

## The Effect of Motivation and Work Experience on Career Development in Employees of the PPIC Department of PT. Shoetown Ligung Indonesia

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### ABSTRACT

In a company, human resources or employees are the most important asset for achieving common goals. A company can develop quickly depending on the workers in it, therefore if the company wants good changes and progress in achieving its goals, then the employees who are hired must also have good abilities.

The research method used is a survey method with a descriptive and verification approach. The population in this study were employees of the PPIC department of PT. Shoetown Ligung Indonesia, totaling 305 people. Determination of the sample in this study using Probability Sampling with Simple Random Sampling technique. The measurement scale in this study uses a Likert scale. Analysis of the data used in this study is multiple linear regression analysis and analysis of the coefficient of determination, which first performed the classical assumption test, then tested the hypothesis.

The results of this study indicate that partially motivational variables have a positive and significant influence on career development. Partially, the work experience variable has a positive and significant influence on career development. Simultaneously variables of motivation and work experience have a positive and significant influence on career development.

**Keywords:** Career development, motivation; work experience

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## INTRODUCTION

Since 2011, Indonesia has entered Industry 4.0, which is marked by increasing connectivity, interaction and boundaries between humans, machines and other resources which are increasingly converging through information and communication technology. This condition requires companies to be competitive in order to compete with other companies.

Currently, many companies are taking restructuring steps as a result of changes in economic conditions, especially the impact of the Covid-19 pandemic. Restructuring is an activity or action that needs to be carried out by a company in order to increase efficiency and productivity through various changes needed to various aspects within the company so that the organization is more empowered, including in the field of human resources (Egota, 2019:2).

In a company, human resources or employees are the most important asset for achieving common goals. A company can develop quickly depending on the workers in it. One of the things that a company must pay attention to is the career development of its employees in their efforts to continue to improve their careers in the future.

Everyone definitely wants development or improvement in their career. Career development is the process of increasing individual work abilities which is achieved in order to achieve the desired career (Sudiro, 2021:91).

Career development can be influenced by many factors, such as motivation, work experience, skills, training, competency and so on. According to Robbins (2022:55), motivation is a willingness to expend a higher level of effort for organizational goals with the ability to fulfill several individual needs. Thus, it can be interpreted that an employee who is motivated will have the energy and enthusiasm to carry out the actions needed to achieve his goals.

Apart from motivation, another factor that also plays a role in career development is work experience. According to Siagian (2021:70), work experience refers to how long a person has worked, how many types of work or positions he has done and how long he has worked in each job or position. This means that work experience is a process of forming knowledge or skills about the methods of a job due to employee involvement in carrying out work tasks.

This research was conducted on employees of PT. Shoetown Ligung Indonesia This company was founded in 2016 in Majalengka Regency, West Java as part of the Shoetown Group Indonesia.

Overall, this company employs 9,750 employees, who are divided into several departments, one of which is the Production, Planning and Inventory Control (PPIC) department. This department is responsible for planning and preparing the production process from preparing raw materials to producing finished goods. Currently the PPIC department has 305 employees. To obtain an overview of employee career development, researchers have conducted a pre-survey by distributing closed questionnaires to 30 PPIC department employees, the results of which are presented in table 1 below:

**Table 1. Results of the PPIC Department Employee Career Development Survey PT. Shoetown Ligung Indonesia**

No	Question	Respons				Total	
		Yes	%	No	%	Total	%
1	The company applies the same regulations to the production system	30	100	0	0	30	100
2	The company provides equal opportunities to all employees to progress through positions.	24	80	6	20	30	100

3	The company provides feedback on the performance of each employee	21	70	9	30	30	100
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Source: Pre-Survey Questionnaire Results, 2023

In table 1 it shows that the company applies the same regulations to the promotion system for each employee. The company also provides equal opportunities for all employees to develop their job roles, as evidenced by the 30 police officers who answered "yes" as many as 24 people (80%) and those who answered "no" as many as 6 people (20%). The company also provides feedback on employee performance to progress each employee's career path. This was proven by 30 regional police officials, who answered "yes" as many as 21 people (70%), and who answered "no" as many as 9 people (30%). The results of the pre-survey also provide equal opportunities for each employee to develop their position progression and also provide feedback to each employee regarding their performance, to develop their career in the company.

Career opportunities for each employee are very open in the PPIC department, but this does not rule out the possibility that PPIC employees can also hold positions in other departments such as quality control, general services, etc. The following are some of the positions in the PPIC department as follows:

**Table 2. Position in the PPIC Department of PT. Shoetown Ligung**

No	Position	Total (people)
1	Senior Manager PPIC	1
2	Manager Office	1
3	Supervisor Office	2
4	Administration Office	30
5	Manager Planning	1
6	Supervisor Planning	5
7	Manager Production	1
8	Supervisor Production	5
9	Manager Inventory	1
10	Supervisor Inventory	5
11	Manager Control	1
12	Supervisor Control	5
	<b>Total</b>	<b>58</b>

Source: PT Ligung PPIC Department, 2023

In table 2 above, it can be seen that there are at least 58 positions that can become career opportunities for each employee, starting from senior managers, managers, supervisors and administrative staff. However, of course, the higher the position, the higher the requirements that must be fulfilled by employees.

Based on the theoretical and empirical description presented above, a more in-depth study is needed regarding employee career development at PT. Shoetown Ligung Indonesia. This is important to do so that companies can understand the factors that influence the success and failure of their employees' career development, including motivation and work experience factors, which will help companies to develop effective career development policies and programs.

## LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

### Motivation

According to Mangkunegara (2022:93), motivation is a need for employees that needs to be fulfilled so that employees can adapt themselves to their environment and be able to achieve the goals that have

been set. The indicators used to measure motivation in this research as stated by Mangkunegara (2022:93) are: responsibility, work performance, opportunities to progress, recognition of performance, and challenging work.

### Work experience

According to Foster (2019:40), work experience is a measure of the length of time or period of work that a person has gone through in understanding the tasks of a job and having carried them out well. The indicators used to measure work experience in research as stated by Foster (2019:40) are: length of time or work period, level of knowledge and skills possessed, and control over work and equipment.

### Career development

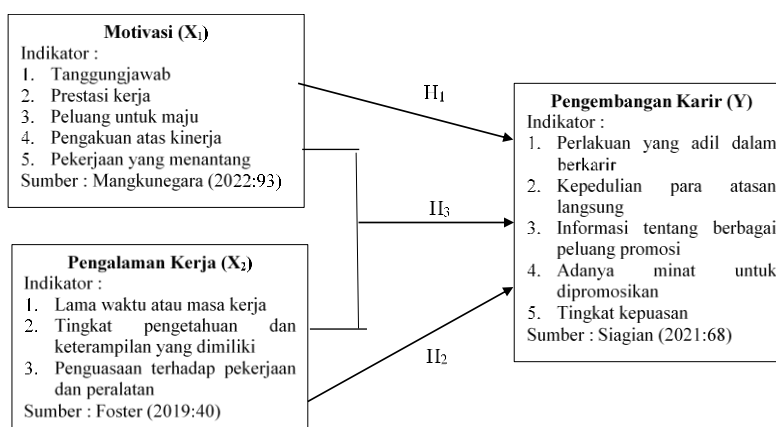
According to Siagian (2021:68), career development is personal changes carried out by individuals to achieve a career plan. The indicators used to measure career development put forward by Foster (2021:68) are: fair treatment in your career, concern of direct superiors, information about various promotional opportunities, there is interest in being promoted, and level of satisfaction.

Based on this concept, the following hypothesis can be proposed:

H1: Motivation has an influence on the career development

H2: Work experience has an influence on the career development

H3: Motivation and work experience have a simultaneous influence on the career development



**Figure 1. Research Model**

## METHODS

This type of research is survey research with a descriptive verification approach. The population in this research are employees of the PPIC department of PT. Shoetown Ligung Indonesia, numbering 305 people. The sampling technique used in this research was non-probability sampling, namely purposive sampling so that a sample size of 141 people was found. The data collection tool in this research is research. The analytical method used is multiple linear regression analysis using SPSS.

## RESULTS AND DISCUSSION

### Data Normality Test

**Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		144
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.04243349
Most Extreme Differences	Absolute	.117
	Positive	.117
	Negative	-.079
Test Statistic		.117
Asymp. Sig. (2-tailed)		.503 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS 25 output, 2023.

Based on Table 3, it can be seen that the Asymp. Sig (2- Tailed) value is 0.503, indicating that the significance value is greater than  $\alpha = 0.05$ . So it can be concluded that the data in this research has a normal distribution or the normality test has been fulfilled.

### Multiple Regression Analysis

**Table 4. Result of Multiple Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.787	.488		7.754	.000
	X1	.013	.002	.090	6.500	.000
	X2	.035	.004	.847	8.750	.000

a. Dependent Variable: Y

Source: SPSS 25 output, 2023.

In table 4 above, it can be seen that the equation of the results of the multiple linear regression results obtained in this research can be arranged as follows:

$$Y = 3.787 + 0.013X1 + 0.035X2 + e$$

Based on the above equation, it can be explained as follows:

1. The constant value is 3.787. This value means that if the value of the motivation variable (X1) and work experience (X2) does not change or is zero (0), then the value of the career development variable (Y) remains at 3.787.

2. The coefficient value of the motivation variable (X1) is around 0.013. This value means that if the motivation variable (X1) increases by one unit, then the career development variable (Y) will increase by 0.013 and vice versa, assuming other factors remain constant.
3. The value of the work experience variable (X2) is around 0.035. This value means that if the work experience variable (X2) increases by one unit, then the career development variable (Y) will increase by 0.035 and vice versa, assuming other factors remain constant.
4. Residual (e), represents other factors that were not researched (disorder factors).

### Coefficient of Determination Test

**Table 5. Coefficient of Determination Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.926 <sup>a</sup>	.858	.856	2.05687	2.180

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS 25 output, 2023

Based on table 5, the R Square ( $R^2$ ) value is 0.858. This means that motivation and work experience contribute to career development by 85.8% and the remaining 14.2% is influenced by other variables not studied.

### Hypothesis Test

#### Partial Test (t-statistic)

t-statistics are used to determine the partial influence of motivation and work experience on career development. The output of this test can be seen in table 4 above, the interpretation is as follows:

#### The Effect of Motivation on Career Development

Based on table 4, it was found that the t-calculated value of the motivation variable was 6,500 with a positive sign with a significance level of 0.000. The number of samples (n) in this research is 144, so the degrees of freedom in this research are  $(df) = n - k = 144 - 2 = 142$ . In the t distribution table, the significance level ( $\alpha$ ) = 5% (0.05) obtained t table of 1.976. Because t-statistics is  $6.500 > t\text{-table } 1.976$  and the significance value is  $0.000 < 0.05$ , then H1 is supported. This means that motivation has a significant influence on career development. This means that the higher the motivation, the higher the opportunity for career development.

The results of this research show that employee motivation is in the very high category. The highest value in the motivation variable is found in the indicator, I always complete the work assigned by the company. Meanwhile, the lowest indicator is that I always receive wages from the company for the work I complete.

Very high motivation among employees can be caused by the age of the most dominant employees or as many as 57% are Russians aged 16 - 25 years. At this age, employees are classified as being very productive and have a high work spirit.

These results support research conducted by M Furqoln Hidayat, (2022) which also proves that motivation has a positive and significant influence on career development.

According to Umam (2022:159), motivation is a main force that mobilizes humans to behave and in their actions there is a certain purpose. Furthermore, according to Swaminathan (2020: 5), one of the factors that influences the work motivation of the individual is an internal factor, namely the motivation of the employee which is influenced by the individual within the cell, for example if all employees want to

get satisfactory grades in performance appraisals for career development, then the employee This will direct their beliefs and behavior in such a way as to fulfill the requirements of the performance assessment that has been determined.

High motivation will support employees to continue learning, developing and improving employees' skills and knowledge. All employees may seek self-development opportunities such as training, courses or certification to improve their knowledge. This ambition helps in long-term career development and opens the door to better opportunities. Apart from that, high motivation helps cells to remain persistent and persevere amidst challenges or obstacles that may arise in career development. These employees do not give up easily, but rather look for creative solutions and adapt to change. This resilience is important for overcoming obstacles and achieving career goals. High motivation also helps people to pursue better quality work. By prioritizing quality, these employees will increase their professional reputation and create opportunities for promotion or greater responsibility.

### **The Effect of Work Experience on Career Development**

The t-statistic value of the work experience variable is 8.750 and has a positive sign with a significance level of 0.000. Because the t-statistic is  $8.750 > t\text{-table } 1.976$  and the significance value is  $0.001 < 0.05$ , H2 is supported. This means that work experience has a significant influence on career development. These results support research conducted by Ni Komang Entayani, I Gusti Bagus Honor, (2020) which also proves that work experience has a positive and significant influence on career development.

The results of this research indicate that job security is in the very old/experienced category. The highest value in the work experience variable is found in the indicator, I master every technical and non-technical equipment assigned by the company. Meanwhile, the best indicator is that I have worked at this company for more than 2 years and understand the duties of the company and am able to carry them out well. Very long work experience among employees can be caused by the length of work of the most dominant employees or as many as 55% have worked for 2 - 5 years and 45% have worked for more than 5 years. At this working age, employees can be classified as having worked for a very long time, because they are able to persist or work for up to 5 years or even more than 5 years.

According to Sutrisno (2021:46), work experience is the ability of all employees to carry out all their duties and responsibilities based on their experience in the employee's field of work. Meanwhile, Sedarmayanti (2021:39), stated that work experience is a skill possessed by human cells that has been developed from their work period. The longer the working period of a cell, the more knowledge it will have about the work it does. Work experience can be gained when new people start working at a company or when people have already gained experience at another company with the same police force.

Work experience is a process of developing knowledge or skills regarding the process of a job due to the involvement of the employee in carrying out work tasks (Manulang, 2009: 15). The results of the analysis show that work experience has a positive and significant influence on career development, which means that the more work experience an employee has, the greater the opportunity to develop the employee's career and vice versa, the less work experience an employee has, the less opportunity the employee has to developing his career.

Work experience certainly has a relationship to a person's career development. This is because work experience allows individuals to develop and improve skills that are relevant to their field of work. In each job, cells can develop a better understanding of the processes, techniques and best practices in their work.

The more experience you have, the more developed your skills will be that you can apply in your career. In general, through work experience, everyone faces various challenges, overcomes obstacles, and achieves successful achievements. This strengthens their self-confidence in their ability to face complex situations, take initiative, and solve problems.

Strong self-confidence is very important for successful career development. In addition, diverse and relevant work experiences can open the door to better career opportunities. Strong experience and the resulting achievements help students compete with other candidates in career sales processes, in applying for new jobs, gaining promotions, or expanding work responsibilities. Rich experience can also provide a strong foundation for leadership roles or career development in a higher field.

### Simultaneous Test (F-statistic)

**Tabel 6. Result of Simultaneous Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1360.843	2	680.422	162.430	.000 <sup>b</sup>
	Residual	590.652	141	4.189		
	Total	1951.495	143			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS 25 output, 2023

In table 6 above, it shows that the F-statistic value obtained is 162.430 at a significance level of 5% with a profitability value (sig) = 0.000. For the F table value at the 5% significance level (df) =  $n - k - 1 = (144 - 2 - 1) = 141$ . In the F distribution table for df = 141 is 3.91. So the F-statistic value was  $162.430 > F$  table 3.91 and the significance value was  $0.000 < 0.05$ , so that H3 was supported. These results provide the meaning that the variables of motivation and work experience simultaneously have a positive and significant influence on career development. These results support research conducted by Bemo Saputra, Tezar Arianto, (2022) which also proves that motivation and work experience have a positive and significant influence on career development.

These results support research conducted by Bemo Saputra, Tezar Arianto, (2022) which also proves that motivation and work experience together have a positive and significant influence on career development.

According to Rivai (2020:274), career development is a process of increasing individual work abilities achieved in order to achieve the desired career. Meanwhile, according to Siagian (2021:68), career development is personal changes carried out by individuals to achieve a career plan.

Motivation and work experience both have an important contribution to the development of a person's career. High motivation and relevant work experience can directly improve the performance of people in the workplace. Strong motivation supports human cells to work optimally and produce the best results. Meanwhile, work experience provides deeper insight and understanding of work tasks, processes and best practices. The combination of high motivation and good work experience helps individuals achieve higher levels of performance and achieve better results in their careers.

Motivation and work experience also have an important role in developing human cell skills. High motivation supports people's cells to continue learning and improve their skills. Work experience will provide practical opportunities to apply and hone existing skills, as well as develop new skills. In general, motivation and work experience help individuals to become more experienced in their field of work and open up opportunities for better career development. The combination of motivation and strong work experience can open up better career opportunities. High motivation empowers people to seek opportunities for growth and advancement in their careers. Meanwhile, relevant and quality work experience provides a valid foundation for advancing to a higher career level, assuming greater responsibilities, or achieving leadership roles.

These opportunities are often given to individuals who are proven to be high performers and have a good track record in developing their careers.

Both motivation and work experience can also increase a person's self-confidence in developing their own career. High motivation creates confidence that everyone can achieve goals and achieve success in their career. Long work experience tends to increase a person's self-confidence in their ability to face challenges, take initiative, and achieve greater achievements. Strong self-confidence is an important asset in developing a successful career.

## CONCLUSION

Based on the results of the analysis and discussion carried out in the previous section, it can be concluded that partially and simultaneously motivation and work experience have a positive and significant effect on the career development of employees of the PPIC Department of PT. Shoetown Ligung Indonesia.

Then, therefore, the company should carry out an objective performance evaluation. It is important for companies to have a clear and objective performance evaluation system. Through good performance evaluation, high performing employees can be identified, and their wages can be increased as a reward for their contribution. This also provides incentives for other employees to improve their performance.

Then, the suggestion from this research is that companies should provide clear job descriptions or provide detailed and structured job descriptions to employees. The job description should include key tasks, responsibilities, and specific performance expectations. This helps employees understand their role as a whole. In addition, companies can also provide appropriate training and development for employees so that they have a deeper understanding of the tasks and skills required for their work. Through training, employees can increase relevant knowledge and skills, so that they are better prepared to handle tasks-Elective tasks.

For further research, this research is limited to career development which is projected by motivation and work experience. Apart from that, this research only took one department, namely PPIC with samples taken purposively. Therefore, in the future, other researchers can carry out developments in research-free variables with other variables such as technology, work environment, etc..

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