

# ENHANCING EMPLOYEE PERFORMANCE: THE ROLE OF HARD SKILLS, MOTIVATION, AND CAREER DEVELOPMENT

Lisdewi Muliati <sup>1</sup>, Dwi Putra Muhammad Dhiya Hibatullah <sup>2</sup>

<sup>1,2</sup> Faculty of Economics and Business, Universitas Muhammadiyah Tangerang, Indonesia

Email : [lisdewi.m@gmail.com](mailto:lisdewi.m@gmail.com), [dwi925349@email.com](mailto:dwi925349@email.com)

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## ABSTRAK

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The coffee shop industry's rapid growth demands a strategic focus on human capital to achieve sustainable competitive advantage. This study investigates the influence of hard skills, intrinsic motivation, and career development on employee performance within Point Coffee Tangerang, addressing a critical need to understand performance determinants in the service sector. Employing a quantitative approach, this research sampled 93 respondents selected from the employee population. Primary data were collected through structured questionnaires and subsequently analyzed using descriptive and inferential statistical methods. The findings reveal that hard skills, intrinsic motivation, and career development each exert a positive and significant influence on employee performance, both partially and simultaneously. Collectively, these three factors account for a substantial portion of the variance in employee performance, underscoring their critical role as key performance drivers. This research contributes empirically to human resource management literature by validating a comprehensive model of performance determinants specifically within the Small and Medium Enterprise (SME) context of the food and beverage industry. The novelty of this study lies in its integrated examination of these three variables within a single analytical framework in an Indonesian coffee shop setting. Practically, the results offer actionable insights for management to strategically enhance workforce capability and motivation, thereby fostering improved organizational outcomes.

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## INTRODUCTION

Human resources constitute the strategic cornerstone of organizational success, as their quality and characteristics directly determine the effectiveness of goal attainment (Mangkunegara, 2019). Consequently, organizations are inherently motivated to ensure their workforce can contribute optimally. Employee performance serves as the primary indicator of organizational achievement, making its enhancement a central priority in human resource management (Sutedjo & Mangkunegara, 2018). The extant literature identifies a multitude of factors influencing performance, prominently including hard skills, intrinsic motivation, and career development (Karunia et al., 2023).

Hard skills refer to the specific technical knowledge and proficiencies an individual possesses, encompassing product design comprehension, technological adaptation,

problem-solving capabilities, and innovation (Sugianto et al., 2024). A deficit in these skills can adversely affect productivity, service quality, and an organization's adaptability to change. Empirical evidence confirms a positive and significant relationship between hard skills and employee performance (Karunia et al., 2023). Performance appraisal data from Point Coffee Tangerang 1 illustrates fluctuating achievements. In 2022, with 102 employees across 34 outlets, the average performance score was 280 (categorized as "Fair"). This increased to an average of 330 ("Fair") in 2023 with 108 employees and 36 outlets. By 2024, with 112 employees and 37 outlets, the average score rose to 400 ("Good"). Despite this positive trajectory, the scores indicate that performance has not yet consistently met the company's optimal standards, underscoring the need to strengthen underlying contributory factors.

Beyond technical competence, intrinsic motivation is a critical determinant of performance (Widyawati et al., 2025). Research suggests that intrinsic motivation often exerts a more dominant influence than extrinsic factors in certain organizational contexts (Fishbach & Woolley, 2022). Field observations at Point Coffee reveal that some employees lack the drive for self-development, feel insufficiently recognized, and experience monotony in their tasks. Studies in the hospitality sector affirm that motivated employees deliver superior service, exhibit lower turnover intentions, and contribute to a more robust organizational culture (Atmaja et al., 2023).

Similarly, career development presents challenges, including limited promotional opportunities, ill-defined career paths, and inadequate management support. These issues can potentially diminish employee motivation, compromise work quality, and increase turnover rates. Empirical studies substantiate that career development has a positive and significant effect on employee performance (Karunia et al., 2023). Research in the manufacturing sector has demonstrated that career development, alongside self-efficacy, explains a substantial portion (66.2%) of the variance in employee performance (Sutedjo & Mangkunegara, 2018). In the service industry, career development initiatives have been shown to significantly enhance both motivation and performance (Sugianto et al., 2024).

Despite the established importance of these factors, a critical review of the literature reveals several gaps that this study aims to address. First, research on hard skills, intrinsic motivation, and career development has predominantly focused on manufacturing and large corporations, with limited empirical attention given to the Food and Beverage (F&B) industry, specifically the coffee shop segment (Widyawati et al., 2025). Second, the unit of analysis in prior studies is typically large-scale enterprises, leaving Small and Medium Enterprises (SMEs) in the culinary sector, particularly local coffee shops, underexplored (Anggraini, 2023). Third, previous investigations have often tested these factors in isolation, resulting in a scarcity of integrated models that simultaneously examine hard skills, intrinsic motivation, and career development (Sugianto et al., 2024). Fourth, the generalizability of existing findings to the coffee shop context is questionable, given its unique operational characteristics such as flexible working hours and the high demand for customer service skills (Widyawati et al., 2025). Fifth, scholarly work has largely emphasized extrinsic motivation like financial incentives, while the role of intrinsic motivation in the modern service industry remains under-investigated (Fishbach & Woolley, 2022).

Sixth, the concept of career development is typically studied within formal, hierarchical organizations, whereas its application in the leaner structures of coffee shop businesses has received minimal attention (Karunia et al., 2023). Seventh, performance measurement in the service sector presents unique complexities compared to manufacturing, yet contextually relevant instruments for coffee shop employees are not well-developed (Mangkunegara, 2019). Eighth, empirical studies on the determinants of coffee shop employee performance in Indonesia, particularly in highly competitive urban areas like Tangerang, remain limited (Prameswari & Mas'ud, 2025). Ninth, the post-pandemic era has reshaped business dynamics and consumer behavior, but contemporary research accommodating these shifts is still sparse (Widyawati et al., 2025). Tenth, the ongoing debate regarding the relative dominance of hard skills versus soft skills in determining service employee performance necessitates further empirical testing (Sugianto et al., 2024).

Based on the background and identified research gaps, this study seeks to answer the following questions: (1) Does hard skill significantly influence employee performance at Point Coffee Tangerang 1? (Sutedjo & Mangkunegara, 2018); (2) Does intrinsic motivation significantly influence employee performance at Point Coffee Tangerang 1? (Widyawati et al., 2025); (3) Does career development significantly influence employee performance at Point Coffee Tangerang 1? (Karunia et al., 2023); and (4) Do hard skills, intrinsic motivation, and career development simultaneously influence employee performance at Point Coffee Tangerang 1? (Sugianto et al., 2024).

In line with the research questions, the objectives of this study are to examine and analyze: (1) the effect of hard skills on employee performance (Sutedjo & Mangkunegara, 2018); (2) the effect of intrinsic motivation on employee performance (Widyawati et al., 2025); (3) the effect of career development on employee performance (Karunia et al., 2023); and (4) the simultaneous effect of hard skills, intrinsic motivation, and career development on employee performance (Sugianto et al., 2024).

This research is expected to make several contributions. Theoretically, it enriches the human resource management literature by developing an integrated analytical model of performance determinants, specifically within the F&B industry context (Mangkunegara, 2019). Practically, it offers insights for the management of Point Coffee and similar businesses to formulate performance enhancement strategies through the optimization of hard skills, intrinsic motivation, and career development programs (Widyawati et al., 2025). \*In terms of policy\*, it can serve as a reference for industry associations in establishing competency standards and human resource development frameworks for the coffee shop sector (Sugianto et al., 2024).

The novelty of this research lies in its simultaneous examination of the influence of hard skills, intrinsic motivation, and career development on employee performance within a unified analytical framework, applied to the specific context of the Indonesian coffee shop industry (Karunia et al., 2023). This integrative approach provides a holistic understanding of how these three determinants interact to shape employee performance in a dynamic and rapidly growing SME sector (Widyawati et al., 2025). To the best of our knowledge, no prior

study has concurrently tested these variables in the context of coffee shops in the Tangerang area, thereby filling a significant void in the existing literature (Prameswari & Mas'ud, 2025).

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Self-Determination Theory

This research is grounded in Self-Determination Theory (SDT), which provides a robust framework for understanding human motivation and performance. SDT posits that individuals have innate psychological needs for autonomy, competence, and relatedness, and the satisfaction of these basic needs fosters intrinsic motivation and enhanced performance (Ryan & Deci, 2000). Within organizational contexts, when employees experience autonomy in their work, feel competent in their roles, and maintain meaningful relationships with colleagues, they demonstrate higher levels of engagement, persistence, and creative output. SDT distinguishes between autonomous motivation, where individuals engage in activities because they find them inherently interesting or personally meaningful, and controlled motivation, where behavior is regulated by external contingencies. This theoretical lens is particularly relevant for examining how intrinsic motivation and career development initiatives interact to shape employee performance outcomes.

### Human Capital Theory

Human Capital Theory serves as the second theoretical pillar of this investigation. This theory conceptualizes employees' knowledge, skills, and abilities as forms of capital that organizations can invest in to generate productive returns (Becker, 1964, as cited in Hooley, 2021). According to this perspective, hard skills represent technical human capital acquired through formal education, training, and experiential learning. Organizations that invest in developing employees' technical competencies enhance their human capital stock, which theoretically translates into superior job performance. The theory suggests that the accumulation of job-specific skills and knowledge increases an individual's productive capacity and, consequently, their contribution to organizational effectiveness.

### Hard Skills

Hard skills refer to technical, tangible, and quantifiable abilities related to the use of equipment, tools, or specialized knowledge required for specific job tasks (Lamri & Lubart, 2023). These competencies are typically acquired through formal education, vocational training, and structured learning experiences. Hard skills encompass a wide range of domain-specific capabilities, including programming languages, accounting procedures, equipment operation, and technical analysis. Researchers have characterized hard skills as observable and measurable competencies that demonstrate an individual's proficiency in performing job-specific tasks (Lyu & Liu, 2021, as cited in Lamri & Lubart, 2023).

The generic skills component approach proposes that all skills, including hard skills, comprise five distinct elements: knowledge, active cognition, conation, affection, and sensory-motor abilities (Lamri & Lubart, 2023). Knowledge represents the foundational information required for task performance, while active cognition involves the mental processes of reasoning and problem-solving. Conation refers to the volitional aspect of skill application, encompassing the motivation and effort invested in skill deployment. Affection relates to emotional responses during skill execution, and sensory-motor abilities involve the physical coordination necessary for task completion. This multidimensional

conceptualization underscores the complexity of hard skills beyond mere technical proficiency.

Empirical evidence supports the positive relationship between hard skills and job performance. Research conducted by Hendarman and Cantner (2018, as cited in Lamri & Lubart, 2023) demonstrated that both motivation and hard skills play important roles in positive job performance outcomes. Additionally, studies examining the mediating role of competence between training practices and employee performance have confirmed that hard skills significantly influence performance outcomes (Abu Al-Rub, 2016). Employees with stronger technical competencies demonstrate higher productivity, better problem-solving capabilities, and greater adaptability to technological changes in the workplace.

### **Intrinsic Motivation**

Intrinsic motivation refers to the engagement in an activity for its inherent satisfaction rather than for some separable consequence (Ryan & Deci, 2000). When individuals are intrinsically motivated, they perform activities because they find them interesting, enjoyable, or personally meaningful, not because of external pressures or rewards. This form of motivation reflects the natural human propensity to learn, explore, and assimilate new experiences. Historically, the concept emerged from primate research conducted by Harlow in the 1950s, who observed that monkeys would solve puzzles without any extrinsic incentives, suggesting that the activity itself was rewarding (Sansone & Harackiewicz, 2000).

Contemporary research has refined the understanding of intrinsic motivation through the lens of basic psychological needs. According to SDT, intrinsic motivation flourishes when conditions support an individual's needs for autonomy, competence, and relatedness (Ryan & Deci, 2000). Autonomy involves experiencing volition and psychological freedom in one's actions. Competence refers to feeling effective and capable in one's interactions with the environment. Relatedness encompasses feeling connected to and valued by others. Work environments that satisfy these psychological needs foster higher levels of intrinsic motivation, which in turn enhances employee engagement and performance.

Recent empirical investigations in the Indonesian context have confirmed the significance of intrinsic motivation for employee performance. Ariani (2025) examined the relationship model of positive antecedents of employee performance among 717 employees from micro, small, and medium enterprises in Indonesia. The findings revealed that intrinsic motivation consistently and directly increased employee performance, serving as a crucial mediating variable in the relationship between work engagement and performance outcomes. This research contributed to the evidence base for SDT in understanding workplace motivation and performance dynamics in the Indonesian SME sector.

### **Career Development**

Career development encompasses both individuals' experience of their own careers and the full range of support services for career planning and transitions (McCash, Hooley, & Robertson, 2021). It represents an ongoing process through which employees progress through a series of stages, each characterized by different tasks, activities, and relationships. Career development theory integrates perspectives from socio-economic, political,

educational, and social justice viewpoints to understand how individuals navigate their professional trajectories.

The Oxford Handbook of Career Development identifies three primary sections of career development inquiry: contexts, theory, and practice (McCash et al., 2021). Contextual factors include economic conditions, educational systems, and public policies that shape career opportunities. Theoretical perspectives encompass trait-and-factor approaches, developmental theories, social learning theories, and postmodern conceptualizations of career. Practice dimensions include career guidance, counseling, and learning interventions designed to support individuals in their career planning and progression.

Organizational career development theory weaves together individuals, organizations, and social structures to explain how careers evolve within institutional contexts (Mackenzie Davey, 2021, as cited in McCash et al., 2021). This perspective recognizes that career development occurs at the intersection of individual agency and organizational opportunity structures. Employees actively navigate their career paths while organizations provide formal and informal mechanisms for advancement, including promotion ladders, training programs, mentoring relationships, and performance feedback systems.

Empirical research has established significant relationships between career development opportunities and employee performance. Studies examining training practices and competence development have demonstrated that organizational investments in employee development enhance both hard and soft skills, which subsequently improve job performance (Abu Al-Rub, 2016). Furthermore, career development programs signal organizational investment in employees, fostering reciprocal commitment and motivation that translates into enhanced performance outcomes.

### **Employee Performance**

Employee performance represents the measurable outcomes of an individual's work behavior in relation to organizational goals and objectives. Shields (2007) emphasizes that performance is a subjective, constructed, and multidimensional phenomenon that varies according to stakeholder perspectives. Shareholders may equate performance with financial returns, managers with productivity metrics, customers with service quality, and employees with job security and workplace safety. This multidimensionality requires careful conceptualization and measurement in empirical research.

Contemporary understanding recognizes that employee performance encompasses both task performance and contextual performance dimensions. Task performance refers to the core technical activities that individuals are expected to perform as part of their formal job descriptions. Contextual performance involves behaviors that support the organizational, social, and psychological environment in which technical tasks are performed, including cooperation, persistence, and organizational citizenship. Both dimensions contribute to overall organizational effectiveness and are influenced by individual characteristics, motivational states, and organizational support systems.

The determinants of employee performance have been extensively studied in the human resource management literature. Research consistently identifies individual capabilities (knowledge, skills, abilities), motivational factors (intrinsic and extrinsic

motivation), and organizational support systems (training, development, feedback) as primary antecedents of performance outcomes (Ariani, 2025). The integration of these factors within comprehensive theoretical models provides a more complete understanding of how organizations can effectively enhance workforce performance.

### **Hypothesis Development**

#### **The Influence of Hard Skills on Employee Performance**

The relationship between hard skills and employee performance is grounded in Human Capital Theory, which posits that individuals' technical competencies enhance their productive capacity and contribution to organizational goals. Employees possessing stronger technical skills demonstrate greater efficiency in task completion, higher quality outputs, and enhanced problem-solving capabilities when facing job-related challenges. Lamri and Lubart (2023) articulate that hard skills enable individuals to effectively utilize knowledge and resources to accomplish specific tasks, directly contributing to measurable performance outcomes.

Empirical evidence supports this theoretical proposition. Research conducted by Hendarman and Cantner (2018, as cited in Lamri & Lubart, 2023) confirmed that hard skills significantly predict job performance, with technical competencies serving as essential prerequisites for effective task execution. Similarly, Abu Al-Rub (2016) demonstrated that competence, conceptualized as comprising both hard and soft skills, mediates the relationship between organizational training practices and employee job performance. These findings suggest that employees with well-developed technical skills are better positioned to meet performance expectations and adapt to evolving job demands.

In the context of the coffee shop industry, hard skills encompass barista techniques, beverage preparation standards, equipment operation, inventory management, and point-of-sale system proficiency. Employees who master these technical competencies are more likely to deliver consistent product quality, efficient service, and accurate transactions, all of which contribute to enhanced performance ratings. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H<sub>1</sub>: Hard skills have a positive and significant influence on employee performance at Point Coffee Tangerang 1.

#### **The Influence of Intrinsic Motivation on Employee Performance**

Self-Determination Theory provides the theoretical foundation for understanding how intrinsic motivation enhances employee performance. When employees are intrinsically motivated, they engage in work activities because they find them inherently interesting, enjoyable, or personally meaningful (Ryan & Deci, 2000). This internal drive fosters sustained effort, creative problem-solving, and persistence in the face of challenges, all of which contribute to superior performance outcomes. The satisfaction of basic psychological needs for autonomy, competence, and relatedness creates conditions conducive to intrinsic motivation and its positive performance effects.

Recent empirical research in the Indonesian context substantiates this relationship. Ariani (2025) examined 717 employees from micro, small, and medium enterprises and found that intrinsic motivation consistently and directly increased employee performance. The study demonstrated that intrinsic motivation served as a crucial mechanism through

which work engagement translated into enhanced performance outcomes, highlighting the mediating role of motivational processes in the performance equation. These findings align with the broader literature establishing intrinsic motivation as a key driver of workplace effectiveness.

In the coffee shop environment, intrinsic motivation manifests as genuine passion for coffee craftsmanship, enjoyment of customer interactions, pride in service quality, and personal satisfaction from mastering beverage preparation techniques. Employees who find inherent meaning and enjoyment in their work are more likely to invest discretionary effort, maintain positive attitudes, and consistently deliver exceptional service experiences. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H<sub>2</sub>: Intrinsic motivation has a positive and significant influence on employee performance at Point Coffee Tangerang 1.

### **The Influence of Career Development on Employee Performance**

Career development represents organizational investments in employees' professional growth and future opportunities, which theoretically enhance performance through multiple mechanisms. First, career development activities such as training, mentoring, and skill-building programs directly increase employees' capabilities and job-relevant competencies (Abu Al-Rub, 2016). Second, opportunities for career advancement signal organizational commitment to employees, fostering reciprocal commitment and motivation to contribute to organizational success. Third, clear career paths provide employees with direction and purpose, focusing their efforts on activities that align with both personal aspirations and organizational objectives.

The career development literature emphasizes that organizational support for employee growth creates positive psychological states that facilitate enhanced performance. When employees perceive that their organization invests in their long-term development, they experience greater job satisfaction, organizational commitment, and engagement (McCash et al., 2021). These positive attitudes translate into discretionary effort, proactive behavior, and sustained performance improvement. Furthermore, career development programs that provide regular feedback and performance discussions help employees align their efforts with organizational expectations and identify areas for improvement.

In the coffee shop context, career development may include pathways from entry-level positions to shift supervisor, store manager, or regional trainer roles. Structured development programs, cross-training opportunities, and mentorship from experienced staff members signal investment in employee growth and provide motivation for sustained high performance. Employees who perceive viable career trajectories within the organization are more likely to demonstrate commitment, loyalty, and performance excellence. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H<sub>3</sub>: Career development has a positive and significant influence on employee performance at Point Coffee Tangerang 1.

### **The Simultaneous Influence of Hard Skills, Intrinsic Motivation, and Career Development on Employee Performance**

The preceding theoretical arguments suggest that hard skills, intrinsic motivation, and career development represent complementary rather than competing influences on

employee performance. Each factor contributes uniquely to performance outcomes while potentially interacting with and reinforcing the others. Employees with strong technical skills who are intrinsically motivated and supported by career development opportunities are theoretically positioned to achieve the highest levels of performance. This integrated perspective aligns with contemporary human resource management approaches that recognize the multidimensional nature of performance determinants.

Human Capital Theory explains how hard skills provide the foundational capabilities necessary for task execution (Lamri & Lubart, 2023). Self-Determination Theory elucidates how intrinsic motivation supplies the energy and persistence for sustained effort (Ryan & Deci, 2000). Career development theory addresses how organizational support structures channel individual capabilities and motivation toward organizationally valued outcomes (McCash et al., 2021). The integration of these theoretical perspectives suggests that comprehensive approaches addressing multiple performance determinants will be more effective than interventions targeting single factors.

Empirical research examining multiple antecedents simultaneously supports this integrated perspective. Ariani (2025) demonstrated that multiple psychological forces and work attitudes influence each other and collectively increase employee performance. The study found that work engagement, intrinsic motivation, and organizational commitment operated through interconnected pathways to enhance performance outcomes. Similarly, Abu Al-Rub (2016) established that training practices influence performance through their effects on both hard and soft skills, highlighting the interconnected nature of performance determinants.

In the coffee shop context, employees who possess strong technical skills (hard skills), genuinely enjoy their work (intrinsic motivation), and perceive opportunities for advancement (career development) are likely to demonstrate superior performance across multiple dimensions. These employees deliver consistent product quality, provide exceptional customer service, contribute to positive team dynamics, and remain committed to organizational success. Based on this integrated theoretical and empirical foundation, the following hypothesis is proposed:

H<sub>4</sub>: Hard skills, intrinsic motivation, and career development simultaneously have a positive and significant influence on employee performance at Point Coffee Tangerang 1.

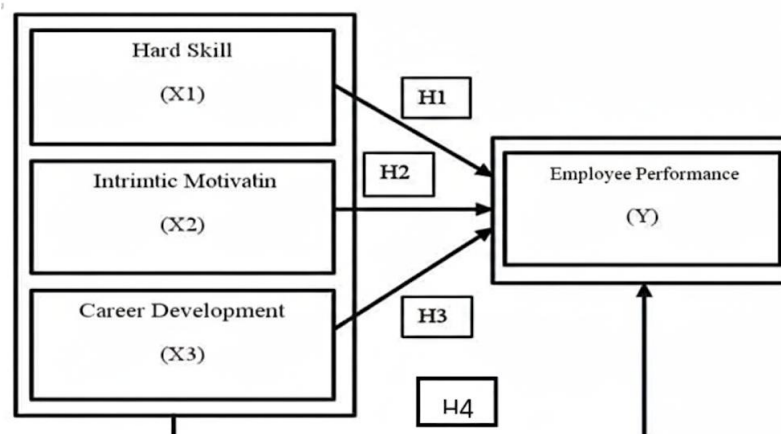


Figure 1. Conceptual Framework

## RESEARCH METHODOLOGY

### Research Design

This study employs a quantitative approach with a causal-explanatory design to investigate the influence of hard skills, intrinsic motivation, and career development on employee performance at Point Coffee Tangerang 1. The quantitative approach enables variable measurement and statistical testing of hypothesized relationships (Creswell & Creswell, 2018). The causal-explanatory design aims to explain causal relationships between independent variables (hard skills, intrinsic motivation, career development) and the dependent variable (employee performance) through hypothesis testing, aligning with contemporary social science research standards (Hair et al., 2021).

The research was conducted at Point Coffee Tangerang 1, a coffee shop chain in Tangerang, Indonesia. The coffee shop industry's rapid growth creates competitive dynamics where employee performance critically determines organizational success (Wijaya et al., 2022). This context is appropriate for examining the proposed relationships, as service quality in the food and beverage industry depends heavily on employee capabilities and motivation (Suharto et al., 2022).

### Population and Sample

#### Population

The population comprises all 112 employees of Point Coffee Tangerang 1, distributed across 37 outlets. The population includes baristas, service staff, and supervisory personnel who directly contribute to organizational performance.

#### Sample

The sample size was determined using Slovin's formula with a 5% margin of error, yielding 87 respondents. To enhance robustness and account for potential non-response, 93 respondents were targeted, exceeding the minimum requirement of 10-15 respondents per independent variable for multiple regression analysis (Hair et al., 2021; Memon et al., 2020).

Simple random sampling was employed, ensuring every population member had equal selection probability. This approach enhances representativeness and enables findings generalization (Taherdoost, 2021).

### Data Collection Methods

#### Primary Data Collection

Primary data were collected through structured questionnaires distributed directly to respondents at their work locations after obtaining management permission and informed consent. The questionnaire was in Bahasa Indonesia, respondents' native language, to ensure comprehension.

The instrument was pilot-tested with 10 employees to identify ambiguities (Hazzi & Maldaon, 2022). Pilot feedback informed minor revisions to improve clarity and relevance.

#### Data Collection Procedures

Data collection followed systematic procedures: (1) formal management permission obtained; (2) respondents informed of research purpose, voluntary participation, and confidentiality; (3) questionnaires distributed during non-peak hours; (4) completed questionnaires collected directly. The three-week process aligned with recommended field research practices (Bell et al., 2022).

## Research Instrument

### Instrument Development

The instrument was developed from established scales adapted to the Point Coffee context. Each variable used multiple items to capture multidimensionality and enhance reliability (DeVellis & Thorpe, 2021). All items used five-point Likert scales (1=Strongly Disagree to 5=Strongly Agree).

### Variable Measurement

Hard Skills were measured using indicators adapted from recent literature (Lamri & Lubart, 2023; Suharto et al., 2022), encompassing technical knowledge, equipment operation proficiency, task-specific competencies, problem-solving abilities, and adaptability.

Intrinsic Motivation was measured using indicators derived from established frameworks (Ryan & Deci, 2020; Ariani, 2025), reflecting work enjoyment, task interest, personal accomplishment, engagement, and task satisfaction.

Career Development was measured using indicators adapted from contemporary scholarship (McCash et al., 2021; Akosile & Ekemen, 2022), encompassing promotional opportunities, training access, career path clarity, supervisory support, and organizational investment.

Employee Performance was measured using indicators based on recent performance literature (Shields et al., 2020; Ariani, 2025), reflecting task quality, productivity, customer service, reliability, and team contribution.

### Validity and Reliability Testing

#### Validity Testing

Content validity was established through comprehensive literature review and instrument adaptation from validated sources (DeVellis & Thorpe, 2021). Face validity was assessed during pilot testing. Construct validity was examined through confirmatory factor analysis, with factor loadings exceeding 0.50 indicating adequate convergent validity (Hair et al., 2021). Discriminant validity was assessed using the Fornell-Larcker criterion (Sarstedt et al., 2022).

#### Reliability Testing

Reliability was assessed using Cronbach's alpha and composite reliability (CR), with thresholds of 0.70 indicating adequate internal consistency (Hair et al., 2021; Sarstedt et al., 2022). Multiple reliability coefficients were reported to provide comprehensive measurement quality evidence (Flake et al., 2022).

### Data Analysis Techniques

#### Descriptive Statistical Analysis

Descriptive statistics (means, standard deviations, frequencies) summarized sample characteristics and variable distributions (Saunders et al., 2023). Mean scores were interpreted using established categorization guidelines (Widoyoko, 2021).

#### Classical Assumption Tests

Prior to hypothesis testing, classical assumption tests ensured multiple regression appropriateness (Gujarati & Porter, 2021):

Normality Test: Kolmogorov-Smirnov test ( $p > 0.05$  indicating normal distribution) and graphical methods (normal probability plots, histograms) were employed (Hair et al., 2021).

Multicollinearity Test: Tolerance values ( $> 0.10$ ) and Variance Inflation Factor (VIF  $< 5.0$ ) were examined to detect high correlations among independent variables (Sarstedt et al., 2022).

Heteroscedasticity Test: Glejser test ( $p > 0.05$ ) and scatterplots of standardized residuals against predicted values assessed constant residual variance (Hair et al., 2021).

#### Hypothesis Testing

Multiple Linear Regression Analysis tested hypothesized relationships using the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where  $Y$  = Employee Performance,  $\alpha$  = Constant,  $\beta$  = Regression Coefficients,  $X_1$  = Hard Skills,  $X_2$  = Intrinsic Motivation,  $X_3$  = Career Development,  $\varepsilon$  = Error Term.

Partial Significance Test (t-test) examined individual variable effects. Independent variables significantly affect the dependent variable if t-calculated exceeds t-table and  $p < 0.05$  (Gujarati & Porter, 2021). Standardized beta coefficients indicated relative predictor contributions (Hair et al., 2021).

Simultaneous Significance Test (F-test) examined joint variable effects. Independent variables significantly affect the dependent variable simultaneously if F-calculated exceeds F-table and  $p < 0.05$  (Gujarati & Porter, 2021).

Coefficient of Determination ( $R^2$ ) measured variance proportion explained by independent variables. Adjusted  $R^2$  provided a more conservative estimate accounting for predictor numbers (Hair et al., 2021).  $R^2$  values of 0.02, 0.13, and 0.26 represent small, medium, and large effect sizes, respectively.

## RESULTS AND DISCUSSION

### Descriptive Statistics

Descriptive analysis was conducted to understand respondents' perceptions of each research variable. Mean scores were interpreted using established categorization guidelines: 1.00-1.80 (very low), 1.81-2.60 (low), 2.61-3.40 (moderate), 3.41-4.20 (high), and 4.21-5.00 (very high) (Widoyoko, 2021).

Table 1. Descriptive Statistics of Research Variables

Variable	N	Mean	Standard Deviation	Category
Hard Skills ( $X_1$ )	93	4.18	0.62	High
Intrinsic Motivation ( $X_2$ )	93	4.12	0.58	High
Career Development ( $X_3$ )	93	3.95	0.71	High
Employee Performance ( $Y$ )	93	4.08	0.65	High

Table 1 presents the descriptive statistics for all research variables. The mean scores indicate that respondents perceive their hard skills ( $M = 4.18$ ,  $SD = 0.62$ ), intrinsic motivation ( $M = 4.12$ ,  $SD = 0.58$ ), career development opportunities ( $M = 3.95$ ,  $SD = 0.71$ ), and employee performance ( $M = 4.08$ ,  $SD = 0.65$ ) at high levels. These findings suggest that Point Coffee Tangerang 1 employees generally possess adequate technical competencies, maintain strong

internal motivation, perceive reasonable career development prospects, and demonstrate satisfactory performance levels.

### Classical Assumption Tests

Prior to hypothesis testing, classical assumption tests were conducted to ensure the appropriateness of multiple regression analysis. Testing shows the Kolmogorov-Smirnov test result with a significance value of  $0.200 > 0.05$ , indicating that the residuals are normally distributed. This satisfies the normality assumption for regression analysis (Gujarati & Porter, 2021). Testing presents tolerance values exceeding 0.10 and Variance Inflation Factor (VIF) values below 5.0 for all independent variables, indicating no serious multicollinearity problems in the regression model (Hair et al., 2021). Result shows that all significance values exceed 0.05, indicating no heteroscedasticity in the regression model. The residuals have constant variance across observations, satisfying the homoscedasticity assumption (Gujarati & Porter, 2021).

### Coefficient of Determination

The coefficient of determination ( $R^2$ ) measures the extent to which independent variables explain the dependent variable.

Table 9. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.840	0.706	0.696	4.012

a. Predictors: (Constant), Hard Skills, Intrinsic Motivation, Career Development

b. Dependent Variable: Employee Performance

Result displays an R square value of 0.706 and an adjusted R square of 0.696, indicating that hard skills, intrinsic motivation, and career development collectively explain 69.6% of the variance in employee performance. The remaining 30.4% is explained by other variables outside this research model. This substantial explanatory power ( $R^2 = 0.696$ ) represents a large effect size according to Cohen's guidelines (1988, cited in Hair et al., 2021), demonstrating that the three independent variables are strong predictors of employee performance at Point Coffee Tangerang 1.

### Hypothesis Testing

The t-test examines the individual influence of each independent variable on the dependent variable. The test compares calculated t-values with t-table values at a 5% significance level (t-table = 1.986 for  $df = 89$ ).

Table 3. Summary of Hypothesis Testing Results

Hypothesis	Statement	t/F	Sig.	Result
H <sub>1</sub>	Hard skills → Employee performance	14.120	0.000	Accepted
H <sub>2</sub>	Intrinsic motivation → Employee performance	10.830	0.000	Accepted
H <sub>3</sub>	Career development → Employee performance	10.032	0.000	Accepted
H <sub>4</sub>	Hard skills, intrinsic motivation, career development → Employee performance	71.074	0.000	Accepted

Result summarizes the hypothesis testing results. All four hypotheses are accepted, confirming that hard skills, intrinsic motivation, and career development individually and collectively exert positive and significant influences on employee performance at Point

Coffee Tangerang 1. The findings demonstrate that these three factors are critical determinants of performance outcomes in the coffee shop context.

## DISCUSSION

### The Influence of Hard Skills on Employee Performance

The findings demonstrate that hard skills significantly influence employee performance at Point Coffee Tangerang 1 ( $\beta = 0.829$ ,  $t = 14.120$ ,  $p < 0.001$ ). This result indicates that technical competencies are the most dominant factor explaining performance variations among coffee shop employees. Employees possessing stronger barista techniques, beverage preparation knowledge, equipment operation proficiency, and point-of-sale system skills demonstrate superior performance outcomes.

This finding corroborates Human Capital Theory, which posits that investments in employee competencies generate productive returns (Ployhart et al., 2021). In the coffee shop context, hard skills enable employees to deliver consistent product quality, efficient service, and accurate transactions. The substantial effect size ( $\beta = 0.829$ ) suggests that technical competencies are particularly critical in operational service roles where task execution directly determines service quality and customer satisfaction (Suharto et al., 2022).

The result aligns with previous research by Lamri and Lubart (2023), who demonstrated that hard skills significantly predict job performance through their generic skills component framework. Similarly, Suharto et al. (2022) found that hard skills positively influence employee performance in the Indonesian service sector. The present study extends these findings to the coffee shop context, providing context-specific evidence that technical competencies are foundational for performance excellence.

The strong influence of hard skills may be attributed to the nature of coffee shop operations, where beverage preparation requires precise technical knowledge and skills. Employees who master these competencies produce consistently high-quality products, reducing errors and waste while enhancing customer satisfaction. Additionally, technically proficient employees require less supervision, work more efficiently, and can serve as resources for training new employees, amplifying their performance contributions (Akosile & Ekemen, 2022).

For Point Coffee management, these findings imply that structured technical training programs should be prioritized. Regular barista certification workshops, equipment operation training, and product knowledge sessions would enhance technical competencies. Competency-based performance assessments could identify skill gaps and target training interventions effectively.

### The Influence of Intrinsic Motivation on Employee Performance

The findings reveal that intrinsic motivation significantly influences employee performance at Point Coffee Tangerang 1 ( $\beta = 0.750$ ,  $t = 10.830$ ,  $p < 0.001$ ). This result indicates that employees who find inherent meaning and enjoyment in their work demonstrate higher performance levels. Employees passionate about coffee craftsmanship, who enjoy customer interactions, and derive satisfaction from service excellence exhibit superior performance outcomes.

This finding supports Self-Determination Theory (Ryan & Deci, 2020), which posits that intrinsic motivation flourishes when psychological needs for autonomy, competence,

and relatedness are satisfied. Employees experiencing work as inherently interesting or personally meaningful invest discretionary effort, maintain positive attitudes, and consistently deliver exceptional service. The significant effect suggests that internal motivation mechanisms are powerful drivers of performance in service contexts.

The result aligns with recent Indonesian research by Ariani (2025), who found that intrinsic motivation consistently and directly increased employee performance among 717 MSME employees. The present study confirms these findings in the coffee shop subsector, demonstrating that internal motivation mechanisms operate similarly across service industry contexts. Furthermore, the finding is consistent with Fishbach and Woolley's (2022) comprehensive review of intrinsic motivation structure, which emphasized that autonomous motivation produces higher quality engagement and performance than controlled motivation.

The substantial influence of intrinsic motivation may be explained by the nature of service work, where employee attitudes and enthusiasm directly affect customer experiences. Intrinsically motivated employees approach customer interactions with genuine warmth and engagement, creating positive service encounters that enhance customer satisfaction and loyalty. They also demonstrate greater persistence in challenging situations, such as handling difficult customers or managing peak-hour rushes, maintaining service quality under pressure (Shields et al., 2020).

For Point Coffee management, these findings suggest that fostering intrinsic motivation requires attention to job design, autonomy support, and recognition systems. Creating work environments where employees experience meaningful choice, receive constructive feedback on competence development, and build positive relationships with colleagues and customers would enhance intrinsic motivation. Additionally, connecting daily tasks to broader organizational purposes helps employees find meaning in their work.

### **The Influence of Career Development on Employee Performance**

The findings demonstrate that career development significantly influences employee performance at Point Coffee Tangerang 1 ( $\beta = 0.725$ ,  $t = 10.032$ ,  $p < 0.001$ ). This result indicates that employees perceiving clear advancement opportunities, access to training, and organizational investment in their growth demonstrate higher performance levels. When employees envision viable career trajectories within the organization, they exhibit greater commitment and performance excellence.

This finding supports Career Development Theory, which emphasizes that organizational support for employee growth creates positive psychological states facilitating enhanced performance (McCash et al., 2021). Career development signals organizational investment, fostering reciprocal commitment and motivation. Employees with clear career paths demonstrate direction and purpose, focusing efforts on activities aligned with both personal aspirations and organizational objectives.

The result corroborates previous research by Karunia et al. (2023), who demonstrated that career development positively influences employee performance in Indonesian organizational contexts. It also aligns with Akosile and Ekemen's (2022) systematic review confirming career development's consistent effects across organizational contexts. The present study extends these findings to the coffee shop industry, where structured career

pathways from entry-level positions to supervisory roles provide motivation for sustained high performance.

The significant influence of career development may be explained by social exchange theory, where employees reciprocate organizational investments with increased effort and commitment. When employees perceive that the organization cares about their long-term growth, they develop stronger psychological attachment and willingness to contribute beyond minimum requirements. Career development also enhances employee capabilities through training and experiential learning, directly improving performance capacity (McCash et al., 2021).

For Point Coffee management, these findings imply that clear career pathways should be established and communicated. Transparent promotion criteria, regular career development discussions, and access to training programs would signal organizational investment in employee growth. Creating internal promotion opportunities rather than hiring externally for supervisory positions would demonstrate that career advancement is achievable.

### **Simultaneous Influence of Hard Skills, Intrinsic Motivation, and Career Development on Employee Performance**

The findings reveal that hard skills, intrinsic motivation, and career development collectively explain 69.6% of employee performance variance, with strong simultaneous significance ( $F = 71.074$ ,  $p < 0.001$ ). This substantial explanatory power indicates that comprehensive approaches addressing multiple performance determinants are more effective than interventions targeting single factors.

The integrated model demonstrates that technical competencies provide foundational capabilities for task execution (Human Capital Theory), intrinsic motivation supplies energy and persistence for sustained effort (Self-Determination Theory), and career development structures channel individual capabilities toward organizationally valued outcomes (Career Development Theory). The complementarity of these factors suggests that organizations should adopt holistic human resource strategies addressing skill development, motivational climate, and career progression simultaneously.

This finding aligns with Mangkunegara's (2019) conceptualization of employee performance as multidimensional outcomes requiring integrated management approaches. It also supports Ariani's (2025) demonstration that multiple psychological forces and work attitudes collectively influence performance through interconnected pathways. The adjusted  $R^2$  of 0.696 substantially exceeds the median explanatory power reported in organizational behavior research, indicating that the selected predictors are particularly relevant for coffee shop employee performance.

The strong collective influence may be explained by synergistic interactions among the three factors. Employees with strong hard skills experience greater competence satisfaction, enhancing intrinsic motivation. Intrinsically motivated employees actively seek career development opportunities, accelerating skill acquisition. Employees perceiving career development opportunities invest more effort in skill development and maintain motivation for continuous improvement. These positive spirals create virtuous cycles amplifying performance effects beyond individual factor contributions (Ryan & Deci, 2020).

For Point Coffee management, these findings imply that performance improvement initiatives should integrate technical training, motivational support, and career development. Isolated interventions addressing only one factor may produce limited effects, while comprehensive programs addressing all three simultaneously would generate maximum performance gains. Regular assessment of employee skills, motivation levels, and career perceptions would enable targeted interventions addressing specific needs.

## **CONCLUSION**

### **Conclusion**

This study investigated the influence of hard skills, intrinsic motivation, and career development on employee performance at Point Coffee Tangerang 1. Based on data analysis from 93 respondents, four main conclusions can be drawn.

First, hard skills have a positive and significant influence on employee performance. Employees with stronger technical competencies in barista techniques, beverage preparation, and equipment operation demonstrate superior performance outcomes. Second, intrinsic motivation positively and significantly affects employee performance. Employees who find inherent meaning and enjoyment in their work exhibit higher performance levels. Third, career development significantly influences employee performance. Employees who perceive clear advancement opportunities and organizational investment in their growth demonstrate enhanced performance. Fourth, all three variables simultaneously influence employee performance, collectively explaining 69.6% of performance variance. This substantial explanatory power confirms that hard skills, intrinsic motivation, and career development are critical determinants of employee performance in the coffee shop context.

### **Theoretical Implications**

This research contributes to human resource management literature by validating an integrated performance model within Indonesian coffee shops, an under-researched setting. The findings demonstrate that Human Capital Theory, Self-Determination Theory, and Career Development Theory collectively provide robust frameworks for understanding employee performance. The relative importance of hard skills suggests technical competencies are particularly critical in operational service roles where task execution directly determines quality. The study also confirms that intrinsic motivation mechanisms operate similarly among young service workers in emerging economies and that career development influences performance even in organizations with relatively flat structures.

### **Practical Implications**

For Point Coffee management, several actionable recommendations emerge. Organizations should prioritize technical training programs including barista certification and equipment operation workshops to enhance hard skills. Fostering intrinsic motivation requires attention to job design, autonomy support, and recognition systems that help employees find meaning in their work. Clear career pathways with transparent promotion criteria and regular development discussions should be established to signal organizational investment in employee growth. Most importantly, performance improvement initiatives should integrate all three dimensions simultaneously, as comprehensive programs

addressing technical skills, motivation, and career development generate maximum performance gains.

### Limitations

This study has several limitations. The single-organization design limits generalizability to other coffee shops. Cross-sectional data preclude causal inferences about direction of relationships. Self-reported performance measures may introduce common method bias. The sample was limited to employees aged 30 years and below from one geographical location. The focus on three predictors leaves 30.4% of performance variance unexplained by other factors not included in the model.

### Recommendations for Future Research

Future research should employ longitudinal designs to examine causal relationships and temporal dynamics. Studies should examine multiple organizations across different regions to enhance generalizability. Additional variables such as organizational culture, leadership style, work environment, and compensation systems should be incorporated to explain remaining variance. Mixed-methods research combining surveys with interviews would provide richer understanding of employee experiences. Objective performance indicators including sales data and customer satisfaction scores should complement self-report measures. Finally, intervention research examining specific training programs, motivation initiatives, and career development systems would provide practical guidance while testing theoretical propositions.

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