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The Effect Of Work Motivation And Carrier Development On Employee Performance Mediated By Employee Engagement At

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Abstract: This research aims to investigate the Influence of Work Motivation, Career Development, and Employee Engagement on Employee Performance at PT Wolter Batik Nusantara using the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis method through the SmartPLS 3 program. The research collected data from employees of PT Wolter Batik Nusantara using structured questionnaires. The research sample consisted of 57 respondents selected through non-probability sampling. The analysis results showed that out of the seven hypotheses tested, five hypotheses indicated a significant positive influence between the variables under research. Work motivation and career development were found to have a significant positive influence on employee engagement, and employee engagement had a significant positive influence on employee performance. Additionally, it was found that employee engagement mediated the relationship between work motivation and employee performance, as well as between career development and employee performance. However, the other two hypotheses showed a positive but nonsignificant influence, namely work motivation on employee performance and career development on employee performance.

Keywords: Work motivation, career development, employee engagement, employee performance.

INTRODUCTION

As the impact of the COVID-19 pandemic hits, companies in various industrial sectors in Indonesia are struggling to survive in declining economic conditions. The pandemic forced companies to evaluate and adapt their business strategies to remain relevant and competitive. Companies are now directing their attention to creating the right strategies to be able to compete in an increasingly competitive market. The company's main focus today is on internal factors that can be the foundation for long-term success. This involves improving operational efficiency, wise management of human resources, and innovation in products and services. Therefore, various effective strategies are needed to win the competition. However, in reality many companies are unable to compete due to the poor work results of the human resources in the company (Kasmir, 2019). Therefore, to get human resources that suit your needs, you need a strategy in managing employees because when management is done well it can provide progress for the company through employee performance.

PT Wolter Batik Nusantara is a fashion retail company that focuses on providing a variety of premium artisan hand-written batik, one of a kind patterns from various regions in Indonesia. Collaborating with young local hand-written batik craftsmen who can present hundreds of exclusive, fresh and bolder hand-written batik collections that combine the nuances of contemporary motifs with elements of classic motifs in a written work. Below are the results of pre-research carried out at PT Wolter Batik Nusantara as follows:

Table 1

Information	%	Number of Responses
Work Motivation	95%	19
Career Development	85%	17
Employee Engagement	80%	16
Work-life balance	25%	5
Compensation	25%	5
Organization Performance	20%	4
Commitment	10%	2
Work Stress	0%	0

Based on the results of the pre-survey that has been carried out, it can be concluded that there are several factors that influence employee performance at PT Wolter Batik Nusantara. To determine these factors, a pre-survey was conducted on 20 respondents, then it was concluded that from the 8 variables there were three dominant factors, including Work Motivation (95%), Career Development (85%) and Engagement (80%).

The reason for the researcher's interest in raising the title "The Influence of Work Motivation, Career Development and Engagement on Employee Performance at PT Wolter Batik Nusantara" is because of its important value in supporting the development of individual employees so as to form good quality human resources and have an impact on the development of a company. Researchers also want to know how to improve the performance of what is currently expected to become Indonesia's golden generation.

Motivation is a driving force that makes someone enthusiastic about work so that they want to work together to work effectively and integrated with all their efforts to achieve the goals that have been determined by the organization or company. According to Robbins and Judge (2015) motivation comes from every individual who is willing to do work according to organizational goals by paying attention to the individual's needs, doing work consciously and enthusiastically to achieve certain goals. According to Robbins and Judge (2015), the dimensions and indicators of work motivation are as follows:

- a. Intrinsic motivation is motivation that comes from within the individual, driven by personal satisfaction and pleasure in carrying out the activity itself. A person who is intrinsically motivated will do a job or task because they find satisfaction, enjoyment, or challenge in the job. The indicators are progress, recognition, responsibility and achievement.
- b. Extrinsic motivation is motivation that comes from outside the individual, driven by external rewards or punishments. Someone who is extrinsically motivated will do a job or task to get rewards or avoid punishment. The indicators are supervision, employee benefits, company policies and working conditions.

According to Busro (2018), career is defined as the process of an employee having a business or an activity in which there are goals to be achieved, work that is in accordance with his/her competence and career and position flow. Busro (2018) believes that career development can be measured using several dimensions and indicators, namely:

- a. Clarity of career path, measured by indicators:
 - 1) Clear promotion.
 - 2) Opportunity to become a leader or deputy leader.

- 3) Opportunity to occupy certain positions in the company.
- b. Self-development, measured by indicators:
 - 1) Opportunity to attend training.
 - 2) Opportunity to continue education.
 - 3) Opportunity to take skills competency courses.
 - 4) Opportunity to attend seminars or workshops.
- c. Quality and performance improvements, measured by indicators:
 - 1) Increased employee motivation.
 - 2) Employee loyalty.
 - 3) Increased employee self-discipline.
 - 4) Employee Engagement

Schaufeli (2013) stated that employee engagement is a positive attitude, fulfilling, merging/merging/appreciating with work which is characterized by vigor, dedication and absorption. Schaufeli (2013) states that employee engagement is not a momentary and specific state, but is a more persistent and pervasive affective cognitive state that is not only focused on certain objects, events, individuals, or behavior. According to Schaufeli and Bakker (2010), there are three characteristics of employee involvement, namely:

a. Vigor (Spirit)

Characterized by a high level of energy and mental toughness when working, as well as a desire to put effort into work and also resilience in the face of adversity. Spirit that indicates readiness to make harder efforts when carrying out work. An effort to remain energetic when working and a tendency to keep trying in the face of difficulties or failures faced. Indicators of vigor can be seen from high levels of mental strength and resilience at work, perseverance and tenacity in facing difficulties, as well as seriousness in work. Vigor has indicators that can be used to make measurements as follows:

- 1) Have a high level of energy and strength when working
- 2) Have strong motivation to achieve work goals
- 3) Feel enthusiastic when doing work

b. Dedication

Characterized by enthusiasm, inspiration and pride. Have a very strong sense of involvement with their work so that they have feelings of enthusiasm, inspiration, meaningfulness, pride and challenge. Have a strong sense of involvement with a job. The indicators used are employee sacrifice in energy and time, a sense of meaning in their work, enthusiasm for work and a sense of pride in their work. Dedication (Dedication) has indicators:

- 1) Feel emotionally involved in work
- 2) Feel proud and satisfied with the work done
- 3) Feeling that work has meaning and significance

c. Absorption (Appreciation)

Characterized by full concentration and joy when involved in work, so that time will seem to pass quickly even if an employee is facing a problem. At work, employees are really focused and serious and enjoy their work, they feel that time passes very quickly and find it difficult to separate themselves from their work. The indicators used are employee concentration, employee seriousness in carrying out work and how an employee can enjoy their work. Absorption has indicators:

- 1) Be completely absorbed in work and feel that time flies while working
- 2) Feel entertained and happy while working
- 3) Find it difficult to separate yourself from work

Performance is the output produced by the functions or indicators of a job or profession within a certain time. Good and high employee performance is really needed by companies in order to improve the performance of the company itself. In the implementation of employee performance, many factors influence it. According to Robbins (2016), performance dimensions include the following:

- a. Work quality
It can be measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities
 - b. Quantity
The amount produced and expressed in terms of the number of units, the number of activity cycles completed
 - c. Punctuality
The level of activity that will be completed at the specified time is seen from the level of coordination with the output results and maximizing the time available
 - d. Effectiveness
The level of use of organizational resources including energy, money, technology and raw materials is optimized with the aim of increasing the results of each unit in the use of resources.
 - e. Independence
The level of a person who in the future will carry out their work functions without receiving assistance and guidance from a supervisor or supervisor.
- H1: Work motivation has a positive and significant effect on employee engagement
H2: Career development has a positive and significant effect on employee engagement
H3: Work motivation has a positive and significant effect on employee performance
H4: Career development has a positive and significant effect on employee performance
H5: Employee involvement has a positive and significant effect on employee performance.
H6: Work motivation has a positive and significant effect on employee performance through employee involvement
H7: Career development has a positive and significant effect on employee performance through employee involvement

METHOD

Variable Operations

Research Category

The type of research design used in this research is quantitative descriptive research with a causal research approach (method).

Operationalization Variables

Free Variable (X):

An independent variable is a characteristic that is defined or that is being studied for its impact. The X factors in this research are as follows:

- a. Work motivation
According to Robbins and Judge (2015), work motivation is a process that explains the intensity, direction and persistence of an individual's efforts to achieve goals. They also put forward dimensions and indicators of work motivation, namely intrinsic factors consisting of progress, recognition, responsibility and achievement and extrinsic factors consisting of supervision, employee benefits, company policies and working conditions.
- b. Career development

According to Busro (2018), career development is a series of activities carried out by individuals and organizations to improve and advance an employee's career. Career development not only aims to meet employees' personal needs, but also to meet organizational needs. According to him, career development can first be measured by career clarity which consists of salary increases, the opportunity to become a leader or deputy leader, the opportunity to occupy certain positions in the company. Second, self-development which consists of the opportunity to take part in training, the opportunity to continue education, the opportunity to take skill competency courses and the opportunity to attend seminars or workshops. Third, improving quality and performance which consists of increasing employee motivation, employee loyalty and increasing employee self-discipline.

Bound Variable (Y):

a. Employee Engagement

Employee engagement according to Schaufeli and Bakker (2010) refers to the concept where employees have emotional attachment and commitment to their work. Schaufeli and Bakker (2010) stated that there are three characteristics of employee engagement, namely Vigor, Dedication, and absorption.

b. Performance

According to Robbins (2016), employee performance refers to how employees carry out their tasks and achieve the goals set by the organization. Employee performance can be measured by work quality, quantity, timeliness, effectiveness and independence.

This research has a conceptual framework which will be explained in the image below and more details will be explained in the following discussion.

Types and sources of data

Research is carried out by determining the location of the object or subject that must be studied more deeply so that the problem must be solved. For this reason, research data will be separated into 2 categories, namely primary data and secondary data.

Validity Test and Reliability Test

Data Analysis Technique Data analysis was carried out using the Partial Least Square (PLS) method using Smart PLS v3.0 software, PLS is one of the methods for solving Structural Equation Modeling (SEM) which in this case is better than other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data, and is able to carry out path analysis with latent variables so it is often used by researchers who focus on social sciences.

Validity test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal what is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity, average variance extracted (AVE), and discriminant validity tests.

a. *Concept Validity*

The validity of the questionnaire can be obtained by using a questionnaire that has been widely used by researchers. The questionnaire used in this research is the result of a literature study with necessary modifications to avoid respondents' tendencies towards certain preferences

b. *Convergent Validity*

This convergence measure shows whether each question item measures the same dimensions of the variable. Therefore, only question items have a high level of significance, namely greater than twice the standard error in measuring the research

variable question items. Convergent validity can be fulfilled when each variable has an AVE value above 0.5, with the loading value for each item also having a value more than 0.5. (Ghozali, 2012)

c. *Average Variance Extracted(AVE)*

This validity test is by assessing the validity of the question item by looking at the average variance extracted (AVE) value. AVE is the average percentage of variance extracted (AVE) values between question items or indicators of a variable which is a summary of convergent indicators. For good requirements, if the AVE of each question item is greater than 0.5 (Ghozali, 2012).

d. *Discriminant Validity*

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value, if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To test reliability, it can be done through composite reliability, a variable can be said to be reliable when it has a composite reliability value ≥ 0.7 (Sekaran, 2014).

Structural Model or Inner Model

Inner model (inner relations, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model was evaluated using R-Square for the dependent variable, Stone-Geisser Q-Square test for predictive elevation and t test and the significance of the structural path parameter coefficients. In assessing the model with PLS, start by looking at the R-Square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). Apart from looking at the R-Square value, the Partial Least Square (PLS) model was also evaluated by looking at the Q-Square predictive relevance for the constructive model. Q-Square measures how well the observed values are generated by the model and also its parameter estimates. It is described as follows:

a. R-square

In assessing the model with PLS, start by looking at the R-Square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-Square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2015). R-Square values of 0.75, 0.50, 0.25 can be concluded that the model is strong, moderate and weak, the results of PLS R-Square represent the amount of variance in the construct explained by the model (Ghozali, 2015)

b. Q-Square

Q-Square measures how well the observed values are generated by the model and also its parameter estimates. A Q-Square value >0 indicates the model has predictive relevance, conversely if a Q-Square value <0 indicates the model lacks predictive relevance (Chin, 1998) in (Ghozali, 2015). The Q-Square quantity has a value in the range $0 < Q^2 < 1$, where the closer to 1 means the model is better. The quantity Q^2 is equivalent to the total coefficient of determination in path analysis. Q-Square values of 0.02, 0.15, 0.35 can be concluded that the predictive relevance value is weak, moderate and strong

c. *Goodness of Fit (GoF)*

GoF for the overall fit index can use the goodness of fit index criteria developed by (Tenenhaus et al., 2014 in Ghozali, 2015) called the GoF Index. This index was developed to evaluate measurement models and structural models and in addition provides a simple measure of the overall model predictions. The GoF index value is obtained from the average communalities index multiplied by the R^2 model value. This GoF value stretches between 1-0 with the interpretation of this value being 0.1 (Small GoF), 0.25 (Moderate GoF) and 0.36 (Large GoF) (Wetzels et al, 2009 in Yamin & Kurniawan, 2011). The GoF Index formula is:

$$GoF = \sqrt{Com \times R^2}$$

Com in the upper line is the average communalities and R^2 in the upper line is the average of the R^2 model.

Hypothesis test

In the final stage, the hypothesis test is carried out by comparing the t-count with the t-table. Comparison of t-count with t-table is used to determine whether or not there is an influence between the variables in this study. The t-count value was obtained from bootstrapping results with SmartPLS software. Hypothesis testing uses full model structural equation modeling (SEM) analysis with SmartPLS. In the full model structural equation modeling, apart from confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). Hypothesis testing by looking at the Path Coefficient calculation value in inner model testing. A hypothesis is said to be accepted if the statistical T value is greater than the T table 1.96 (α 5%) which means that if the statistical T value for each hypothesis is greater than the T table then it can be declared accepted or proven.

RESULTS AND DISCUSSION

Object of Research: Overview and Description of Research Object

PT Wolter Batik Nusantara, better known as Batik Wolter, is a company operating in the fashion sector with a main focus on written batik products. Founded in 2019, Batik Wolter has demonstrated its commitment to preserving and popularizing hand-written batik as an important part of Indonesia's cultural heritage. Located at Ruko Maqna Residence No. 20-21, Kebon Jeruk Business Park, North Meruya, Kembangan, West Jakarta, Batik Wolter is one of the pioneers in presenting high quality hand-written batik that combines tradition with a modern touch.

1. Based on the table, it is known that the respondents in this study were in the age range 21-26 years with a number of 25 with a percentage of 43.9%, 27-32 years had a number of 30 with a percentage of 52.6% and 33-38 years had a number of 2 with a percentage of 3.5%. It can be concluded that the sample in this study was dominated by respondents aged 27-32 years.
2. Based on the table, it is known that respondents in this study with a work period of less than 1 year with a number of 12 had a percentage of 21.1%, a work period of 1-3 years with a number of 39 had a percentage of 68.4% and a work period of 4-5 years had a

number 6 with a percentage of 10.5%. It can be concluded that the sample in this study was dominated by respondents with a working period of 1-3 years.

- Based on table 4.5, it is known that the respondents in this study had four levels of education, namely, SMA/SMK, D3, S1 and S2. Regarding SMA/SMK there are 8 with a percentage of 14%, while D3 has 5 with a percentage of 8.8%. Regarding S1 there were 43 with a percentage of 75.4% and S2 there were 1 with a percentage of 1.8%. It can be concluded that the sample in this study was dominated by respondents with a bachelor's degree level of education.

Partial Least Square Analysis Measurement Model (Outer Model)

The outer model is assessed by looking at convergent validity. Convergent validity is assessed based on the correlation between the item score and the calculated construct score. The results of the outer model can be seen in the picture.

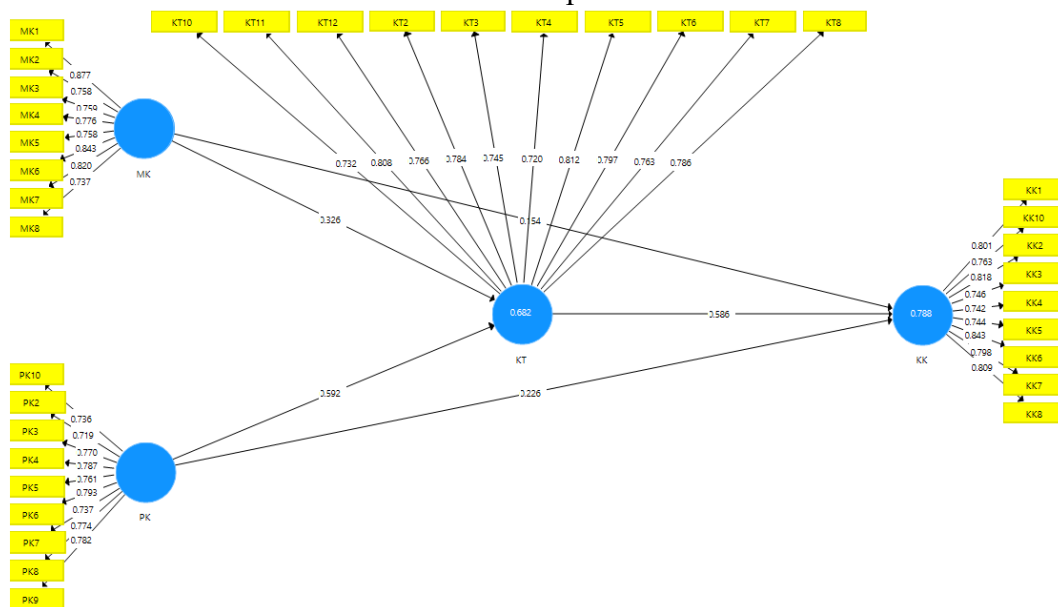


Figure 1

- Convergent Validity

The Convergent Validity test is carried out by looking at the outer loading value of each indicator. The outer loading value has a threshold of >0.7 which shows that the variable explains 50% or more of the indicator variance. Based on the results of data processing using smart PLS, it can be seen in table 4.6 that the outer loading value between the construct and the latent variable already has an outer loading value of >0.7 . Based on the table below, it is known that the AVE value is > 0.50 for the variables used. Therefore, it can be concluded that there is no need to evaluate outer loading. And this measurement model was then declared valid.

Table 2 Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)	Validity
Work motivation	0.628	Valid
Career development	0.581	Valid
Employee Engagement	0.596	Valid
Employee performance	0.617	Valid

- Discriminant Validity

The discriminant validity test using cross loading is shown in the table below, the entire construct of the variables in this study has a higher correlation value between the variables compared to other variables.

Table 2 Cross Loading Value

	Work motivation	Career development	Employee Engagement	Employee performance	Validity
MK1	0.877	0.542	0.641	0.574	Valid
MK2	0.758	0.448	0.533	0.537	Valid
MK3	0.759	0.606	0.586	0.580	Valid
MK4	0.776	0.455	0.510	0.509	Valid
MK5	0.758	0.364	0.487	0.466	Valid
MK6	0.843	0.462	0.506	0.558	Valid
MK7	0.820	0.449	0.508	0.586	Valid
MK8	0.737	0.323	0.456	0.477	Valid
PK10	0.250	0.736	0.588	0.573	Valid
PK2	0.657	0.719	0.559	0.595	Valid
PK3	0.548	0.770	0.620	0.614	Valid
PK4	0.407	0.787	0.556	0.530	Valid
PK5	0.383	0.761	0.454	0.428	Valid
PK6	0.440	0.793	0.557	0.628	Valid
PK7	0.600	0.737	0.688	0.699	Valid
PK8	0.399	0.774	0.718	0.631	Valid
PK9	0.253	0.782	0.541	0.531	Valid
KT10	0.465	0.747	0.732	0.723	Valid
KT11	0.602	0.617	0.808	0.758	Valid
KT12	0.585	0.505	0.766	0.640	Valid
KT2	0.415	0.547	0.784	0.621	Valid
KT3	0.485	0.606	0.745	0.625	Valid
KT4	0.428	0.499	0.720	0.528	Valid
KT5	0.428	0.632	0.812	0.633	Valid
KT6	0.434	0.582	0.797	0.763	Valid
KT7	0.719	0.683	0.763	0.720	Valid
KT8	0.568	0.561	0.786	0.613	Valid
KK1	0.544	0.532	0.717	0.801	Valid
KK10	0.555	0.511	0.717	0.763	Valid
KK2	0.598	0.761	0.730	0.818	Valid
KK3	0.550	0.507	0.638	0.746	Valid
KK4	0.504	0.499	0.656	0.742	Valid
KK5	0.463	0.527	0.590	0.744	Valid
KK6	0.478	0.719	0.693	0.843	Valid
KK7	0.680	0.682	0.633	0.798	Valid
KK8	0.428	0.693	0.738	0.809	Valid

The value of the discriminant validity of the Fornell-Larcker method is shown in table 4.9. All variables are known to have higher AVE values when compared to their correlation values with other latent variables.

Table 3 Fornell Larcker Values

	Employee performance	Employee Engagement	Work motivation	Career development
Employee performance	0.786			

Employee Engagement	0.866	0.772		
Work motivation	0.680	0.671	0.792	
Career development	0.774	0.782	0.583	0.762

3. Reliability Test

In the table below, the composite reliability and Cronbach's alpha values for all constructs are >0.7, proving that all constructs have the required reliability.

Table 4 Reliability Value

	Cronbach's Alpha	Composite Reliability
Work motivation	0.915	0.931
Career development	0.910	0.926
Employee Engagement	0.925	0.936
Employee performance	0.922	0.935

Structural Model (Inner Model)

1. R-Square

Based on the R Square value in the table, it can be seen that the employee performance and employee involvement variables are in the strong category for predicting employee performance from exogenous factors.

Table 5 R-Square Value

Variable	R Square
Employee performance	0.788
Employee Engagement	0.682

2. Q-Square

The Q-Square quantity has a value in the range $0 < Q^2 < 1$, where the closer it is to 1, the better the model. The quantity Q^2 is equivalent to the total coefficient of determination in path analysis.

Table 6 Q-Square Value

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Employee performance	513,000	271,223	0.471
Employee Engagement	570,000	349,443	0.387

3. Goodness of fit

The goodness of fit of the model is also seen from the SRMR value of the model, the model is declared perfect fit if the SRMR model is <0.08 and the model is declared fit if the SRMR value of the model is between 0.08 – 0.10. Based on the table, it shows that SRMR has a value of 0.107 which is in the suitable category.

Table 7 SRMR value

	Saturated Model	Estimated Model
SRMR	0.10	0.10

Test the Influence Between Variables

Direct Influence

Direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that influences (exogenous) on the variable that is influenced (endogenous). If the path coefficient value is positive, then the influence of a variable on it is in the same direction, if the value of an exogenous variable increases or rises, then the value of the endogenous variable also increases or rises. However, if the path coefficient value is negative, then the influence of

a variable on it is in the opposite direction, if the value of an exogenous variable increases or increases, then the value of the endogenous variable decreases. If the P-Value value is < 0.05 , then it is significant - If the P-Value value is > 0.05 , then it is not significant.

Table 8 Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work Motivation -> Employee Engagement	0.326	0.323	0.107	3,060	0.002
Career Development -> Employee Engagement	0.592	0.599	0.087	6,799	0,000
Work Motivation -> Employee Performance	0.154	0.151	0.081	1,916	0.056
Career Development -> Employee Performance	0.226	0.235	0.123	1,839	0.066
Employee Engagement -> Employee Performance	0.586	0.582	0.105	5,566	0,000

1. Work motivation -> employee engagement
Work motivation has a positive and significant effect on employee engagement because it has an original sample of 0.326, a T-statistic > 1.96 of 3.060 and a P-Value of 0.002
2. Career Development -> Employee Engagement
Career development has a positive and significant effect on employee engagement because it has an original sample of 0.592, a T-statistic > 1.96 of 6.799 and a P-Value of 0.000
3. Work motivation -> Employee performance
Work motivation has a positive but not significant effect on employee performance because the original sample was 0.154, T-Statistic < 1.96 was 1.916 and P-Value > 0.05 was 0.056.
4. Career Development -> Employee Performance
Career Development has a positive but not significant effect on employee performance because the original sample is 0.226, T-Statistic < 1.96 is 1.839 and P-Value is 0.066
5. Employee Engagement -> Employee Performance
Employee involvement has a positive and significant effect on employee performance because it has an original sample of 0.586, a T-Statistic > 1.96 of 5.566 and a P-Value < 0.05 of 0.000

Indirect Influence

Testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by an intervening variable (mediator variable). If the P-Values value is < 0.05 , then it can be said to be significant. The mediating variable or mediator can influence the exogenous variable on the endogenous variable, so it is interpreted as an indirect influence. If the P-Values value is > 0.005 , then it is

not significant, it can be said that the mediator variable cannot mediate the influence of an exogenous variable on the endogenous variable.

Table 9 Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work motivation -> Employee Engagement -> Employee Performance	0.191	0.188	0.072	2,674	0.008
Career Development -> Employee Engagement -> Employee Performance	0.347	0.349	0.082	4,248	0,000

1. Work motivation -> Employee Engagement -> Employee Performance
Work motivation has a positive and significant effect on employee performance with employee involvement as a mediating variable because it has an original sample of 0.191, a T-statistic >1.96 of 2.674 and a P-Value of 0.008.
2. Career Development -> Employee Engagement -> Employee Performance
Career development has a positive and significant effect on employee performance with employee engagement as a mediating variable because it has an original sample of 0.347, a T-statistic >1.96 of 4.248 and a P-value of 0.000.

Table 7 Hypothesis testing

No	Hypothesis	Original Sample	T-Statistics	P-Value	Information
1	Work Motivation has a positive and significant effect on Employee Engagement	0.326	3,060	0.002	Accepted
2	Career development has a positive and significant effect on employee engagement	0.592	6,799	0,000	Accepted
3	Work motivation has a positive and significant effect on employee performance	0.154	1,916	0.056	Rejected
4	Career development has a positive and significant effect on employee performance	0.226	1,839	0.066	Rejected
5	Employee involvement has a positive and significant effect on employee performance	0.586	5,566	0,000	Accepted
6	Work motivation has a positive and significant effect on employee performance with employee involvement as mediation	0.191	2,674	0.008	Accepted
7	Career development has a positive and significant effect on employee performance with employee involvement as mediation	0.347	4,248	0,000	Accepted

DISCUSSION

1. The Influence of Work Motivation on Employee Engagement

Based on the research results, it shows that there is a significant influence on work motivation and hypothesis 1 is declared proven or accepted. The results of this research show and state that there is the highest number regarding the dimension of progress with Code MK1, namely "I feel there is progress in myself while working". In this analysis, the employee's own work motivation has been instilled, so that the feeling of wanting to be involved in the company's common goals is very high and they want themselves to contribute to achieving the common goals.

Based on the research results, it was found that there is a significant influence of work motivation on employee engagement, so that hypothesis 1 is declared proven or accepted. This research shows that the progress dimension with Code MK1, namely "I feel there is progress in myself while working," has the highest score. This analysis reveals that work motivation has been ingrained in employees, so that the desire to be involved in achieving company goals is very high.

Strong work motivation makes employees feel that the work they do has meaning and has a positive impact on their personal development. When employees feel there is progress within themselves, both in terms of skills, knowledge and achievements, they tend to be more enthusiastic and enthusiastic about working. This also creates a sense of satisfaction and pride in employees, which in turn increases their engagement in their daily work.

Furthermore, motivated employees tend to have higher initiative, are more proactive in finding solutions, and participate actively in various company activities. They not only work to fulfill their duties, but also try to give their best to support the company's vision and mission. Thus, good work motivation is not only beneficial for the employees themselves, but also makes a significant contribution to the overall success and growth of the company.

Overall, the results of this research emphasize the importance of companies continuing to foster and increase employee work motivation through various programs and policies that support their personal and professional development. That way, employee engagement can continue to be improved, which will ultimately push the company's performance in a better direction.

2. The Influence of Career Development on Employee Engagement

Based on the research results, it shows that career development has a positive and significant effect on employee engagement and hypothesis 2 is declared proven or accepted. The research results show and state that the self-development dimension has the highest value with code PK6, namely "Every employee at the place I work has the opportunity to take part in a skills competency course program".

This analysis reveals that PT Wolter Batik Nusantara has succeeded in providing adequate career development opportunities for its employees. Employees who feel that they have the opportunity to develop their skills and competencies through courses and training programs tend to feel more engaged and committed to their work.

Effective career development gives employees a sense that the company values and invests in their professional advancement. This not only improves employees' skills and knowledge, but also increases their motivation and loyalty to the company. Employees who feel empowered and supported in their career development are more likely to perform better, contribute more, and stay with the company longer.

Overall, the results of this research emphasize the importance of companies continuing to provide and expand career development opportunities for employees. By doing this, companies not only increase employee engagement but also strengthen competitiveness and business sustainability in the long term. PT Wolter Batik Nusantara, by providing increased skill competency, has demonstrated a strong commitment to supporting the

career development of its employees, which in turn contributes positively to employee engagement.

3. The Influence of Work Motivation on Employee Performance

Based on the research results, it shows that there is a positive but not significant influence of work motivation on employee performance and hypothesis 3 is rejected. The results of this research show and state that there is a recognition dimension with code MK2, namely "The company gives recognition and appreciation when I have done my job well" has an important role in this analysis.

This analysis indicates that although recognition and appreciation from the company can increase employee work motivation, this does not directly have a significant impact on their performance. Although employees who receive recognition and rewards may feel more motivated and appreciated, other, more complex factors appear to play a role in determining an employee's overall performance.

Several factors that might explain why work motivation through the recognition dimension is not significant on employee performance include the working conditions dimension with code MK8 which turns out that a clean, neat and orderly work space can increase employee focus and productivity as well as good lighting and adequate ventilation. to create a comfortable work environment. This can also affect employees' ability to achieve optimal performance even though they are motivated.

These findings underscore the importance of companies not only focusing on providing recognition and rewards, but also paying attention to other factors that can support employee performance. Company environmental conditions can also help employees to be more effective in translating their motivation into superior performance.

Overall, although recognition and rewards are important elements in work motivation, companies need to adopt a more holistic approach to performance management. PT Wolter Batik Nusantara can consider evaluating and improving other supporting factors that can influence employee performance, so that they can achieve more optimal results in improving performance.

4. The Influence of Career Development on Employee Performance

Based on the research results, it shows that there is a positive but not significant influence of career development on employee performance and hypothesis 4 is rejected. The results of this research show and state that there is a dimension of career path clarity with code PK2, namely "Every employee where I work has the opportunity to occupy leadership or deputy leadership positions" has an important role in this analysis.

This analysis indicates that although career path clarity can increase employee motivation and provide a positive view of their future within the company, this does not directly have a significant impact on employee performance. Although employees who have a clear view of their career path may feel more motivated and have high aspirations, other factors appear to be more influential in determining an employee's overall performance.

Several factors that might explain why career development through the dimension of career path clarity is not significant on employee performance include:

- a. Transparency in the Promotion Process: Employees need to understand the criteria and procedures required to get a promotion. When this process is transparent, employees feel treated fairly and are motivated to meet these criteria.
- b. Leadership Development Program: The organization has not provided a leadership training program for employees who show potential to assume leadership positions. This training not only improves employees' skills but also makes them feel valued and invested in the company.

- c. **Mentorship and Coaching:** Mentorship from more senior leaders can help employees understand their career paths and provide clear direction on the steps they need to take to advance.
- d. **Job Rotation Opportunities:** Providing opportunities for employees to participate in job rotation can broaden their skills and prepare them for higher positions.

These findings underline the importance of companies not only focusing on clear career paths, but also paying attention to other factors that can support employee performance. By creating a supportive work environment, providing relevant training, and ensuring adequate support from superiors, companies can help employees to more effectively translate their career aspirations into superior performance.

Overall, although career path clarity is an important element in career development, companies need to adopt a more holistic approach to performance management. PT Wolter Batik Nusantara can consider evaluating and improving other supporting factors that can influence employee performance, so that they can achieve more optimal results in improving overall performance.

5. The Effect of Employee Engagement on Employee Performance

Based on the research results, it shows that there is a positive and significant influence of employee involvement on employee performance and hypothesis 5 is declared accepted. The results of this research show and state that there is the highest number regarding the Dedication dimension with the KT5 code, namely "Satisfied with the work done".

This analysis indicates that when employees are satisfied with their work, they tend to be more engaged and dedicated, which ultimately has a positive impact on their performance. High employee engagement reflects a strong level of motivation and commitment to the job and the company, which can increase productivity, work quality, and the employee's overall contribution to company goals.

Job satisfaction, as indicated by the Dedication dimension, plays an important role in maintaining high levels of employee engagement. Satisfied employees tend to feel more motivated, more enthusiastic, and more willing to put in extra effort in completing their tasks. This can create a more positive and productive work environment, which supports achieving better performance.

This research also underscores the importance for companies to create working conditions that enable employees to feel satisfied and engaged in their work. This can be done by providing proper recognition, providing career development opportunities, offering a supportive work environment, and ensuring effective and transparent communication between management and employees.

Overall, these findings indicate that employee engagement is a key factor that can influence employee performance. PT Wolter Batik Nusantara can utilize the results of this research by developing strategies and policies aimed at increasing employee engagement and satisfaction, so that it can achieve higher performance and better results for the company.

6. The influence of work motivation on employee performance through employee involvement

Based on the research results, it shows that the intervening variable employee involvement can play a role in mediating the influence of work motivation on employee performance which has a positive and significant effect, which means that hypothesis 6 is declared accepted and can mediate. In this research, high work motivation does not directly increase employee performance without employee involvement as an intermediary. High employee engagement, as measured through various indicators in this research, is key in turning work motivation into better performance results. In other

words, work motivation will be more effective in improving employee performance if the employee also has a high level of involvement.

Employee engagement includes aspects such as dedication, enthusiasm and the ability of employees to be fully engaged in work, all of which contribute to improved performance. When employees feel motivated and engaged, they are more likely to show greater commitment, work harder, and produce higher quality work. This shows the importance of companies not only motivating employees, but also creating an environment that encourages employee engagement.

Practically, PT Wolter Batik Nusantara can take advantage of these findings by designing programs and policies that not only motivate employees but also increase their involvement. This can include initiatives such as training and development, recognition and rewards, and creating a work environment that supports collaboration and effective communication. Thus, companies can ensure that work motivation translates effectively into better employee performance through high employee engagement.

7. The Effect of Career Development on Employee Performance Through Employee Engagement

Based on the research results, it shows that the intervening variable employee involvement can play a role in mediating the influence of career development on employee performance which has a positive and significant effect, meaning that hypothesis 7 is accepted and can mediate. This research finds that career development has a strong influence on employee performance through the mediating mechanism of employee engagement. This illustrates that when companies provide clear opportunities for career development, employees tend to feel more connected to their work and more motivated to contribute optimally.

Career development provides employees not only with increased skills and competencies needed in their jobs, but also provides a clear direction for long-term career development. This creates a stronger sense of confidence and commitment from employees towards their organization.

Employee involvement as a mediator in the relationship between career development and employee performance shows that employees who feel involved have high intrinsic motivation to achieve organizational goals. They may feel a greater sense of personal and professional accomplishment, because they are actively involved in creating added value for the company.

From a managerial perspective, these findings emphasize the importance of investing in career development as a strategy for increasing employee engagement and overall organizational performance. Overall, this research illustrates that strong integration between career development, employee engagement, and organizational performance can bring significant benefits to companies in achieving their long-term goals and maintaining competitive advantage in a competitive marketplace.

CONCLUSION

From the research results of the Influence of Work Motivation, Career Development and Employee Involvement on PT Wolter Batik Nusantara Employee Performance, the author obtained conclusions and suggestions which will be used as an explanatory analysis as follows.

1. The work motivation variable has a positive effect on employee engagement and a significant path coefficient, so hypothesis 1 can be accepted. Thus it can be concluded that the higher the work motivation, the stronger the employee's commitment and consistency, the stronger the employee contribution will be.

2. The career development variable has a positive influence on employee engagement and a significant path coefficient. So hypothesis 2 can be accepted. This is evident from the positive response to dimensions of self-development such as the opportunity to take part in a skills competency course program. Employees who feel the company provides opportunities to develop their abilities tend to be more involved and committed to the organization.
3. The work motivation variable has a positive influence on employee performance, but the path coefficient is not significant. The recognition factor for good work has a strong influence in encouraging work motivation, but its direct influence on performance cannot be ascertained as significant. This may be caused by other factors such as working environmental conditions that make employees comfortable doing their work, influencing employee performance results.
4. The career development variable has a positive influence on employee performance, but the path coefficient is not significant. The dimension of career path clarity, such as the opportunity to occupy leadership positions, plays an important role in motivating employees to achieve better performance. The opportunity to occupy a leadership position is a real form of career path clarity. When employees see clear opportunities to achieve higher positions, they tend to be more motivated to work hard and improve their performance.
5. The employee engagement variable has a positive influence on employee performance and a significant path coefficient. Dedication to work and satisfaction in carrying out daily tasks shows that employees who feel involved with their work tend to achieve better performance. This emphasizes the importance of companies in creating a work environment that supports and allows employees to feel satisfied and maximally involved.
6. In the employee engagement variable which has the ability to mediate the influence of work motivation on employee performance, so that it has a positive effect and a significant path coefficient, it can be stated that hypothesis 6 is acceptable.
7. In the employee engagement variable which has the ability to mediate the influence of career development on employee performance, so that it has a positive effect and a significant path coefficient, it can be stated that hypothesis 7 is acceptable.

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