

The Influence of Competence and Career Development on Employee Performance With Work Motivation as a Mediating Variable in the Back Office Department of Pt. Sumber Alfaria Trijaya Sidoarjo Branch

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ABSTRACT

The purpose of this research is to determine the effect of competence and career development on employee performance with work motivation as a mediation variable.

The research method used is descriptive quantitative approach using Smart-PLS software. This study used a sample of 70 respondents from employees in the Department of Sumber Alfaria Trijaya Sidoarjo Branch.

The results showed that: 1) competence affects employee performance, 2) Career Development affects employee performance, 3) work motivation can mediate the effect of competence on employee performance 4) work motivation can mediate the effect of career development on employee performance.

INTRODUCTION

In today's business world, companies are required to create high employee performance to support their development. It is crucial for companies to build and enhance performance within their environment. The success of a company is heavily influenced by various factors, one of which is human resources, which play a vital role in the company's operations. The potential possessed by the workforce must be maximized to produce optimal output.

Retaining employees remains a significant challenge for companies. Human resources play a critical role in achieving corporate objectives. Effective human resource management allows companies to continue growing successfully (Chalyana & Rahardjo, 2018). Moreover, good management contributes to organizational effectiveness and efficiency (Susan, 2019).

A company's long-term success heavily depends on its ability to retain human resources (Ong & Mahazan, 2020). However, if efforts to retain employees are not optimal, this can lead to a decline in performance. Performance itself is defined as the willingness of individuals or groups to carry out tasks according to their responsibilities and achieve expected results (Adji & Nupardi, 2022).

Alfamart is a chain of convenience stores with numerous branches across Indonesia, offering more than 200 food, beverage, and other daily necessities at competitive prices. Alfamart is managed by PT. Sumber Alfaria Trijaya Tbk, a company engaged in the retail distribution of consumer products. This convenience store network includes both company-owned outlets and franchised stores (Sumber Alfaria Jaya, 2021).

One of the largest branches is Alfamart Sidoarjo Branch, which, as of July 2024, managed 930 stores. The focus of this branch's new store expansion is outside East Java. In the first half of 2024, the branch opened 46 new stores, with 35 of them located outside East Java. With this growing store coverage, employees are required to possess strong competencies and adaptability to meet the main targets, namely net profits and the number of new stores opened annually.

The author's observations in the General Service department reveal that planning and execution capabilities are essential competencies for Alfamart Sidoarjo Branch employees. For instance, in preparing new store openings, this department is responsible for procuring assets. For stores in East Java, asset procurement is conducted at least one month before the grand opening, whereas for stores outside East Java, this process begins two months earlier.

Once the assets are procured, some are sent directly to the store, such as sales racks, cashier desks, CCTV systems, chillers, and freezers. Other assets, such as generators and safes, are delivered to the branch office. Management stipulates that assets must arrive at the store no later than five days before the grand opening. However, asset delivery to stores outside the island often fails to meet the target, indicating competency issues among employees in the relevant department.

The Alfamart Sidoarjo Branch routinely measures and evaluates employee performance to ensure consistent work quality. Below is a table presenting the performance evaluation of employees in the General Service Department at this branch.

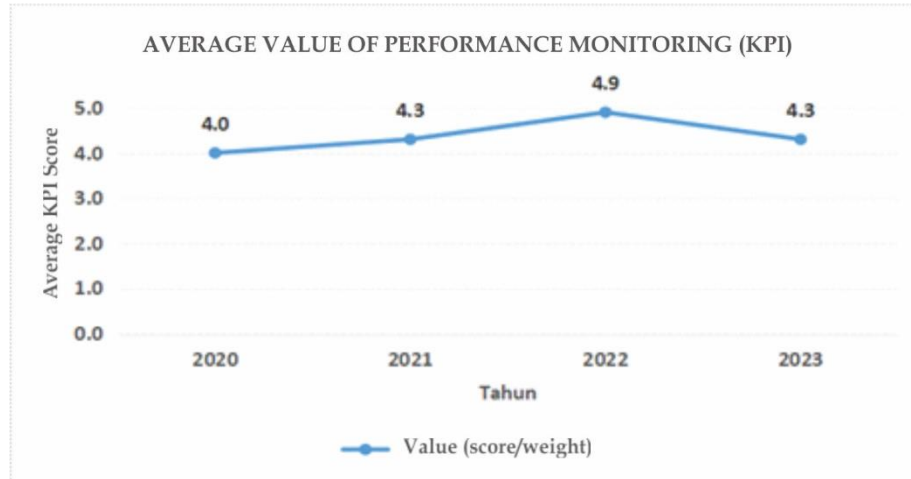


Figure 1.1 Average KPI Scores of the General Service Department at Alfamart Sidoarjo
(Source: Alfamart Sidoarjo Human Capital System, April 2024)

The data indicates a trend of increasing Key Performance Index (KPI) scores over three consecutive years. However, in 2023, the KPI scores for employees in the General Service (GS) Department of Alfamart Sidoarjo experienced a decline.

In relation to this change, organizational restructuring is a common measure taken by companies to adapt to market demands, improve operational efficiency, or respond to internal developments. In 2023, there were significant organizational structure changes at Alfamart Sidoarjo Branch, including changes at the highest leadership level (branch head), department heads (department managers), and staff/administrators in the back office. Some of the departments affected by manager turnover included IT, Marketing, Merchandising, General Service, Finance Accounting, Franchise TAF Admin, People Development, and Branch Building & Maintenance.

The researcher also found information regarding structural changes initiated by specific department heads in the Alfamart Sidoarjo employee structure. Leaders such as Branch Heads and Department Managers frequently rotate or transfer employees to other branches every 2–3 years based on team performance during their tenure or company needs (e.g., vacancies due to resignations, promotions without immediate replacements, or new branch openings). Meanwhile, staff/administrators can also be transferred based on company requirements, such as similar cases involving supervisors or upon request by the user, provided the company's criteria are met (e.g., needs in other branches or new branch openings).

Organizational restructuring at Alfamart Sidoarjo can affect employee competence and motivation in a complex and multifaceted manner. When organizational structures change, whether through task reassignment or

hierarchy adjustments, the impact on employees and their competencies depends significantly on how these changes are implemented and managed.

Based on several brief interviews with staff in departments that underwent organizational changes, a decline in competence and work motivation was reported due to various factors. At the beginning of 2023, significant restructuring occurred due to routine rotations and the establishment of a new branch, the Madiun Branch. Among staff/administrators, some employees experienced adaptation challenges due to leadership changes and administrator staff transfers. The introduction of new responsibilities, combined with inadequate handovers between outgoing and remaining staff, contributed to a performance decline in the department during the third and fourth quarters of 2023.

Table 1.1 Average Performance Monitoring Scores of the General Service Department at Sumber Alfaria Trijaya Sidoarjo Branch (2023)

AVERAGE PERFORMANCE MONITORING VALUE OF GS DEPT (2023)					
DESCRIPTION	JAN - MAR	APR - JUN	JUL - SEP	OCT - DEC	AVERAGE
TOTAL SCORE	420	360	500	440	430
VALUE (SCORE/WEIGHT)	4.2	3.8	5	4.4	4.3
CONVERSION	Good Very	Good	Outside Normal	Good Very	Good Very

Source: Researcher Documentation, 2024

Table 1.1 illustrates the average performance monitoring scores of the General Service Department at Alfamart Sidoarjo throughout 2023. This decline was also accompanied by a drop in employee motivation, as employees felt pressured or lacked confidence, especially when they did not receive adequate support or training to handle new responsibilities. Employee motivation may weaken due to frustration or uncertainty about new expectations.

Another phenomenon observed in career development is the promotion process, which sometimes leads to employees feeling compelled to accept position changes. This often occurs due to vacant positions resulting from rotations or promotions of other team members. For example, some employees in the "R/0" position—those who had completed performance evaluations and project presentations for promotions—could not yet assume their new roles. This was caused by various factors, such as employees declining transfers or managers refusing relocation to other branches.

The company has implemented strict regulations, including the cancellation of new roles for those who refuse transfers. However, these issues persist at Alfamart Sidoarjo Branch. Therefore, it is necessary to examine the performance of employees in the General Service Department, particularly concerning the variables of competence, career development, and work motivation.

This research uses work motivation as a mediating or intervening variable. Motivation was chosen because employee performance is not achieved instantly

but through a long process involving multiple factors. Appropriate competence and career development can enhance work motivation, which ultimately supports employee performance. The drive to achieve results or rewards and confidence in their ability to complete tasks are essential elements in improving performance.

High-performing human resources are crucial to a company's success. Achieving optimal performance requires targeted human resource management through policies that align the interests of employees and the company. Furthermore, individual awareness and commitment to fulfilling responsibilities play an essential role. One way to improve employee performance is by focusing on competence, career development, and work motivation.

- **Competence** refers to the characteristics that influence an individual's effectiveness in performing tasks related to specific job requirements. Adequate competence enables employees to execute tasks according to established standards. Therefore, it is crucial for companies to ensure employees possess competencies relevant to their roles.
- **Career development** offers employees opportunities to enhance their skills and achieve career plans. This facilitates companies in aligning employee competencies with organizational needs while helping employees grow personally and professionally.
- **Motivation** is an internal drive influencing an individual's behavior to achieve work goals. Motivated employees tend to be more productive, effective, and enthusiastic about their work. Companies benefit from highly motivated employees, who can help achieve organizational goals more efficiently.

Work motivation can be improved by providing career development opportunities, constructive feedback, greater responsibilities, and creating a healthy and productive work environment. The higher an employee's motivation, the greater the positive impact on their performance.

Research by Hamdan et al. (2023), titled "*The Influence of Competence and Career Development on Employee Performance with Work Motivation as an Intervening Variable*," found that competence has a direct positive and significant effect on work motivation, while career development does not. Competence also has a direct positive and significant effect on employee performance, as does work motivation. However, career development does not directly affect employee performance. Competence indirectly affects performance through work motivation, whereas career development does not. The primary difference between this research and the current study lies in the location and research subjects.

Hasriani et al. (2016) conducted research titled "*The Influence of Competence and Organizational Culture on Employee Performance through Work Motivation (A Case Study at Perum Jamkrindo Pekanbaru Branch)*." Their results showed that competence and organizational culture directly impact performance, and work motivation has a positive and significant influence on job performance. Indirectly, work motivation enhances the influence of competence and

organizational culture on job performance. The study recommended improving employee performance by enhancing competence, strengthening organizational culture, and increasing work motivation. The differences between this study and the current research lie in the location, research subjects, and variables.

The novelty of this study lies in its differences from most previous studies. It uses competence and career development as independent variables, a combination rarely examined in earlier research. Additionally, the novelty extends to the research location, as this study is conducted in a retail company – a setting not commonly explored in prior research.

THEORETICAL REVIEW

Competence

Competence refers to the ability to perform a job or task based on skills and knowledge, supported by the work attitude required for the task (Raisid et al., 2015). It demonstrates skills or knowledge characterized by professionalism in a specific field, representing the essential and standout aspects of that field (Prawiyogi & Toyibah, 2020).

Competence is a specific characteristic or behavior of an individual, including knowledge, skills, motives, values, and self-concept, which enables them to work more effectively, excellently, and successfully than others (Ataunur & Ariyanto, 2016). Competence is observable, verifiable, logically referenced, reliable, and associated with job functions. Moreover, competence can be developed through training (Pratama & Lestari, 2020).

Competence is a requirement for fulfilling job demands, whether in part or as a whole, that employees must possess to perform their duties (Asbullah & Suharno, 2022). When insufficient, competence can be enhanced through training or other capacity development methods (Apriliana & Nawangsari, 2021). Competence is the underlying characteristic of an individual related to the effectiveness of their performance in their job (Triastuti, 2019). It is also a fundamental attribute that causally influences performance, serving as a benchmark for effectiveness or superior performance in the workplace or specific situations (Heri & Andayani, 2020).

Career Development

Career development is the process of improving an individual's work capabilities to enhance job performance and achieve desired career goals (Annisa et al., 2023). It is a personal enhancement undertaken by an individual to accomplish a career plan and improvement facilitated by the human resources department to achieve work plans aligned with organizational pathways or hierarchies (Maulyan, 2019).

Career development involves personal activities that help employees plan their future careers within a company (Widyani & Devy, 2021). The goal of career development is to ensure that both the company and its employees can achieve optimal growth (Arifianti & Safitri, 2022). It can also be defined as a series of complementary work activities that contribute to a significant long-term relationship (Wibowo et al., 2023).

Career development is a self-improvement process in which individuals strive to achieve their career goals (Anggraeni & Sanusi, 2021). It occurs when employees are motivated to remain with the company until retirement. Therefore, every employee has the right to develop their career (Kriswanta et al., 2021). Career development is a planned process of resource development, formally designed by individuals or organizations, to enhance individual capabilities according to the needs of the individual or organization, fulfilling job requirements and aligning with organizational goals (Odelia et al., 2023).

Employee Performance

Performance refers to work achievement, which compares actual results with established standards (Sutrisno et al., 2022). Employee performance originates from the term "job performance" or "actual performance," referring to the actual work accomplishments achieved by an individual (Amiruddin, 2021). It is the quality and quantity of work achieved by an employee in performing their tasks in line with their responsibilities (Satria, 2021).

Employee performance measures the extent to which human resources within a company contribute to organizational progress (Tedi, 2020). Performance is the willingness of an individual or group to perform activities and complete them responsibly, achieving the expected outcomes (Adji & Nupardi, 2022). It evaluates the contributions, abilities, and work results provided by individuals in the workplace. This evaluation includes not only the volume of work completed but also its quality in meeting established standards (Ardiyansyah & Evanthy, 2023). Performance reviews serve multiple purposes, primarily to help individuals improve their work. The process includes feedback to guide employees in modifying behaviors, attitudes, skills, or knowledge (Agustina et al., 2023).

Work Motivation

Motivation is the internal force within an individual that drives behavior toward action. It can originate from internal or external factors (Farida, 2022). Work motivation is defined as the factors that cause, direct, and sustain human behavior, fostering a willingness to work hard and enthusiasm to achieve optimal results (Arisanti et al., 2019).

Work motivation comprises attitudes and values that influence individuals to achieve specific goals aligned with their personal objectives (Fransiska & Tupti, 2020). It is a crucial process in fulfilling various needs and ensuring the interests of organizational members. Work motivation explains the forces, direction, and persistence of an individual's efforts toward achieving goals (Syukron et al., 2022).

These attitudes and values, though intangible, provide the strength to encourage individuals to behave in ways that achieve goals (Asi & Gani, 2021). Work motivation drives human behavior toward goal attainment in performing tasks (Hulu, 2021). Motivation is a critical factor in achieving specific objectives. Because everyone has feelings and desires that significantly affect their abilities,

motivation compels individuals to act and behave accordingly (Dewi & Kustini, 2022).

METHODOLOGY

This study is quantitative. According to Sugiyono (2019), quantitative research is defined as a research method that uses concrete data as the foundation of the study. The data in this type of research is in the form of numerical figures, which are measured using statistical testing tools to derive conclusions about the issues being investigated. The descriptive quantitative research method is one approach used to create an objective depiction or description of the conditions occurring, utilizing numerical data from the initial data collection, understanding of research data, and the resulting findings (Sugiyono, 2019).

The research design serves as a guideline containing several steps for conducting the study. It explains the plan and structure of the research that guides the process and ensures that the results are valid, objective, efficient, and effective (Pradnyanitasari, 2018). The previous chapter outlined the background of the problem, objectives, benefits, theoretical framework, and research hypotheses. The next step is to prepare the research data and test the hypotheses to arrive at conclusions that align with the research problem and hypotheses (Asmedy, 2021).

A population is a group of individuals, events, or objects with the potential to be studied, from which conclusions are drawn. A sample is a subset of the population that represents its characteristics, selected through specific procedures (Munandar, 2022). The population and sample in this research consist of back-office employees holding officer-level positions or below (or other technical staff) at Alfamart's Sidoarjo branch, totaling 216. Using Slovin formula, the calculation of the sample size, the result obtained for the sample size is 68.35, which is rounded up to 70 respondents..

This study uses Structural Equation Modeling with Partial Least Square (SEM-PLS), a variance-based method to analyze complex relationships between latent variables. SEM-PLS handles small sample sizes, complex indicator structures, and non-normally distributed data. The analysis involves three stages: evaluation of the measurement model, structural model, and hypothesis testing.

The first stage evaluates construct validity and reliability through convergent and discriminant validity, as well as Cronbach's Alpha and Composite Reliability. The second stage analyzes the structural model by examining R-Square (R^2) for model fit and Stone-Geisser Q-Square (Q^2) for predictive ability. Path coefficients measure relationships between latent variables.

The final stage tests hypotheses using bootstrapping, with t-statistics and p-values to determine statistical significance. Significant relationships are identified with t-statistics greater than 1.96 and p-values below 0.05, providing insight into direct, indirect, and total effects between latent variables.

RESULTS

Inferential Analysis Inferential analysis includes the measurement model (convergent and discriminant validity, composite reliability) and the structural model (R Square, Q Square, Goodness of Fit Model, and hypothesis testing). The research model can be seen in Figure 4.1 below.

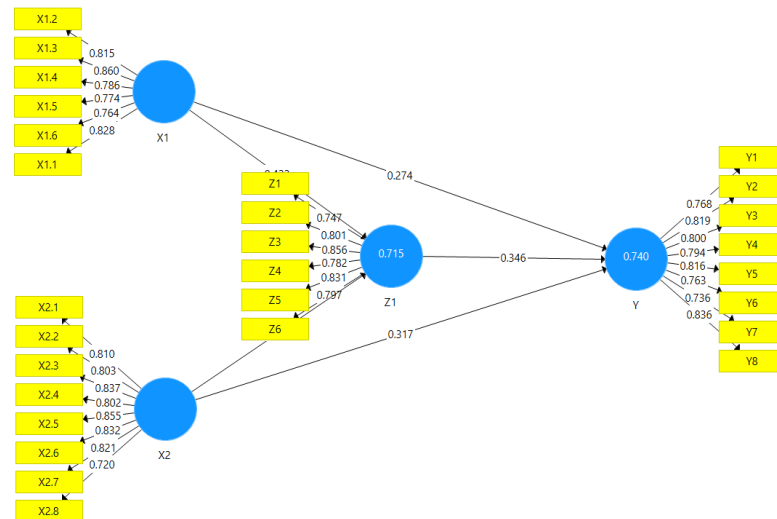


Figure 1 Path Diagram (Bootstrapping)

1. Measurement Model Evaluation (Outer Model)

The outer model is a component within the path model that includes the relationship between indicators and the research variables. According to Hair, et al. (2021), the steps in evaluating the measurement model include convergent validity, discriminant validity, and reliability, as outlined below.

a. Convergent Validity The convergent validity value is supported by the Average Variance Extracted (AVE) value (Ghozali, 2020). The AVE value can be seen in Table 2.

Table 2 Average Variance Extracted (AVE) Results

Variables	Average Variance Extracted (AVE) Value
Competence (X1)	0.648
Career development (X2)	0.657
Work motivation (Z)	0.627
Employee performance (Y)	0.645

Source: Processed data, 2024

The results of the Average Variance Extracted (AVE) show that the AVE value for each variable is > 0.5 . Therefore, it can be concluded that the data in this study are valid.

- a. Reliability A latent variable is considered to have good reliability if the composite reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Hair, et al., 2021). The results of this test can be seen in Table 3.

Table 3 Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Competence (X1)	0.891	0.917
Career development (X2)	0.925	0.939
Work motivation (Z)	0.915	0.931
Employee performance (Y)	0.890	0.916

Source: Processed data, 2024

The test results in table 4.12 show that each variable has composite reliability values greater than 0.7 and Cronbach Alpha values greater than 0.7. Thus, the reliability test conducted in this study has met the specified requirements.

1. Evaluation of Measurement Model (Inner Model)

The structural model (*inner model*) is evaluated by looking at the percentage, variance explained by the R² value for the dependent variable using the Stone-Geisser Q-square Test and also looking at the magnitude of the structural path coefficient (Ghozali, 2020). The basis for implementing the structural model evaluation is in accordance with R² (coefficient of determination) and hypothesis testing.

a. Coefficient of determination (R²)

Hair, et al., (2021) revealed the coefficient of determination (R² value), which is a measure of the strength of the prediction in a research sample. The higher the R² value, the greater the explanatory power of the statistical structural model and the better the prediction of endogenous variables. The description of the results can be seen in table 4.

Table 4 R² Test Results

	R Square
Employee performance (Y)	0.740
Work motivation (Z)	0.715

Source: Processed data, 2024

The results of the test conducted through the coefficient of determination can be seen from the relationship that exists in each variable. The R² value on the employee performance variable (Y) is 0.740 or 74%. This means that the variation of the Y variable contributes 74% and the remaining 26% is influenced by other variables. The R² value on the work motivation variable (Z) is 0.715 or 71.5%. This means that the variation of the Z variable contributes 71.5% and the remaining 28.5% is influenced by other variables.

b. Hypothesis Testing

Hypothesis testing is done by looking at the *original sample estimates* (O) which function to see the direction of the influence between variables, *t-statistics* (T), and *p-values* (P) which function to see the level of significance that comes from the influence itself. The presence of a positive influence is indicated by the *original sample value* approaching +1, then for a negative

influence is indicated by the *original sample value* approaching -1. The influence between variables is significant indicated by *p-values* <0.05 (significance level)

Table 5 Path Coefficient

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Competence (X1) -> Employee performance (Y)	0.274	2,681	0.008	H ₁ : Supported
Career development (X2) -> Employee performance (Y)	0.317	2,419	0.016	H ₂ : Supported

Source: Processed data, 2024

Based on Table 5, the results obtained from the hypothesis test are as follows:

- 1) Competence affects employee performance . This can be seen from the p- value of 0.008 <0.05 which states that there is a significant relationship between variables. Therefore, it can be concluded that H1 is supported.
- 2) Career development affects employee performance . This can be seen from the p- value of 0.016 <0.05 which states that there is a significant relationship between variables. Therefore, it can be concluded that H2 is supported.

Table 6 Results of indirect effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Competence (X1) -> Work motivation (Z) -> Employee performance (Y)	0.146	2,659	0.008	H ₃ : Supported
Career development (X2) -> Work motivation (Z) -> Employee performance (Y)	0.170	1,973	0.049	H ₄ : Supported

Source: Processed data, 2024

Based on Table 6, the results of the hypothesis testing are as follows:

- 1) Competence affects employee performance through work motivation . This can be seen from the p- value of 0.008 <0.05 which states that motivation can mediate competence on employee performance . Therefore, it can be concluded that H3 is supported.
- 2) Career development affects employee performance through work motivation . This can be seen from the p- value of 0.049 <0.05 which

states that motivation can mediate career development on employee performance . Therefore, it can be concluded that H4 is supported.

DISCUSSION

The Influence of Competence on Employee Performance

test 1 based on the obtained value can be accepted because it has successfully met the criteria that have been determined in each stage. Based on the value in table 4.16, the relationship between the two variables can be stated as significant. Competence can be associated as the ability to carry out work, or tasks based on skills and knowledge that can be supported by work attitudes with job demands. The competence possessed by employees can affect the achievement of their work results. In doing work, employees are required to be competent in their work. This makes employees have to hone their technical and personal skills in the work environment in order to become competent employees so that they can improve their performance.

performance can be in the form of work results measured by the quality and quantity of employee achievements in carrying out tasks given with full responsibility. High employee performance can be influenced by the competencies mastered by employees in certain fields in the company. In addition, competencies that continue to be honed well can increase employee sensitivity to the fields they master, so that employee performance in these fields can increase.

The relationship between work competence and employee performance at Alfamart Sidoarjo Branch can be directly proportional, meaning that the more competent the employee, the more employee performance increases, and vice versa. It is expected that with the increase in competence, employees can be more skilled in mastering the fields they work in. Employee skills and abilities can affect the way they behave when interacting or doing their work in the company.

This is in accordance with research conducted by Hamdan, et al., (2023), Hasriani, et al., (2016), and Lianasari & Ahmadi, (2022) which explains that there is a positive and significant influence between competence and employee performance.

The Influence of Career Development on Employee Performance

test 2 based on the obtained values can be accepted because it has successfully met the criteria that have been determined in each stage. Based on the values in table 4.16, the relationship between the two variables can be stated as significant.

development can be seen from the process of improving employee work ability with the development of achievement of results and even work achievement according to the desired level. Career development is needed to increase employee abilities both in terms of thinking, attitude and ethics in working. Career development carried out by employees through training, education and initiatives in learning and understanding their work can affect employee performance. Therefore, appropriate career development needs to be considered so that employee performance can be achieved. The relationship between career development and employee performance at Alfamart Sidoarjo

Branch can be directly proportional, meaning that the better the career development carried out by the company, the better the employee's ability to achieve results or improve their performance, and vice versa. It is hoped that the career development obtained by employees of Alfamart Sidoarjo Branch can provide benefits to employees to continue to improve their work abilities so that employee performance in the company can be achieved properly.

High performance often opens up opportunities for career development, which can increase employee motivation. This is in accordance with research conducted by Shahadat, et al., (2024), Handoyo , et al., (2024), and Balbed & Sintaasih, (2019) which explains that there is a positive and significant influence between career development and employee performance.

Influence Competence through Work Motivation on Employee Performance

test 3 based on the obtained values can be accepted because it has successfully met the criteria that have been determined in each stage. Based on the values in table 4.17, it can be concluded that motivation can mediate Competence on employee performance.

Competence can be a characteristic or typical behavior of a person in terms of knowledge, skills, motives, values and self-concept that can make a person work more effectively, superiorly, and successfully than others in several fields that are pursued. Competence can be related to employee performance through the motivation that he has. Employee competence can also affect the achievement of his work results. High employee performance can be influenced by the competence mastered by employees in certain fields in the company where he works. In addition, competence that continues to be honed well can increase employee sensitivity to the field that is mastered, so that employee performance in that field can be further improved. Employee motivation can affect the relationship between competence and employee performance by paying attention to the things that the employee wants to achieve. Work motivation is the drive for employees to achieve the desired goals. Therefore, with high employee motivation, employee competence can be increased so that employee performance can be increased.

This is in accordance with research conducted by Huda & Abdullah, (2022), Hamdan, et al., (2023), and Hasriani, et al., (2016), which explains that there is a positive and significant influence between competence through work motivation on employee performance.

Influence Career development through work motivation towards employee performance

test 4 based on the obtained value can be accepted because it has successfully met the criteria that have been determined in each stage. Based on the values in table 4.17, it can be concluded that motivation can mediate Competence on employee performance.

development arises from various personal activities that help employees plan their future careers for an achievement in the company where they work.

Attitudes and values when people are motivated are something that is invisible and can drive behavior in achieving goals. Work motivation can arise from various processes that are important to meet various needs and guarantee various interests of members of the organization. People who are highly motivated can improve their performance. Employee performance can be related to the willingness of employees or groups to carry out an activity, so that they can perfect the achievement according to their responsibilities. Career development can be related to employee performance through the level of work motivation they have. Career development is needed to increase employee abilities both in terms of thinking, attitude and ethics in working. There are many career developments that can be chosen to improve employee abilities. The influence of career development on employee performance can be created if the output of career development carried out can significantly improve employee performance.

The relationship between career development through work motivation on employee performance at Alfamart with organizational behavior shows that employee motivation can support career development and have an impact on improving performance. This is in accordance with research conducted by Shahadat, et al., (2024), Handoyo, et al., (2024), which explains that there is a positive and significant influence between career development through work motivation on employee performance.

CONCLUSION

Based on the research results and discussion, the conclusions of this study are as follows:

1. Competence affect employee performance . This means that if competence increases, it can improve employee performance . Likewise, if competence decreases, it can reduce employee performance at Alfamart Sidoarjo Branch .
2. Career development affect employee performance . This means that the better career development in a company, the better employee performance can be . Likewise , if the company does not pay attention to employee career development, employee performance at Alfamart Sidoarjo Branch will decline.
3. Competence influence on employee performance through work motivation . This means that the existence of work motivation in this case can contribute to employee competence to improve their performance even better at Alfamart Sidoarjo Branch .
4. Career development influence on employee performance through work motivation . This means that employee career development is driven by work motivation to achieve so that it can influence employee performance at Alfamart Sidoarjo Branch .

RECOMENDATION

Suggestions given by researchers based on the results of this study include:

1. For Alfamart management
 - a. Competence affects employee performance, meaning that Alfamart management can provide training, seminars, or *workshops* that are relevant to employee duties and responsibilities so that employee performance increases.
 - b. Career development affects employee performance, meaning that Alfamart management can provide job promotion or employee career development programs in accordance with procedures so that employees are increasingly motivated to improve their performance.
 - c. Motivation can be a drive for employees to maximize their performance. In this case, the company can provide motivation to employees by building a comfortable and pleasant work environment, providing bonuses or *rewards* , and creating training programs to improve employee potential.

2. further researchers

Further researchers are expected to add other variables in this study related to HR management, such as service quality, employee satisfaction, work environment, and so on. The addition of these variables can provide a more comprehensive picture of the factors that influence employee performance. Further researchers can also increase the number of research samples, use different research methods and expand the research location.

FURTHER STUDY

This study aims to explore the influence of competence and career development on employee performance, with work motivation serving as a mediating variable in the Back Office Department of PT. Sumber Alfaria Trijaya Sidoarjo Branch. By examining how competence and career development impact performance and how work motivation mediates these effects, the research seeks to provide valuable insights for improving employee performance. The findings will help the company design strategies to enhance employee skills, career growth, and motivation, ultimately leading to better organizational outcomes.

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