

Work Motivation, Work Spirit, and Career Development Strategy on Employee Performance

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ABSTRACT

Purpose: This study aims to analyze the influence of work motivation, work spirit, and career development strategies on employee performance at PT Maju Jaya Sejahtera, Surabaya.

Research Method: A quantitative approach was employed using multiple linear regression analysis. The sample consisted of 70 permanent employees selected through purposive sampling. Data were analyzed to examine the partial and simultaneous effects of the independent variables on employee performance.

Results and Discussion: The results indicate that work motivation, work spirit, and career development strategies each have a positive and significant effect on employee performance. Employees with higher motivation tend to be more productive and proactive, while a strong work spirit enhances dedication and resilience in completing tasks. Career development strategies contribute to employee commitment by providing opportunities for skill improvement and professional growth. Simultaneously, the three variables significantly improve employee performance.

Implications: The findings suggest that organizations should strengthen employee motivation, foster a positive work environment, and implement effective career development programs to enhance productivity, commitment, and overall organizational performance.

Originality: This study contributes to the human resource management literature by examining the combined effects of work motivation, work spirit, and career development strategies on employee performance in the construction industry, offering a more comprehensive perspective on the factors influencing employee effectiveness.

Keywords: work motivation; work spirit; career development; employee performance.

1. Introduction

Human resources (HR) is one of the most valuable assets in an organization. A company's success is determined not only by its business strategy, technology, or capital, but also by the quality of its employees' performance. Highly motivated employees with strong work morale and clear career development opportunities tend to be more productive, more creative, and better able to contribute to achieving organizational goals (Hidayat, 2022; Yolinza & Marlius, 2023). Conversely, less motivated employees, who have low work morale or do not see clear career development prospects, can potentially reduce overall performance and even increase turnover rates within the company (Mahardika & Suryawirawan, 2023)



PT Maju Jaya Sejahtera, a construction company in Surabaya, faces significant challenges in maintaining optimal employee performance. In the construction sector, the quality and accuracy of project completion depend heavily on team coordination, discipline, technical skills, and employee motivation and morale (Amni, 2023). Companies need to ensure that each employee is strongly motivated to work, eager to face challenges, and confident that their career can progress through effective career development strategies. High work motivation can encourage employees to be more proactive in completing tasks, disciplined in carrying out projects, and increase productivity. High work morale also provides an internal energy that encourages employees to innovate and remain focused under pressure at work (Yunus & Rocdianingrum, 2023). Furthermore, a structured career development strategy will provide employees with certainty in improving their competencies and abilities. Employees who perceive career development opportunities will be more committed to the company and strive to deliver optimal results. Conversely, employees who feel their career path is unclear tend to be less motivated, which can reduce the quality of their work. Managing motivation, work enthusiasm, and career development is crucial and involves interrelated elements that support overall employee performance. However, in recent years, PT Maju Jaya Sejahtera has experienced a significant decline in employee performance. According to an internal company report in 2025, employee productivity decreased by approximately 12% compared to the previous year, resulting in delayed project completion and increased operational costs. This decline was caused by low work motivation, declining morale, and suboptimal career development strategies for employees. This indicates an urgent need for the company to analyze the factors influencing employee performance to formulate appropriate strategies to improve productivity, work quality, and employee satisfaction in the competitive construction workplace.

The decline in employee performance at PT Maju Jaya Sejahtera is attributed to several key variables that are the focus of this study. The first variable is work motivation, which relates to employees' internal and external drive to achieve work goals optimally. Low work motivation can lead to employees lacking initiative, completing tasks slowly, and showing limited creativity in addressing the challenges of dynamic construction projects. The second variable is work morale, which reflects employees' levels of energy, dedication, and commitment to their work. (Putri, Bahri, and Rambe 2023). Decreased work enthusiasm impacts employees who tend to work mechanically, lack focus, and are unable to maintain consistent quality over the long term. Furthermore, career development strategies are also a crucial variable influencing performance. When employees do not see opportunities for competency development or promotion, they tend to feel stagnant and lose their intrinsic motivation to increase productivity (Kosali, 2023). Unclear or unevenly implemented career development strategies result in most employees not receiving the training or experience needed to support optimal performance, thus under-utilizing their potential. These three variables interact and shape work conditions that impact both individual and team performance (Hidayat, 2023; Pamungkas *et al.*, 2025; Ruktipriangga, Putra, and Julaeha, 2022)

Thus, the decline in performance experienced by PT Maju Jaya Sejahtera is not only a matter of work results, but also reflects the need to understand the psychological and managerial factors that influence employee performance. Analysis of work motivation, work morale, and career development strategies is essential for gaining a deeper understanding of the mechanisms driving the decline in productivity and for providing a basis for the company to design policies and programs that can improve performance, maintain project quality, and strengthen employee satisfaction and loyalty.

This article is organized into several sections. The first section provides the introduction and background of the research. The second section discusses literature review and hypothesis development. The third section explains the research methods used. The fourth section presents the research results and discussion, while the final section contains conclusions, implications, and suggestions for further research.

2. Literature Review and Hypothesis Development

Employee performance within an organization cannot be understood solely as a result of technical skills or adherence to work procedures. Performance is shaped by the interaction between psychological drives, work energy, work experience, job design, and organizational strategies for developing employee capacity. In the context of the study titled "Work Motivation, Work Spirit, and Career Development Strategy on Employee Performance", the relationship between work motivation, work spirit, and career development strategy must be viewed as a mutually reinforcing continuum. Work motivation serves as an internal driving force that directs employee behavior; work spirit reflects the positive energy in carrying out tasks; while career development constitutes a form of organizational support that provides direction for employees' future. Theoretically and empirically, all three make significant contributions to improving employee performance.

Work motivation holds a central position because it is directly linked to why a person works, persists, and strives to achieve specific outcomes. From the perspective of self-determination theory, employee motivation is influenced not only by external incentives but also by the fulfillment of psychological needs such as autonomy, competence, and social relatedness within the organization (Ryan *et al.*, 2017). When the work environment provides employees with the space to feel capable, valued, and in control of their work, work motivation tends to develop more sustainably. Guo (2023) also emphasizes that workplace motivation must be understood as a psychological process shaped by the quality of work experiences, not merely a response to material rewards. Thus, work motivation serves as the foundational basis for productive work behavior.

However, motivation does not always arise automatically within individuals. Both internal and external organizational factors shape the intensity of work motivation. Amni (2023) demonstrates that employees' internal factors can influence work motivation, particularly when individuals have specific needs, expectations, and perceptions regarding their work. Meanwhile, research by Putri *et al.*, (2023) shows that workload and work culture can influence employee performance through motivation. These findings indicate that work motivation does not exist in isolation but is influenced by the work context employees experience daily. If the work culture is supportive, workloads are managed proportionally, and employees feel a sense of meaning in their work. Motivation is more likely to develop into productive work behavior.

Studies on intrinsic motivation and extrinsic incentives further reinforce the relationship between work motivation and employee performance. Cerasoli *et al.*, (2021) found that intrinsic motivation and extrinsic incentives together can predict performance. This is important because organizations often over-segregate the two. In practice, employees can perform well because they find their work meaningful, but they also require fair external recognition. Intrinsic motivation fosters engagement and perseverance, while extrinsic incentives can reinforce achievement orientation when administered appropriately. Therefore, performance improvement strategies should not rely solely on



compensation or supervision but should also create working conditions that make employees feel their work is valued.

In the context of performance, work motivation can function as a psychological energy that links various organizational policies to work outcomes. Astuti and Putri (2024) demonstrate that work design influences employee performance through work motivation as a mediating variable. This means that good job design does not directly lead to optimal performance if it does not foster employee motivation. Jobs that are clearly designed, challenging, and provide room for responsibility are more likely to spark work drive. Conversely, monotonous, unclear, or overly restrictive jobs can diminish motivation, even if employees possess adequate technical skills. Thus, work motivation serves as a crucial mechanism explaining why job design impacts performance.

In addition to motivation, work spirit can be understood through related concepts such as work engagement, work enthusiasm, and positive energy in performing tasks. Bakker and Demerouti (2021) explain that work engagement relates to a state of work characterized by energy, dedication, and involvement. In the context of this study, work spirit refers not only to employees who are physically present but also to those who demonstrate enthusiasm, perseverance, and a willingness to contribute. Hidayat (2022) identifies work engagement as a key factor influenced by primary and supporting factors in the work environment. This indicates that work engagement flourishes when an organization provides working conditions that offer support, clarity, and recognition of employees' contributions.

Work engagement is also closely linked to psychological well-being. Inayah (2026) demonstrates that work engagement can serve as a mediating variable in the relationship between workload and psychological well-being. This finding is relevant because work engagement is inseparable from employees' mental state. A high workload does not necessarily reduce performance if employees have strong work engagement and energy; however, if this workload is not balanced by organizational support, work engagement may decline, affecting performance quality. In other words, work engagement serves as a bridge between job demands and employees' ability to remain productive. Organizations must ensure that job demands remain within challenging limits, rather than becoming excessively burdensome.

Engagement and work motivation are also influenced by leadership style. Knevelsrud *et al.*, (2025) demonstrate that empowering leadership is associated with employee work engagement from the perspective of self-determination theory. Empowering leadership can strengthen employees' sense of autonomy and competence, thereby motivating them to engage more deeply in their work. In terms of performance, employees who feel trusted by their superiors tend to be more willing to take initiative, solve problems, and demonstrate accountability for work outcomes. Work motivation, therefore, is not merely an individual trait but also the result of social relationships and leadership patterns within the organization.

In addition to motivation and work ethic, career development strategies play a crucial role in shaping employee performance. Career development signals that the organization not only utilizes employees' current labor but also invests in their future. Kosali (2023) found that training and career development influence employee performance, with employee engagement serving as an intervening variable. These findings confirm that career development not only enhances technical competencies but also strengthens employees' psychological attachment to the organization. When employees perceive growth opportunities, they tend to have stronger reasons to increase their contributions at work.

Career development is also closely linked to work motivation. Mahardika and Suryawirawan (2023) demonstrate that work motivation, work discipline, and career development influence employee performance. Within this relationship, career development can serve as a motivator because employees perceive a connection between their current work efforts and future opportunities. Yolinda and Marlius (2023) also found that career development and work motivation influence employee performance. Both studies reinforce the view that career development strategies should not be treated merely as administrative programs but rather as strategic instruments for fostering work drive and employee loyalty.

Clear career paths, relevant training, promotion opportunities, and managerial support must accompany effective career development strategies. Ruktipriangga *et al.*, (2022) demonstrated that compensation, motivation, and career development influence employee performance. This indicates that career development has a stronger impact when supported by a fair reward system and sustained motivation. Pamungkas *et al.*, (2025) also found that compensation and career development influence employee performance through work motivation. This finding clarifies that work motivation can serve as a key pathway linking organizational policies to performance outcomes. In other words, career development drives performance not only by enhancing skills but also by strengthening employees' expectations, commitment, and motivation.

In modern organizations, career development is inseparable from the overall human resource management system. Botelho *et al.*, (2023) emphasize the importance of viewing HR functions from a holistic systems perspective, rather than merely through the lens of high-performance work practices. This means that career development, motivation, engagement, compensation, leadership, and job design must be managed in an integrated manner. If an organization provides training without improving its work culture, leadership, or reward system, the impact on performance may not be optimal. Conversely, when HR strategies are designed consistently and support one another, employees will more easily feel that the organization provides space for growth and contribution.

The relationship between work motivation, work enthusiasm, career development, and performance can also be understood as a layered process. Work motivation drives employees' intentions and efforts; work engagement transforms those intentions into energy and perseverance in work activities; and career development provides long-term direction for those efforts. Together, they form a positive cycle. Motivated employees are more likely to demonstrate high work engagement. Employees with high work engagement are more willing to participate in training, embrace challenges, and pursue career advancement. Conversely, clear career opportunities will strengthen motivation and maintain work engagement, so it does not easily decline. Such relationships are evident in various studies that position motivation and engagement as mediating mechanisms between organizational policies and performance (Astuti & Putri, 2024; Kosali, 2023; Pamungkas *et al.*, 2025).

Employee performance is also influenced by work experience and discipline. Yunus and Rocardaningrum (2023) demonstrate that work experience, work motivation, and work discipline influence employee performance. These findings enrich the understanding that motivation and career development must be considered alongside other behavioral factors. Employees with strong work experience are better able to understand job demands, but without motivation and discipline, such experience does not necessarily lead to optimal performance. Similarly, work discipline can ensure consistent behavior, but motivation and enthusiasm are necessary for employees not only to meet minimum standards but also to strive for better results.

Work-life balance and job crafting are also relevant to discussions of work engagement. Sari and Nasution (2025) demonstrate that work-life balance and job crafting influence employee work engagement. This indicates that work engagement is stronger when employees can balance job demands with their personal lives and have the opportunity to adapt their work methods to make them more meaningful. In terms of performance, employees who engage in job crafting can find ways of working that better align with their strengths and preferences. This has the potential to enhance engagement, creativity, and productivity. Therefore, organizations need to provide measured flexibility so that employees can develop work methods that remain aligned with organizational goals.

In some contexts, issues of sustainability and green management are also beginning to intersect with employee performance and motivation. Rahmawati (2018) highlights the emergence of the concept of green management in Indonesia, while Hidayat (2023) discusses green management as an intervention strategy to address job burnout and improve performance across employee tenure. Although not directly focused on work motivation and career development, this approach demonstrates that an organizational environment that prioritizes values, sustainability, and well-being can influence employees' psychological well-being. When an organization has clear values and cares about social and environmental impacts, employees can experience a broader sense of meaning in their work, which ultimately supports motivation and enthusiasm.

From a methodological perspective, studies of relationships between variables generally require a quantitative approach to test both direct and indirect effects. Ghozali (2016) provides a relevant foundation for multivariate analysis to test relationships between variables in research models, particularly when the study involves mediating or interaction variables. Sekaran and Bougie (2016) also emphasize the importance of a systematic research design in business studies for objectively testing relationships between variables. Meanwhile, Stadtländer (2009) demonstrates that quantitative, qualitative, and mixed-methods approaches each play a distinct role in explaining organizational phenomena. In this study, a quantitative approach can be used to test the influence of work motivation, work enthusiasm, and career development strategies on employee performance. At the same time, the theoretical narrative helps explain the mechanisms of the relationships between variables.

Based on this discussion, work motivation, work enthusiasm, and career development strategies can be positioned as three interrelated key factors in explaining employee performance. Work motivation provides psychological drive for employees to work optimally. Work enthusiasm strengthens resilience, engagement, and overall performance in the work process. Career development strategies provide direction, opportunities, and the confidence that employees' contributions hold long-term value. When these three variables are present simultaneously, organizations are more likely to cultivate employees who are not only capable of performing their duties but also willing to grow and contribute sustainably. Thus, improving employee performance requires an approach that integrates psychological, behavioral, and strategic aspects within human resource management.

3. Research Method

This research employs a quantitative approach, using numerical data as the primary instrument for analyzing the phenomena under study. The quantitative method was chosen because it provides objective, measurable results and enables the use of statistical techniques to conclude applicable to a broader population (Sugiyono, 2020). Based on its objectives, this research falls into the explanatory



research category, emphasizing the identification and explanation of causal relationships or influences between variables through hypothesis testing (Ghozali, 2016). With this approach, the research is expected to provide a clear understanding of each independent variable's contribution to the dependent variable.

This study involves two categories of variables: independent and dependent. The independent variables are Work Motivation (X_1), Work Spirit (X_2), and Career Development Strategy (X_3), which are assumed to influence employee performance. The dependent variable in this study is Employee Performance (Y), which reflects an individual's performance in carrying out their duties and responsibilities in the company (Rahmawati, 2018). Each variable is operationalized using relevant indicators to objectively and measurably measure its contribution to performance.

The study population comprises the permanent staff of PT Maju Jaya Sejahtera in Surabaya, totaling 70 individuals. The entire population was included in the research due to their strategic role in the company's smooth operation. The sampling technique used was purposive sampling, with the criteria being permanent employees and a minimum service period of one year. These criteria were applied to ensure the accuracy and depth of the data obtained, so that the research results reflect actual field conditions (Sekaran & Bougie, 2016). Based on these criteria, the final sample used was all 70 employees.

Research data was collected through two main sources. First, primary data were obtained directly from respondents using a Likert-based questionnaire, thereby transforming employee perceptions into quantitative data. Second, secondary data were obtained through a review of internal company documents, initial observations, and the literature on human resource management. The combination of these two sources ensured that the data used in the research was complete, valid, and accountable.

Data analysis was conducted systematically to ensure the validity of the findings. Multiple linear regression analysis was used to assess the influence of the independent variables (Work Motivation, Work Morale, and Career Development Strategy) on the dependent variable (Employee Performance), both partially and simultaneously (Stadtländer, 2009). Hypothesis testing was conducted using the t-test to examine the influence of each variable individually, the F-test to evaluate the joint influence, and the coefficient of determination (R^2) analysis to determine the extent to which the independent variables explain variation in the dependent variable. The entire analysis process was assisted by statistical software to ensure the accuracy and precision of the calculations.

4. Results and Discussion

4.1 Analysis Results

4.1.1 Respondent Characteristics

The demographic characteristics of the respondents are summarized in the following table. This information provides an overview of the age and gender composition of the study's respondents, helping to understand the background and context of the sample. This demographic analysis is important for assessing the representativeness of the respondents relative to the employee population of PT Maju Jaya Sejahtera, as well as determining the extent to which demographic factors such as age and gender may influence their perceptions and responses to the variables studied.

Table 1. Respondent Characteristics

Profile	Amount	Percentage (%)
Age		
18–30 Years	10	14.3
31–40 Years	35	50.0
> 41 Years	25	35.7
Total	70	100.0
Gender		
Man	45	64.3
Woman	25	35.7
Total	70	100.0

Source: Processed primary data, 2026.

Based on the data obtained, the characteristics of the respondents in this study include the age and gender of 70 employees of PT Maju Jaya Sejahtera. In terms of age, the majority of respondents are in the 31–40 year group, as many as 35 people or 50.0% of the total sample, followed by the age group above 41 years, as many as 25 people (35.7%), and the age group 18–30 years, as many as 10 people (14.3%). This indicates that most respondents are in the productive age group who generally have sufficient work experience to make a significant contribution to the company. Meanwhile, in terms of gender, the majority of respondents are male, with 45 people (64.3%), while women number 25 (35.7%). This composition reflects the dominance of the male workforce in the company, consistent with the construction sector's tendency to employ more male employees.

4.1.2 Inferential Analysis (Multiple Linear Regression)

The main objective of conducting multiple linear regression is to determine the influence of independent variables. Work motivation (X1), Work Spirit (X2), and Career Development (X3) as the independent variables, and Employee performance (Y) as the dependent variable.

Table 2. Summary of Multiple Linear Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.890	2.961		4.691	.000
1 Work motivation	.297	.085	.354	3.475	.001
Work Spirit	.755	.170	.450	4.449	.000
Career Development	.222	.092	.213	2.406	.019

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2026.

Based on Table 2, the results obtained are entered into the regression equation as follows:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

$$Y = 13.890 + 0.297X1 + 0.755X2 + 0.222X3$$

The results of the regression analysis indicate that the constant value of 13.890 reflects the baseline level of employee performance when all independent variables—namely work motivation, work spirit, and career development—are assumed to be constant or equal to zero. This finding implies that, even in the absence of these variables, employee performance is still influenced by other factors not included in the model. Furthermore, the regression coefficient for work motivation ($b_1 = 0.297$) demonstrates a positive relationship between work motivation and employee performance. This suggests that any increase in employees' motivation to work will be followed by a corresponding improvement in their performance, assuming other variables remain unchanged. In addition, the work spirit variable ($b_2 = 0.755$) has the largest regression coefficient among the independent variables, indicating it has the greatest influence on employee performance. This means that higher levels of work spirit significantly enhance employees' performance, making it the most dominant factor within the model.

Meanwhile, the regression coefficient for career development ($b_3 = 0.222$) also indicates a positive effect on employee performance, although its magnitude is relatively smaller than that of the other variables. This indicates that while career development plays an important role in improving performance, its influence is not as strong as that of work motivation and work spirit. Overall, these findings indicate that all independent variables contribute positively to employee performance, with work spirit emerging as the most influential factor.

4.1.3 Hypothesis Testing Results

Partial Test. The t-test is used to test whether the independent variable has a significant partial effect on the dependent variable. Testing criteria:

- If the significance is less than 0.05, then there is a partial influence between the variables. Work motivation, Work Spirit, and Career Development to Employee Performance.
- If the significance is greater than 0.05, then there is no partial influence between the variables. Work motivation, Work Spirit, and Career Development to Employee Performance.

The results of the t-test (partial test) in this study are shown in Table 3 as follows:

Table 3. Results of the t-Test (Partial Test)

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	13.890	2.961		4.691	.000
	Work motivation	.297	.085	.354	3.475	.001
	Work Spirit	.755	.170	.450	4.449	.000
	Career Development	.222	.092	.213	2.406	.019

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2026.

Based on Table 3, the statistical analysis indicates that work motivation has a significance value of 0.001, which is lower than the established significance level of 0.05. This finding demonstrates that work motivation has a statistically significant effect on employee performance. In other words, higher levels of work motivation are associated with improved employee performance.

Similarly, the work spirit variable shows a significance value of 0.000, which is also below the 0.05 threshold. This indicates that work spirit has a highly significant influence on employee

performance. Thus, an increase in employees’ work spirit substantially enhances their overall performance. Furthermore, career development has a significance value of 0.019, which is likewise smaller than 0.05. This result confirms that career development significantly affects employee performance. It implies that better career development opportunities can lead to improved employee performance. Overall, these findings suggest that all independent variables—work motivation, work spirit, and career development—have a statistically significant impact on employee performance.

Simultaneous Test. The F test is intended to test whether all independent variables in the model jointly influence the dependent variable. Decision on simultaneous hypothesis testing (F test):

- If the significance is less than 0.05, then there is a simultaneous influence between the variables. Work motivation, Work Spirit, and Career Development to Employee Performance.
- If the significance is greater than 0.05, then there is no simultaneous influence between the variables. Work motivation, Work Spirit, and Career Development to Employee Performance.

Table 4. F-Test Results (Simultaneous Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.344	3	62.115	23.713	.000 ^b
	Residual	154,544	59	2.619		
	Total	340.889	62			

a. Dependent Variable: Employee Performance

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

Based on Table 4, the significance value is $0.000 < 0.05$, so the regression can be used for hypothesis testing, which states that Work motivation, Work Spirit, and Career Development jointly influence Employee performance.

4.2 Discussion

Through partial testing (t-test), it is empirically demonstrated that work motivation has a positive and statistically significant effect on employee performance. This finding is consistent with the motivational framework, particularly the need for achievement (nAch), which explains that individuals with a high achievement drive tend to set challenging goals, persist in the face of obstacles, and seek feedback to improve outcomes.

Contemporary empirical studies reinforce this relationship. For instance, research by Cerasoli, Nicklin, and Ford (2021) and Ryan, Deci, and Olafsen (2017) highlights that intrinsic motivation significantly enhances task persistence and performance quality. Similarly, McAnally and Hagger (2024) found that autonomous motivation is strongly associated with higher job performance and lower burnout levels. Motivation in modern organizational contexts extends beyond financial incentives to include psychological empowerment, self-efficacy, and the perceived meaningfulness of work. Employees with high self-confidence in task execution tend to exhibit greater independence, discipline, and creativity in overcoming operational constraints (Guo, 2023). This aligns with findings from Knevelsrud *et al.*, (2025), which show that psychologically empowered employees demonstrate stronger proactive behavior and innovation capacity.

Data analysis indicates that work morale significantly contributes to improved organizational effectiveness and individual performance. Work morale can be conceptualized as a collective psychological state reflecting enthusiasm, commitment, and emotional engagement within a team.

According to Bakker and Demerouti (2021), the Job Demands-Resources (JD-R) model posits that high morale functions as a psychological resource that buffers stress and enhances work engagement. Employees who operate in high-morale environments tend to experience lower stress levels, improved emotional regulation, and stronger interpersonal collaboration. Recent studies (Inayah, 2026) further confirm that team morale is positively associated with reduced absenteeism, increased concentration, and minimized human error. High morale fosters psychological safety, allowing employees to communicate openly and collaborate effectively, thereby improving decision-making quality and operational stability. Additionally, Hidayat (2022) emphasizes that sustained work enthusiasm contributes to long-term organizational resilience by maintaining workforce stability and reducing turnover intentions. Career development policies, particularly through job enrichment strategies, have been identified as critical drivers of employee performance. Job enrichment involves increasing task variety, autonomy, and responsibility, thereby enhancing the intrinsic value of work.

From a theoretical perspective, job enrichment is rooted in the Job Characteristics Model, which posits that meaningful work, autonomy, and feedback lead to higher internal motivation. Empirical evidence from Astuti, R.J., & Putri (2024) confirms that enriched roles reduce job monotony, enhance skill utilization, and promote cognitive engagement. Moreover, transparent career pathways combined with increased autonomy foster employee loyalty and organizational commitment (De Vos *et al.*, 2021). Employees who perceive clear growth opportunities are more likely to invest effort in innovation and continuous improvement.

Simultaneously, motivation, work morale, and career development exhibit a significant combined effect on employee performance. A high coefficient of determination (R^2) indicates that these variables collectively explain a substantial proportion of the variance in performance. The synergy between psychological motivation (individual drive), work morale (collective emotional climate), and career development (structural support) creates a holistic work system that optimizes both individual and organizational outcomes. Recent integrative studies by Botelho, Kearns, and Woollard (2023) and Sari and Nasution (2025) confirm that performance sustainability is achieved when organizations simultaneously address motivational, emotional, and structural dimensions of work. Therefore, organizations cannot rely on a single determinant. High individual motivation alone is insufficient without supportive team dynamics and clear career progression systems. A balanced integration of these factors is essential to maintain long-term performance, adaptability, and organizational competitiveness.

5. Concluding Remarks and Recommendation

This study examined the effects of work motivation, work morale, and career development strategy on employee performance. The background of this study is based on the assumption that employee performance is determined not only by technical competence but also by psychological, emotional, and structural factors within the organization. Accordingly, this study addressed three main research questions: whether work motivation affects employee performance, whether work morale contributes to it, and whether career development strategy influences it. In addition, this study also examined the simultaneous effect of these three variables on employee performance. Using a quantitative approach and statistical tests, including partial and simultaneous analyses, the findings indicate that work motivation has a positive and significant effect on employee performance. Work morale also shows a

significant contribution to employee performance by strengthening enthusiasm, commitment, and collaboration in the workplace. Furthermore, career development strategy, particularly through job enrichment and clearer career opportunities, positively affects employee performance. Simultaneously, work motivation, work morale, and career development strategy significantly explain variations in employee performance, indicating that these factors function as complementary determinants rather than isolated predictors.

The findings of this study provide several theoretical, practical, and policy implications. Theoretically, this study strengthens the understanding that employee performance should be viewed through an integrated perspective that combines individual motivation, collective work climate, and organizational career support. The originality of this study lies in its attempt to position work motivation, work morale, and career development strategy as an interconnected system that contributes to performance improvement. Practically, the results suggest that organizations need to design managerial strategies that do not rely solely on financial incentives or formal evaluation systems. Instead, organizations should foster meaningful work, strengthen team morale, encourage psychological empowerment, and provide transparent career development pathways. From a policy perspective, the findings imply that human resource policies should be directed toward creating a balanced work environment in which employees are motivated, emotionally engaged, and given opportunities for continuous growth. Such policies may support long-term performance, reduce turnover intentions, and improve organizational adaptability.

This study has several limitations that should be considered. First, the research focuses only on work motivation, work morale, and career development strategy, while employee performance may also be influenced by other variables such as leadership style, organizational culture, compensation, work-life balance, job satisfaction, and technological support. Second, the study relies on a quantitative approach, which may not fully capture employees' deeper psychological and social experiences in the workplace. Third, the study's scope may be limited to a particular organizational context, making the findings less generalizable to other industries or institutional settings. Future researchers are encouraged to expand the model by adding mediating or moderating variables, such as employee engagement, job satisfaction, organizational commitment, or psychological empowerment. Future studies may also apply mixed-methods approaches to obtain richer explanations of how motivation, morale, and career development interact to shape employee performance across different organizational contexts.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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