshop company or pegadaian, especially in the east Lombok can be seen from the number of employees who have received positions, where within 3 years, there have been 13 employees who are projected to get promotions. In addition, during 3 years, there are still some employees who have not received career development even though they already have qualified work experience, several factors can also influence this, and one of them is the availability of workforce formations that match the employee's criteria. The next factor that can affect employee career development is competence, where this competency can be assessed from two things, namely soft competency and hard competency. Soft competency, commonly known as softskill, is the ability of each person, which can be seen in personality, communication skills, adaptability, etc. In other words, soft skills are also related to a person's interpersonal and intrapersonal abilities, which can be assessed through a series of tests, one of which is a psychological test.

While hard competency or hard Skill is a person's ability in the form of expertise, it can be in the form of expertise in technical or non-technical fields. At pawnshop company, competence is one of the things for employee career development; Measurement and assessment of employee competence is carried out for career development every 6 (six) months, which the direct supervisor assesment. After conducting a competency assessment by the supervisor on a regular and scheduled basis, employee training will be carried out based on the level of position and field of the employee. The system and regulations related to the competence of employees at pawnshop can be categorized as good enough. However, there are still obstacles that often occur and are felt by employees. The lack of information and documentation management so that to fill the vacancy, employees with different competencies must be ready to occupy positions and learn new competencies. In addition, pawnshop company applies a work culture to support the company's vision and mission, and corporate culture has been established that must always be studied, understood, internalized, and implemented by all pawnshop personnel, namely the AKHLAK spirit consisting of trustworthy, competent, harmonious, loyal, adaptive and collaborative. For companies, culture is very important because of its ability to direct the behaviour of company members to the desired goal.

Therefore, corporate culture was launched, which will serve as the basis for the behaviour of all employees in running the organisation. In the corporate culture model. Basic assumptions and beliefs that every employee must constantly affirm in their hearts. Only Competent People can provide excellent service and increase Customer Value. Therefore, the three, Competent People, Excellent service, and Customer Value, are used as the core values of the overall values developed in the company. The functioning of the corporate culture will have a very strong positive impact on the behaviour of its members, including the willingness to increase their productivity, meaning that a strong corporate culture will foster great responsibility in individual employees so that they will try their best to display the most satisfying performance without always having to work hard.

In terms of systems and regulations related to employee competence at the pawnshop Aikmel branch, east Lombok, it can be categorised as good enough. However, there are still obstacles that often occur and are felt by employees, one of which is still finding several obstacles, namely the existence of employee positions that are not following their competencies. This is because there is a shortage of Information and Documentation Management. Employees with different competencies must be ready to occupy positions and learn new competencies to fill the vacancy. In theory, as stated by (Zhou et al., 2018), competence is a capacity that exists in someone who can make that person able to fulfil what is required by work in an organisation so that the organisation can achieve what is expected. pawnshop Aikmel branch, east Lombok is in the systems division that implements a centralized system. Therefore a good analysis must be carried out regarding competencies mediated by the influence of motivation and work culture as moderating variables in employee career development.

2. Literature Review

2.1. The Influence of Competence on Employee Motivation

Several studies have been carried out and obtained results related to the influence of motivation on employee motivation, including research that states positive and significant results (Andreas et al., 2022; Hartati, 2020; Nguyen et al., 2020). Based on some of the results of the research above, it can be seen that each study gets positive and even significant research results and shows that competence and motivation are interrelated because the better the competence of an employee, the motivation possessed in each employee will encourage the employee to be able to do a better job in this regard because competence is also related to factors that will affect motivation. Moreover, the desire to have something in the form of competence or other things can encourage someone to want to do a job, even by what we have experienced in our daily lives, namely that a strong desire to be able to have can encourage others to want to work. The next factor is a person's desire to get awards and recognition, where a person is often motivated to improve his competence at work because of the desire to be recognized and respected by others and to obtain recognition in the form of appreciation for his achievements.

H₁: Competence has a positive and significant impact on the career development of employees.

2.2. The Influence of Motivation on Employee Career Development

In addition to work ethics, employee motivation is fundamental to an organization (Abdurrahman Idji, 2020). Motivation can be described as a driving factor for someone in doing work, the more motivated someone is at work, the better the results of the work will be because if the work is done without motivation, the work will look imperfectly done, this is by the notion of motivation according (Pang & Lu, 2018), namely "a series of attitudes and values that influence individuals to be able to achieve specific things according to individual goals. These attitudes and values are also invisible, which will give strength to encourage individuals to behave in achieving their goals "where the goal of every employee who works is to be able to improve work performance and also develop his career so that he will get results in the form of good rewards from the company where he works. Furthermore, in career development carried out by a company, of course, an employee's work motivation can be used as an indicator where it will be related to the readiness of an employee to improve his or her abilities (Singh & Arumugam, 2020). The explanation above is also supported by the results of research that have been done, which shows that motivation affects career development positively and even significantly (Yoon et al., 2021).

H₂: Competence positively and significantly affects employee motivation

2.3. The Influence of Competence on Career Development Mediated and Moderated by Employee Motivation and Work Culture

Competence can be interpreted as an ability or expertise that each employee must possess to do all the work to get maximum results and achieve the vision and mission and advance the company. As the definition of competence explained by (Ye & Dong, 2019), that competence can also be used to predict performance, i.e. which employees perform well and not well depending on their competencies, and are measured from the criteria or standards used. Competence has a positive and significant impact on organizational commitment. The higher the competence of employees, the higher the dedication of these employees to the organization (Sofyan et al., 2021). From the above understanding, it can be concluded that every company will measure or assess the competence of each of its employees as a benchmark before carrying out career development, which is helpful so that there are no mistakes in employee career development. From previous studies, there are several differences in research results, including research that shows a positive and significant influence (Adam et al., 2020), research that has a positive but

insignificant effect (Mulyati et al., 2019), and research that shows that there is no effect between competence and career development (Veriyanti & Nurhayati, 2022). Competence also plays an important role in career development that will increase an employee's work motivation, as one of the benefits of competence is as a basis for developing a remuneration system. This remuneration system will be related to the level of competence of an employee in the form of rewards or bonuses that will be obtained by an employee when the employee can have good work competence, and have an impact on increasing work motivation so that with good competence there will also be an increase or career development of the employee.

H₃: Work motivation has a positive and significant effect on the career development of employees

From the employee's point of view, culture is beneficial because it reduces ambiguity (Setiawan et al., 2020). Culture tells employees how work is done and what is of value, but we must not ignore the potential aspects that will undermine the function of culture, especially a strong culture. Culture is a tendency when shared values are not aligned with the organisation's effectiveness for the next time. This situation mainly occurs when the organisational environment is dynamic. If the environment changes rapidly, the current organisational culture is likely no longer appropriate. Consistency in behaviour is an asset for organisations that are in a stable environment. But that consistency may burden the organisation and hinder the organisation's ability to respond to changes. Organisational culture moderates the effect of commitment on employee performance. This means that the better the Organizational culture applied to the agency will further strengthen the competence towards career development moderated by the work culture.

2.4. The Effect of Motivation on Career Development Moderated by Work Culture

Work motivation has a substantial effect on career development (Winoto Tj, 2021) because they feel that their needs, such as self-actualization, basic needs, security and esteem, are still not well met, even though their social needs have been met. The hope that involving work culture and work motivation will affect career development was realized. Work culture was found to moderate the influence of work motivation on the career development of employees (Stankevičienė et al., 2021). The results of this study indicate that there is no similarity between what employees expect and what is done by the company in fulfilling self-actualization needs, basic needs, the need for security and the need for appreciation. Of the five needs of employees who refer to Maslow's theory, only one need, namely social needs, has been well met. This is why work motivation does not affect career development, even when it is associated with work culture; it turns out that the condition of meeting employee needs is not by their expectations, resulting in work culture also being able to moderate the influence of motivation on employee performance (Astuti et al., 2020).

H₄: Work motivation can mediate the relationship between competence and career development in a positive and significant way.

H₅: Work culture can weaken or strengthen the relationship between competence and career development.

H₆: Work Culture can weaken or strengthen the relationship between Motivation and Career Development.

From the explanation and description of the theory described above, the conceptual framework of the research can be described as follows:

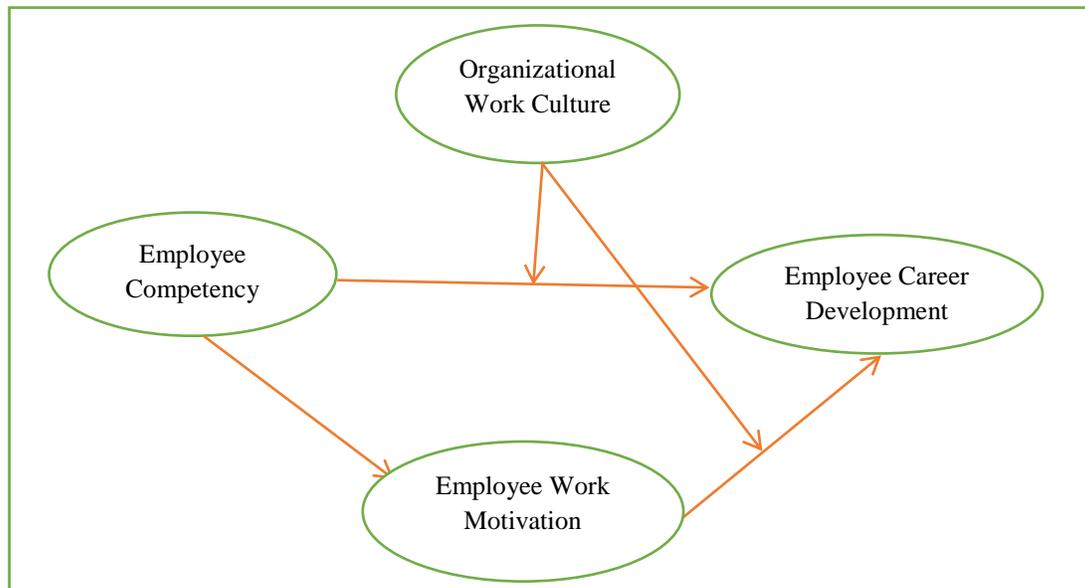


Figure 1. Pawnshop (pegadaian) Career Development Model

3. Research Methods

3.1. Research Design and Data Collection

This study uses associative research methods to see the role of motivation in mediating the effect of work experience and competence on the career development of employees of pawnshop Aikmel east Lombok branch. The research was conducted at the Aikmel Branch office in east Lombok, West Nusa Tenggara. Furthermore, this study uses a survey method from a population by relying on a statement (questionnaire) as a media instrument for data collection. The research approach used in this study also uses descriptive qualitative research, with the aim of this descriptive study itself, namely to describe research data based on actual conditions. Sampling in this study used the saturated sampling method, a sampling method where the sample is the same as the population. The employees of pawnshop Aikmel east Lombok branch population of 90 employees. So the sample in this study were all pawnshop Aikmel east Lombok branch employees, as many as 90 employees. Based on the demographics of the respondents in table 1, informs the details of the demographic respondents in this survey. Data collection in this study does not only rely on a questionnaire but also uses interviews and documentation. Interviews in this study were conducted as a preliminary study to determine the phenomenon and some information to support this research; initial interviews were conducted with several employees of pawnshop Aikmel Branch, east Lombok. Table 1 shows the demographic respondents of this research.

Table 1. Demographics of the Respondents

no	Characteristic	frequency	percentage
1	Gender :		
	Female	32	35.6
	Male	58	64.4
2	Age Group (Years)		
	<21	0	0.0
	21-30	21	23.3
	31-40	26	28.9
	41-50	36	40.0

	>50	7	7.8
3	Last education		
	Senior High School	7	7.8
	Diploma 1	8	8.9
	Diploma 2	11	12.2
	Diploma 3	18	20.0
	Bachelor Degree	44	48.9
	Master Degree	2	2.2
	Doctoral Degree	0	0
4	Years of service		
	<5 years	29	32.2
	5-10 years	10	11.1
	11-20 years	45	50.0
	>20 years	6	6.7

3.2. Measurement and Data Analysis

Data analysis was carried out using the SEM-PLS (structural equation model partial least square) method, a variance-based SEM type. The outer model test includes convergent validity, discriminant validity, and reliability tests. The PLS estimation method uses the algorithm method and the bootstrap method. The algorithm method on SmartPLS results in the outer loading value, the cross-loading of each indicator, the AVE value, composite reliability, Cronbach's alpha, path coefficient, and R2. The bootstrap method results in path coefficient and t-statistic. Table 2 explains the rule of thumbs partial least square test.

Table 2. Rule of Thumbs Partial Least Square Test

Test	Parameter	Rule of thumbs
Convergent validity	AVE	> 0.5
Discriminant validity	Outer loading	> 0.7
Reliability	The squared root of AVE and correlation among latent variables	The squared root of AVE must be greater than all correlations among latent variables
	Cronbach's alpha	0.6
	Composite reliability	0.7
Hypothesis test	t-statistic	>1.96: hypothesis proven

Based on Table 3, most question items have a loading factor value of more than 0.7. This means that the instruments involved in the study are considered valid. Another indicator for validity, especially Convergent Validity, is the AVE (Average Variance Extracted) value. The AVE value describes the variance or diversity of manifest variables that the latent construct can own. The AVE value 0.5 indicates a good measure of convergent validity. Based on the output in table 3, it can be seen that the AVE value for all variables is 0.5, which means that the latent variable can explain the average of more than half the variance of the indicators.

Table 3. Load Factor (LF) Value

Work Culture	LF	Competency	LF	Motivation	LF	Career Dev.	LF
WC1	0.778	Com_1	0.733	Mot_1	0.803	CD_1	0.716
WC10	0.728	Com_2	0.755	Mot_2	0.720	CD_2	0.759
WC11	0.705	Com_3	0.719	Mot_3	0.742	CD_3	0.757
WC12	0.713	Com_4	0.767	Mot_4	0.789	CD_4	0.711
WC2	0.717	Com_5	0.761	Mot_5	0.825	CD_5	0.768
WC3	0.760	Com_6	0.785	Mot_6	0.757	CD_6	0.819
WC4	0.708						
WC5	0.788						
WC6	0.739						
WC7	0.755						
WC8	0.748						
WC9	0.735						

Note: WC = Work Culture; Com = Competency; Mot = Motivation; CD = Career Development

The reliability test is evaluated by considering the value of Cronbach's Alpha and Composite Reliability. The instrument is said to be reliable if Cronbach's Alpha value is 0.7. based on the reliability construct table (Table 4), each variable involved has a Cronbach's Alpha value of 0.7, which means that the instrument is reliable. The composite Reliability value shows the internal consistency of the indicators used in the latent variable. The instrument is considered reliable if the Composite Reliability Value is 0.7. Based on table 4, the Composite Reliability value for each variable is 0.7, or it can be concluded that it is reliable.

Table 4. Reliability Construct

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Culture	0.925	0.926	0.935	0.548
Competency	0.848	0.849	0.887	0.568
Motivation	0.865	0.869	0.899	0.598
Career Development	0.849	0.854	0.889	0.571

Table 5. R-Square

	R Square	R Square Adjusted
Work Culture	0.804	0.801
Motivation	0.644	0.640
Career Development	0.825	0.819

The value of the coefficient of determination (R-Square) describes how much the independent variable affects the dependent variable (table 5). In this study, indirectly based on the formulation of the problem, there are 3 independent variables involved: work culture, motivation, and career development. The Competence variable influences the work culture variable, the Competence influences the motivation variable, and the Career development variable is influenced by the Work Culture, Competence and Motivation variables.

4. Result and Discussion

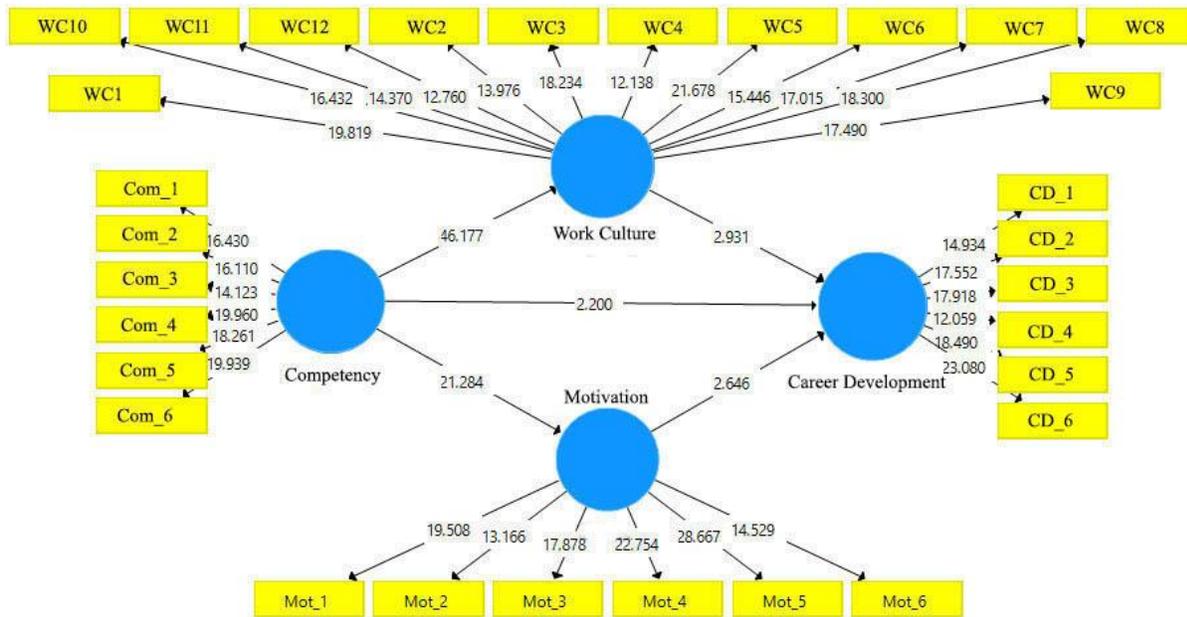


Figure 2. T-stats direct effect

Table 6. T-value test for Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WC -> CD	0.402	0.413	0.137	2.931	0.004
Com -> WC	0.896	0.897	0.019	46.177	0.000
Com -> Mot	0.803	0.803	0.038	21.284	0.000
Com -> CD	0.269	0.262	0.122	2.200	0.028
Mot -> CD	0.284	0.279	0.107	2.646	0.008

Note: WC = Work Culture; Com = Competency; Mot = Motivation; CD = Career Development

Table 6 describes the direct effect of each independent variable on the dependent variable. The indicators used to see the effect in this study are T-Statistics and P-value. The dependent variable will have a significant effect if the T-Statistics value is > 1.96 or the p-value is <0.05 at the 5% significance level or the 95% confidence level. By using a 95% confidence level, it can be concluded that there is an influence of organizational work culture on employee career development. Meanwhile, employee competence can influence work culture, motivation and career development. Employee work motivation can build career development at Pegadaian company Aikmel branch office.

Table 7. T-value test for Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Com -> WC -> CD	0.360	0.371	0.125	2.889	0.004
Com -> Mot -> CD	0.228	0.224	0.088	2.588	0.010

Note: WC = Work Culture; Com = Competency; Mot = Motivation; CD = Career Development

Table 7 describes the indirect effect of competence on career development mediated by work culture and the influence of competence on career development mediated by motivation. Indicators to determine whether or not there is an influence of the mediating variable can be seen from the T-Statistics and P-value. If the T-Statistics value is > 1.96 and/or the p-value is < 0.05 at the 95% confidence level, then the mediating variable is affected. Based on the output in table 4.17, it can be concluded that there is an influence of the work culture variable as a mediating variable to relate the influence of the Competence variable to the career development variable. It can be seen that the T-Statistics (2.889) > 1.96 and the p-value (0.004) < 0.05 . Based on the results of the analysis in table 7, information is also obtained that there is an influence of competence on career development mediated by the mediating variable because the T-Statistics value (2.588) > 1.96 and the p-value (0.010) < 0.05 . Based on the information from Table 7, the work culture and motivation variables can act as a positive mediation between the competence and career development variables of employees at the Aikmel pawnshop branch office. This means that the company must be able to pay attention to the conditions of work culture and motivation of permanent employees both in the pawnshop environment at the Aikmel branch office. In addition, companies must pay attention to the competencies possessed by employees in the company environment by paying attention to the skills of an employee, which are not only related to technical skills at work or hard skills but also related to other skills such as communication skills, leadership and cooperation or commonly called with soft skills which are expected to improve the career development of an employee. Competence can also be used to predict performance, i.e. which employees perform well or not, depending on their competencies. This can be done by measuring based on criteria or standards set in the company.

Table 8. T-value test for the effect of moderating variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Com*WC -> CD	0.163	0.173	0.098	1.660	0.098
Com*Mot -> CD	-0.112	-0.121	0.103	1.090	0.276
Mot*WC -> CD	0.026	0.010	0.063	0.418	0.676

Note: WC = Work Culture; Com = Competency; Mot = Motivation; CD = Career Development

The moderating variables involved in this study are the work culture variable and the motivation variable. The value of T-Statistics and P-Values determines the influence of the moderating variable. The T-Statistics value is significant if > 1.645 and the p-values (< 0.10) at the 90% confidence level. Based on table 4.18, the effect of work culture as a moderating variable of competence on career development variables can be seen from the value of T-Statistics (1.660) > 1.645 (T-Table) and P-Values (0.098) < 0.10 . Thus, it can be concluded that the work culture variable moderates the competence variable on career development.

Based on the information above, it can be concluded that the moderating variables, namely work culture and motivational variables, are involved as moderating variables for the competence variable on the career development variable at the Aikmel Branch pawnshop company, which has two different information. The work culture variable has a positive effect (+0.163) as a moderator. This means that the work culture variable can increase employee competence's influence on career development at the pawnshop Aikmel branch office. The higher work culture in the office environment will increase employee competence's effect on career development. Based on the description of most employees, the current condition is entirely satisfied with the work culture at pawnshop company.

The influence of the motivation variable as moderating variable of competence on career development at the pawnshop branch office of Aikmel has a negative effect (-0.112). The statements and comparisons with previous research prove that companies that make employees feel they do not have the motivation to increase competence will affect their career development. Therefore, to improve employee

motivation which will increase employee competence which is later expected to develop employee careers, a method is needed, namely by socializing or giving notifications when there is information related to career development through company information media that is not only specialized or can only be accessed by several employees.

Based on the output (table 8), it can be seen that the motivation variable is not a moderating variable of competence in career development. This can be seen from the T-Statistics ($1.090 < 1.645$) and the P-Values ($0.276 > 0.10$). This means that the ups and downs of employee motivation at pawnshop will not significantly affect the influence of competence on career development at the pawnshop Aikmel branch. Based on the test results to see the effect of motivational variables on career development variables moderated by work culture variables have a positive effect (0.026) but has no significant impact (P-Values ($0.676 > 0.10$) and T-Statistics value ($0.418 < 1.645$)). From the table above results, it can be seen that the motivation variable is not a moderating variable of competence in career development. This means that the ups and downs of employee motivation at pawnshop will not significantly affect the influence of competence on career development at the pawnshop Aikmel branch. Based on the test results, the effect of motivational variables on career development variables moderated by work culture variables in career development motivation can have a positive influence (0.026). Positive motivation will occur if an employee feels compelled to be able to develop his career either in the form of encouragement that comes from within himself or encouragement from outside himself.

Conclusion

Based on the results of data analysis through tests that have been proposed in this study regarding the role of motivation in mediating competence on career development which is moderated by work culture at the pawnshop Aikmel branch office, the conclusions that can be drawn as follows:

1. The results of this study indicate the employee career development program at the pawnshop Aikmel branch office. It can be accelerated through an organizational work culture driven by possessing adequate employee competence for employee career development.
2. Work culture in the company environment has a positive and significant effect in determining the ups and downs of the influence of employee competence at the Aikmel pawnshop Branch Office on employee career development. Employee work culture cannot significantly influence employee motivation's effect on career development at the Aikmel pawnshop branch office.
3. Meanwhile, employee work motivation is ineffective in accelerating employee competence in building career development at the pawnshop Aikmel Branch, East Lombok.

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