

HARD SKILLS, INTRINSIC MOTIVATION, AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

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ABSTRACT

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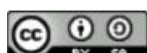
Employee Performance; Hard

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Purpose - This study examines the influence of hard skills, intrinsic motivation, and career development on employee performance at Point Coffee Tangerang 1. Methodology - A quantitative approach with a descriptive survey design was employed. The population comprised 121 employees, with a sample of 93 respondents. Data were collected through structured questionnaires using a 5-point Likert scale. Instrument validation included content validity assessment and reliability testing. Data analysis encompassed descriptive statistics, classical assumption tests, multiple linear regression, and hypothesis testing. Findings - The results demonstrate that hard skills, intrinsic motivation, and career development each exert a positive and significant effect on employee performance. Simultaneously, the three variables significantly influence employee performance, collectively explaining a substantial proportion of the variance. The findings confirm that technical competence, internal drive, and career advancement opportunities are critical determinants of workforce productivity. Originality - This study contributes to the human resource management literature by examining these variables within the Indonesian coffee shop context, extending Human Capital Theory, Self-Determination Theory, and Career Development Theory to the hospitality sector.

INTRODUCTION

Human resources constitute the fundamental pillar of organizational success, serving as the primary catalyst in achieving corporate objectives. The quality of human capital directly influences organizational outcomes, rendering effective human resource management practices essential for sustainable competitive advantage. In contemporary dynamic business environments, organizations must continuously enhance their workforce capabilities to maintain relevance and competitiveness in increasingly saturated markets (Becker & Huselid, 2006; Wright & McMahan, 2011). The ability of organizations to attract, develop, and retain talented employees has become a critical success factor across industries, as human capital represents a source of competitive advantage that is valuable, rare, inimitable, and non-substitutable (Barney, 1991).



The coffee shop industry in Indonesia has experienced remarkable growth over the past decade, driven by evolving consumer lifestyles, rapid urbanization, and the proliferation of both local and international coffee chains (Intel, 2023). This expansion has intensified market competition, placing greater emphasis on employee performance as a key differentiator in service quality and customer experience delivery. Point Coffee, as one of the prominent coffee chains operating in Tangerang, faces the challenge of maintaining service excellence while managing a growing workforce across multiple outlets. The organization must balance operational efficiency with employee development to sustain its competitive position in the increasingly crowded coffee shop market.

Effective human resource management practices are crucial for enhancing employee performance through various mechanisms. Among these, hard skills, intrinsic motivation, and career development have emerged as critical determinants of workforce productivity and organizational effectiveness (Armstrong & Taylor, 2020; Noe et al., 2021). Hard skills encompass the technical competencies and specialized knowledge required to perform specific job functions effectively, enabling employees to execute tasks with precision and efficiency. Intrinsic motivation represents the internal drive that compels employees to exert effort and pursue excellence, fostering engagement and commitment to organizational goals. Career development refers to the structured opportunities and pathways for professional advancement within the organizational hierarchy, providing employees with a sense of progression and purpose.

Empirical evidence suggests that organizations investing in skill development, motivational strategies, and career advancement opportunities experience higher employee engagement, reduced turnover rates, and improved performance outcomes (Ryan & Deci, 2020; Gagné & Deci, 2005). Research has consistently demonstrated that employees who possess strong technical competencies, are intrinsically motivated, and perceive clear career advancement opportunities tend to outperform their counterparts who lack these attributes (Ployhart et al., 2014; Spurk et al., 2019). However, the specific dynamics of these

relationships in the Indonesian coffee shop context remain underexplored, presenting a significant research gap that warrants empirical investigation. This study addresses this gap by examining the simultaneous and individual effects of hard skills, intrinsic motivation, and career development on employee performance in a service industry setting.

Based on performance evaluation data obtained from Point Coffee Tangerang 1, employee performance has demonstrated improvement but remains below the company's established standards. In 2022, the average performance score was 280, categorized as "Sufficient" on a scale of 250-349. This improved to 330 in 2023 and 400 in 2024, categorized as "Good" on a scale of 350-475. While these figures demonstrate positive trends, significant gaps persist between actual performance and organizational expectations, indicating that current human resource practices may be insufficient to optimize workforce productivity.

Several factors contribute to this performance gap. First, with regard to hard skills, employees demonstrate insufficient technical competencies in product knowledge, equipment operation, and problem-solving, resulting in reduced productivity, quality inconsistencies, and adaptation difficulties to operational changes. Employees encounter challenges in mastering standardized beverage preparation, operating specialized equipment, and maintaining quality consistency across different service periods. Second, intrinsic motivation challenges manifest through limited self-development orientation, inadequate recognition, and perceived monotony in work tasks. Employees report feeling undervalued and lacking the internal drive to pursue excellence beyond minimum requirements. The repetitive nature of tasks in the coffee shop environment contributes to diminished enthusiasm and reduced initiative. Third, career development constraints include limited promotion opportunities, undefined career pathways, reduced motivation, and insufficient managerial support. The absence of clear advancement pathways and structured development programs diminishes employee engagement and commitment to organizational goals. These multifaceted challenges require

comprehensive investigation to identify effective interventions for improving employee performance.

This study addresses the following research questions: Do hard skills significantly influence employee performance at Point Coffee Tangerang 1? Does intrinsic motivation significantly influence employee performance at Point Coffee Tangerang 1? Does career development significantly influence employee performance at Point Coffee Tangerang 1? Do hard skills, intrinsic motivation, and career development simultaneously influence employee performance at Point Coffee Tangerang 1?

The objectives of this research are to examine the influence of hard skills on employee performance at Point Coffee Tangerang 1, to analyze the influence of intrinsic motivation on employee performance at Point Coffee Tangerang 1, to investigate the influence of career development on employee performance at Point Coffee Tangerang 1, and to assess the combined influence of hard skills, intrinsic motivation, and career development on employee performance.

This study offers several contributions to the human resource management literature. Theoretically, it extends the application of Human Capital Theory (Becker, 1964), Self-Determination Theory (Deci & Ryan, 1985), and Career Development Theory (Super, 1957) to the Indonesian coffee shop context, providing empirical validation of these theoretical frameworks in an underexplored service industry setting. The study contributes to the growing body of knowledge on employee performance determinants in the hospitality sector and offers insights into how organizations can optimize workforce productivity through strategic human resource interventions.

Practically, the findings provide actionable insights for Point Coffee management and similar organizations regarding optimal investment in skill development, motivational strategies, and career advancement programs to enhance workforce productivity and organizational performance. The research offers guidelines for training program design, motivational interventions, and career path development in the coffee shop industry. By understanding the relative importance

of these three determinants, management can allocate resources more effectively and design comprehensive human resource strategies that address multiple dimensions of employee performance simultaneously.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Capital Theory (Becker, 1964; Schultz, 1961) posits that individuals possess knowledge, skills, and abilities that contribute to economic productivity and organizational performance. Investment in employee development through training and education enhances both individual capabilities and organizational outcomes (Ployhart et al., 2014). Hard skills constitute a fundamental component of human capital, enabling employees to perform job-specific tasks efficiently. Employees with strong technical competencies are better equipped to meet performance standards, adapt to operational changes, and contribute to innovation. Organizations investing in technical competencies experience higher productivity and improved competitive positioning (Wright et al., 2001; Crook et al., 2011). Human capital is a source of sustained competitive advantage because it is valuable, rare, inimitable, and non-substitutable (Barney, 1991; Wright et al., 2001). In the coffee shop industry, technical proficiency in beverage preparation, equipment operation, and quality control represents firm-specific human capital that differentiates organizations. This framework provides the foundation for hypothesizing the positive relationship between hard skills and employee performance.

Self-Determination Theory (Deci & Ryan, 1985, 2000, 2017) distinguishes between intrinsic and extrinsic motivation, emphasizing that intrinsic motivation—engagement in activities for inherent satisfaction—drives optimal performance, creativity, and well-being. Three basic psychological needs must be satisfied for intrinsic motivation to flourish: autonomy, competence, and relatedness. When these needs are satisfied, employees experience greater intrinsic motivation, leading to enhanced engagement, persistence, and performance (Ryan & Deci, 2020). Intrinsic motivation is particularly relevant in service industries such as coffee shops, where employee engagement directly impacts customer experience and service quality.

(Gagné & Deci, 2005). Intrinsically motivated employees demonstrate higher initiative, persistence, and creativity in addressing customer needs (Grant, 2008; Deci et al., 2017). SDT has been extensively validated, consistently demonstrating that intrinsically motivated employees outperform those driven primarily by external rewards (Ryan & Deci, 2020; Gagné & Deci, 2005). This framework informs the hypothesis that intrinsic motivation positively influences employee performance.

Super's Career Development Theory (Super, 1957, 1990) provides a framework for understanding how individuals progress through various career stages, each characterized by different developmental tasks. Career development involves formal and informal mechanisms that facilitate employee advancement, skill acquisition, and professional growth (Savickas, 2005; Hall, 2002). The theory identifies key stages: growth, exploration, establishment, maintenance, and decline. For the predominantly young workforce in the coffee shop industry, the establishment stage is particularly relevant, as employees seek to advance professionally. Contemporary perspectives emphasize both organizational and individual responsibility for career management (Greenhaus et al., 2010; Baruch, 2004). Organizations providing clear career pathways, development opportunities, and mentoring support enhance employee engagement, retention, and performance (Kraimer et al., 2011; Spurk et al., 2019). Perceived career development opportunities are positively associated with job satisfaction, organizational commitment, and performance (Spurk et al., 2019; Greenhaus et al., 2010). This framework supports the hypothesis that career development positively influences employee performance.

Hard Skills and Employee Performance

Numerous empirical studies have established the positive relationship between hard skills and employee performance across various industries and organizational contexts. Jaya and Rosadi (2022) found that hard skills significantly influence employee performance in the education sector, explaining that technical competencies enable employees to execute tasks efficiently and accurately. Similarly, Dwi Wijayanti and Susilo Wibowo (2020) demonstrated that both hard and soft skills contribute significantly to employee performance in a water utility company, with

hard skills having a particularly strong influence on task completion quality. Sumiati and Puspita (2023) identified that hard skills account for substantial variance in employee performance among public sector workers in Indonesia, emphasizing that technical proficiency is essential for meeting established performance standards. Hikmah et al. (2023) reported comparable findings among bank employees, where hard skills contributed to operational efficiency, service quality, and customer satisfaction.

Fazrin et al. (2022) linked hard skill development to enhanced workforce quality and productivity in the securities industry, demonstrating that employees with strong technical competencies are better equipped to handle complex tasks. Adam et al. (2021) found that human resource development, including hard skills training, positively impacts hotel employee performance. Ahmad et al. (2019) emphasized that technical competence is critical for performance in various service sectors. International research supports these findings, with Ployhart et al. (2014) demonstrating that individual and collective human capital significantly predicts organizational performance, and Crook et al. (2011) conducting a meta-analysis confirming that human capital investments yield substantial returns in performance outcomes. These studies collectively establish a strong empirical foundation for the hypothesized relationship in the present study, leading to the formulation of the first hypothesis:

H1: Hard skills have a positive and significant influence on employee performance at Point Coffee Tangerang 1.

Intrinsic Motivation and Employee Performance

The relationship between intrinsic motivation and employee performance is well-documented in the human resource management literature. Haryanto and Mukrodi (2022) demonstrated that intrinsic motivation significantly affects employee performance in statistical services, suggesting that employees driven by internal satisfaction perform at higher levels. Similarly, Syafranuddin and Rahmanto (2019) found that both intrinsic and extrinsic motivation contribute to civil servant performance, with intrinsic motivation having a stronger effect on sustained

performance. Ena and Djami (2021) reported that intrinsic motivation positively influences police personnel engagement, which subsequently enhances job performance. Aswara and Kurniawan (2023) identified that intrinsic motivation, alongside transformational leadership, significantly predicts employee job satisfaction and performance.

Sukri and Pratiwi (2022) found that career development and motivation jointly influence employee performance, with intrinsic motivation playing a mediating role. Sihombing and Gultom (2019) established that career development, work spirit, and motivation significantly influence employee performance in plantation companies. Adam et al. (2021) found that motivation and competence jointly predict employee performance in the hospitality industry. International research provides robust support for these findings, with Ryan and Deci (2020) providing comprehensive theoretical and empirical support for the motivational mechanisms underlying performance enhancement, and Gagné and Deci (2005) demonstrating that intrinsic motivation consistently predicts superior performance across diverse organizational contexts. Based on these theoretical and empirical foundations, the second hypothesis is proposed:

H2: Intrinsic motivation has a positive and significant influence on employee performance at Point Coffee Tangerang 1.

Career Development and Employee Performance

Extensive research has established career development as a critical determinant of employee performance. Syam et al. (2023) demonstrated that career development influences employee performance both directly and through job satisfaction mediation. Handayani and Puji Astuti (2023) identified that team collaboration and career development significantly predict employee satisfaction and performance in the consulting industry. Sukri and Pratiwi (2022) reported that career development opportunities positively influence employee motivation and performance in the water utility sector. Tahulending (2022) emphasized the benefits of employee career development for organizational performance and talent retention.

Sihombing and Gultom (2019) found that career development significantly contributes to employee performance in the plantation industry, alongside motivation and work spirit. Adam et al. (2021) reported that human resource development, including career development programs, positively influences hotel employee performance. Ahmad et al. (2019) found that career development and work environment factors predict employee performance in the financial services sector. International studies provide strong support for this relationship, with Spurk et al. (2019) providing a comprehensive meta-analysis demonstrating that career development practices consistently predict individual career success and organizational performance, and Kraimer et al. (2011) finding that perceived career development opportunities predict organizational commitment and performance. Based on the theoretical and empirical evidence, the third hypothesis is formulated:

H3: Career development has a positive and significant influence on employee performance at Point Coffee Tangerang 1.

Combined Effects and Conceptual Framework

The three predictor variables—hard skills, intrinsic motivation, and career development—function synergistically to influence employee performance, creating a comprehensive framework for understanding workforce productivity. Hard skills provide the technical foundation for task execution, enabling employees to meet established performance standards. Intrinsic motivation supplies the psychological drive necessary for sustained effort, continuous improvement, and proactive engagement. Career development offers the structural pathways and organizational support required for professional growth and advancement. Armstrong and Taylor (2020) emphasized the multidimensional nature of performance determinants, suggesting that multiple factors must align to optimize employee performance. Noe et al. (2021) articulated how human resource management practices across multiple domains collectively influence workforce productivity.

Rini Fadlilah (2022) found that hard skills, work motivation, and career development simultaneously influence employee performance, explaining substantial variance in performance outcomes. This integrated perspective aligns

with contemporary human resource management research emphasizing the complementary nature of performance determinants (Wright & McMahan, 2011; Becker & Huselid, 2006). Theoretically, the combined effects can be understood through the resource-based view (Barney, 1991), which suggests that human resources represent a source of competitive advantage when they are valuable, rare, inimitable, and non-substitutable. Organizations that develop employees' technical competencies, foster intrinsic motivation, and provide career development opportunities create a unique combination of human resources that differentiates them from competitors. Based on the theoretical integration and empirical evidence, the fourth hypothesis is proposed:

H4: Hard skills, intrinsic motivation, and career development simultaneously have a positive and significant influence on employee performance at Point Coffee Tangerang 1.

RESEARCH METHODOLOGY

Research Design

This study employs a quantitative approach with a descriptive survey design to examine the influence of hard skills, intrinsic motivation, and career development on employee performance at Point Coffee Tangerang 1 (Creswell & Creswell, 2018; Sekaran & Bougie, 2020). The quantitative approach is appropriate for testing hypothesized relationships and examining causal effects between variables using statistical methods. The descriptive survey design enables the collection of primary data through structured questionnaires administered to a representative sample of employees. The research adopts a cross-sectional design, collecting data at a single point in time to examine the relationships between predictor variables (hard skills, intrinsic motivation, career development) and the criterion variable (employee performance). This design is commonly employed in human resource management research to examine relationships between variables efficiently, although it limits causal inference (Field, 2018).

Population, Sample, and Sampling Technique

The study population comprised 121 employees working at Point Coffee Tangerang 1 across 37 outlets, including baristas, servers, cashiers, supervisors, and support personnel. The sample size of 93 respondents was determined using the Slovin formula with a 5% margin of error (Slovin, 1960; Sugiyono, 2019), representing 76.8% of the total population and providing adequate statistical power for regression analysis with three predictor variables (Hair et al., 2019). The sample size exceeds the minimum requirement of 60 respondents for multiple regression with three predictors (Field, 2018; Tabachnick & Fidell, 2019). Purposive sampling was employed to select respondents based on specific criteria: employees with at least one year of tenure, direct involvement in operational activities, and availability of performance evaluation records (Etikan et al., 2016; Palinkas et al., 2015). This sampling approach ensures respondents possess adequate knowledge of their work environment and performance requirements.

Data Collection and Instrumentation

Primary data were collected through structured questionnaires distributed physically to respondents during October-November 2024. The questionnaire comprised five sections with 25 items (5 items per variable): respondent demographics (gender, age, employment status, tenure), hard skills measurement, intrinsic motivation measurement, career development measurement, and employee performance measurement. A 5-point Likert scale was utilized ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), providing adequate response discrimination while maintaining respondent comprehension (Likert, 1932; Joshi et al., 2015). The questionnaire was developed based on established scales from prior research, adapted to the Indonesian coffee shop context. Content validity was assessed through expert review by three human resource management academics and two coffee shop industry practitioners, with all items demonstrating Content Validity Ratio values exceeding 0.70, indicating adequate validity (Lawshe, 1975; Haynes et al., 1995). Reliability was assessed using Cronbach's alpha coefficient based on a pilot study with 30 respondents, yielding coefficients ranging from 0.839

to 0.891 for all variables, exceeding the minimum acceptable threshold of 0.70 and confirming high internal consistency (Nunnally, 1978; Field, 2018).

Data Analysis Techniques

Data analysis was conducted using SPSS version 26 and comprised three stages. First, descriptive statistics (frequencies, percentages, means, and standard deviations) were calculated to describe respondent characteristics and variable distributions. Second, classical assumption tests were conducted prior to hypothesis testing to ensure the validity of the regression analysis, including the Kolmogorov-Smirnov normality test ($p > 0.05$ indicates normal distribution), the Variance Inflation Factor and Tolerance tests for multicollinearity ($VIF < 10$, $Tolerance > 0.10$), and the Glejser test for heteroscedasticity ($p > 0.05$ indicates homoscedasticity) (Hair et al., 2019; Field, 2018; Gujarati & Porter, 2009). Third, multiple linear regression analysis was employed to examine the influence of the three independent variables on the dependent variable, with the regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. Hypothesis testing was conducted using the t-test for partial effects ($df = 89$, $p < 0.05$) and the F-test for simultaneous effects ($df_1 = 3$, $df_2 = 89$, $p < 0.05$), with the coefficient of determination (R^2) indicating the proportion of variance explained by the model.

RESULTS AND DISCUSSION

Respondent Characteristics

The study collected data from 93 respondents representing 76.8% of the total population of 121 employees at Point Coffee Tangerang 1. The majority of respondents were male (54.83%), while female respondents comprised 45.16% of the sample. This gender distribution reflects the broader trend in the Indonesian hospitality industry where male employees dominate operational roles (Suharto, 2020). The age distribution revealed a predominantly young workforce, with 55.91% aged 20-25 years and 43.01% aged 26-30 years, reflecting the demographic profile of the coffee shop industry which attracts younger workers seeking flexible employment and career development opportunities (Mintel, 2023). Regarding

employment status, 66.67% of respondents held permanent positions while 33.33% were on contract, suggesting that Point Coffee provides career stability for a substantial portion of its workforce, potentially enhancing employee motivation and organizational commitment (Meyer et al., 2002). The tenure distribution showed that 55.93% of respondents had 1-5 years of experience and 41.93% had 6-10 years of experience, indicating relatively stable workforce retention and sufficient experience to develop both hard skills and organizational understanding (Wright et al., 2001).

Descriptive Statistics

Descriptive statistics revealed generally positive perceptions among respondents across all study variables. Hard skills received the highest mean score (4.12), followed by employee performance (4.05), intrinsic motivation (3.98), and career development (3.86). The relatively high standard deviations (0.74-0.81) indicate considerable variation in respondent perceptions, justifying further analysis of the relationships between variables. The mean scores above 3.50 suggest that employees generally perceive adequate levels of technical competencies, internal motivation, career advancement opportunities, and performance outcomes, although there remains room for improvement across all dimensions.

Classical Assumption Tests

Prior to hypothesis testing, classical assumption tests were conducted to ensure the validity of the regression analysis. The Kolmogorov-Smirnov normality test yielded a value of 0.087 ($p = 0.097 > 0.05$), confirming that the data are normally distributed and appropriate for parametric regression analysis. The multicollinearity test results indicated Tolerance values ranging from 0.356 to 0.402 and VIF values ranging from 2.488 to 2.809, all within acceptable limits (Tolerance > 0.10 , VIF < 10), confirming the absence of multicollinearity among the independent variables (Hair et al., 2019). The Glejser test revealed no significant relationship between the absolute residuals and the independent variables ($p > 0.05$ for all variables), confirming the presence of homoscedasticity and validating the regression model (Gujarati & Porter, 2009). These results confirm that the data meet the assumptions required for multiple linear regression analysis.

Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following regression equation: $Y = 2.901 + 0.916X_1 + 0.771X_2 + 0.768X_3$. The regression coefficients indicate that a one-unit increase in hard skills is associated with a 0.916-unit increase in employee performance, a one-unit increase in intrinsic motivation is associated with a 0.771-unit increase in employee performance, and a one-unit increase in career development is associated with a 0.768-unit increase in employee performance. The standardized coefficients (Beta) reveal that hard skills ($\beta = 0.829$) have the strongest influence on employee performance, followed by intrinsic motivation ($\beta = 0.750$) and career development ($\beta = 0.725$). The coefficient of determination ($R^2 = 0.706$, Adjusted $R^2 = 0.696$) indicates that the three independent variables collectively explain 69.6% of the variance in employee performance, while the remaining 30.4% is attributed to other variables not included in this study, such as organizational culture, leadership styles, compensation systems, and work environment factors (Armstrong & Taylor, 2020; Noe et al., 2021).

Hypothesis Testing

Partial Hypothesis Testing (t-Test)

The first hypothesis (H1) proposed that hard skills have a positive and significant influence on employee performance. The t-test results ($t = 14.120 > t\text{-table} = 1.986$; $p = 0.000 < 0.05$) indicate that hard skills significantly influence employee performance, confirming H1. The strong effect size ($\beta = 0.829$) suggests that technical proficiency is a primary determinant of performance in the coffee shop context, where employees must master product preparation, equipment operation, inventory management, and customer service protocols.

The second hypothesis (H2) proposed that intrinsic motivation has a positive and significant influence on employee performance. The t-test results ($t = 10.830 > t\text{-table} = 1.986$; $p = 0.000 < 0.05$) indicate that intrinsic motivation significantly influences employee performance, confirming H2. The substantial effect size ($\beta = 0.750$) suggests that internally driven motivation enhances engagement, persistence,

and creativity in work activities, supporting the propositions of Self-Determination Theory (Deci & Ryan, 1985, 2000; Ryan & Deci, 2020).

The third hypothesis (H3) proposed that career development has a positive and significant influence on employee performance. The t-test results ($t = 10.032 > t_{\text{table}} = 1.986$; $p = 0.000 < 0.05$) indicate that career development significantly influences employee performance, confirming H3. The strong effect size ($\beta = 0.725$) suggests that employees who perceive clear advancement opportunities and organizational support for professional growth demonstrate higher performance levels, consistent with Career Development Theory (Super, 1957, 1990; Spurk et al., 2019).

Simultaneous Hypothesis Testing (F-Test)

The fourth hypothesis (H4) proposed that hard skills, intrinsic motivation, and career development simultaneously have a positive and significant influence on employee performance. The F-test results ($F = 71.074 > F_{\text{table}} = 2.70$; $p = 0.000 < 0.05$) indicate that the three variables jointly influence employee performance, confirming H4. This finding demonstrates that the three predictor variables function synergistically to influence employee performance, with each variable contributing unique explanatory power while collectively explaining substantial variance in the dependent variable.

Discussion

The Influence of Hard Skills on Employee Performance

The finding that hard skills positively and significantly influence employee performance ($\beta = 0.829$, $p < 0.001$) aligns with Human Capital Theory (Becker, 1964; Schultz, 1961), which suggests that investments in employee knowledge and technical competencies enhance individual and organizational productivity. The strong effect size indicates that technical proficiency is a primary determinant of performance in the coffee shop context, where employees must master product preparation, equipment operation, inventory management, and customer service protocols. This finding is consistent with previous research conducted in various service industry contexts, including the education sector (Jaya & Rosadi, 2022), water

utility companies (Dwi Wijayanti & Susilo Wibowo, 2020), banking (Hikmah et al., 2023), and hospitality (Adam et al., 2021). The particularly strong effect observed in this study can be attributed to the nature of coffee shop operations, which require precise technical execution across multiple dimensions. Employees must accurately prepare beverages following standardized recipes, operate complex espresso machines, manage cash transactions, and maintain hygiene standards. Deficiencies in any of these technical areas directly impact service quality, customer satisfaction, and operational efficiency (Intel, 2023; Suharto, 2020). This finding suggests that organizations should invest systematically in technical training programs to enhance employee performance, with training effectiveness depending on the alignment between training content and job requirements, the use of experiential learning methods, and the provision of continuous practice opportunities (Noe et al., 2021; Kraiger et al., 1993).

The Influence of Intrinsic Motivation on Employee Performance

The finding that intrinsic motivation positively and significantly influences employee performance ($\beta = 0.750$, $p < 0.001$) supports Self-Determination Theory (Deci & Ryan, 1985, 2000), which proposes that internally driven motivation enhances engagement, persistence, and creativity in work activities. The substantial effect size suggests that employees who derive satisfaction from accomplishment, recognition, and the nature of work itself demonstrate higher performance levels. This finding is consistent with previous research demonstrating that intrinsic motivation significantly affects employee performance across various organizational contexts (Haryanto & Mukrodi, 2022; Syafranuddin & Rahmanto, 2019; Aswara & Kurniawan, 2023). In the coffee shop context, intrinsic motivation is particularly relevant because employee engagement directly impacts customer experience and service quality (Gagné & Deci, 2005). Intrinsically motivated employees demonstrate higher levels of initiative, persistence, and creativity in addressing customer needs, ultimately contributing to organizational success (Grant, 2008; Deci et al., 2017). The finding suggests that organizations should focus on creating work environments that satisfy employees' basic psychological needs for autonomy, competence, and

relatedness to enhance intrinsic motivation (Ryan & Deci, 2020). This can be achieved through meaningful work design, recognition programs, and opportunities for skill development and personal growth (Gagné & Deci, 2005).

The Influence of Career Development on Employee Performance

The finding that career development positively and significantly influences employee performance ($\beta = 0.725$, $p < 0.001$) supports Career Development Theory (Super, 1957, 1990), which emphasizes the importance of structured advancement opportunities for professional growth and performance. The strong effect size suggests that employees who perceive clear advancement pathways and organizational support for professional development demonstrate higher performance levels. This finding is consistent with previous research demonstrating that career development significantly contributes to employee performance in various industries, including consulting (Handayani & Puji Astuti, 2023), water utilities (Sukri & Pratiwi, 2022), plantation companies (Sihombing & Gultom, 2019), and hospitality (Adam et al., 2021). The finding can be explained through several mechanisms. First, employees who perceive career development opportunities are more motivated to invest effort in their current roles, as they see a future within the organization (Greenhaus et al., 2010; Spurk et al., 2019). Second, career development programs provide employees with the skills and knowledge necessary for higher-level responsibilities, enhancing their capabilities and performance (Tahulending, 2022). Third, perceived career development opportunities enhance organizational commitment and job satisfaction, which in turn positively influence performance (Kraimer et al., 2011). For the predominantly young workforce in the coffee shop industry, career development is particularly important as employees in the establishment stage seek to advance professionally within the organizational hierarchy (Super, 1990; Savickas, 2005).

The Combined Effects on Employee Performance

The finding that hard skills, intrinsic motivation, and career development simultaneously influence employee performance ($F = 71.074$, $p < 0.001$, $R^2 = 0.696$) confirms the synergistic nature of these three determinants. The three variables

collectively explain 69.6% of the variance in employee performance, demonstrating that multiple factors must align to optimize workforce productivity (Armstrong & Taylor, 2020; Noe et al., 2021). Hard skills provide the technical foundation for task execution, enabling employees to meet performance standards efficiently. Intrinsic motivation supplies the psychological drive necessary for sustained effort, continuous improvement, and proactive engagement with work activities. Career development offers the structural pathways and organizational support required for professional growth and advancement, providing employees with a sense of purpose and future orientation. This finding is consistent with previous research demonstrating the combined influence of multiple performance determinants (Rini Fadlilah, 2022). Theoretically, the combined effects can be understood through the resource-based view (Barney, 1991), which suggests that human resources represent a source of competitive advantage when they are valuable, rare, inimitable, and non-substitutable. Organizations that develop employees' technical competencies, foster intrinsic motivation, and provide career development opportunities create a unique combination of human resources that differentiates them from competitors and enhances organizational performance (Wright & McMahan, 2011; Becker & Huselid, 2006).

CONCLUSION

This study examined the influence of hard skills, intrinsic motivation, and career development on employee performance at Point Coffee Tangerang 1, employing a quantitative approach with 93 respondents. The findings demonstrate that hard skills, intrinsic motivation, and career development each exert a positive and significant effect on employee performance, both individually and simultaneously. Hard skills emerged as the strongest predictor of employee performance, followed by intrinsic motivation and career development, with the three variables collectively explaining 69.6% of the variance in employee performance. These findings confirm the applicability of Human Capital Theory, Self-Determination Theory, and Career Development Theory in the Indonesian

coffee shop context, providing empirical validation that technical competence, internal drive, and career advancement opportunities are critical determinants of workforce productivity. The study contributes to the human resource management literature by examining the combined effects of these variables in an underexplored service industry setting and offers practical insights for organizations seeking to enhance employee performance through strategic investment in skill development, motivational strategies, and career advancement programs.

Despite the valuable contributions of this research, several limitations should be acknowledged. The study was conducted at a single organization, limiting the generalizability of findings to other coffee shop chains or service industries. The cross-sectional design restricts causal inference and the ability to examine temporal relationships between variables. Reliance on self-report measures may be subject to social desirability bias and common method variance. Future research should address these limitations by conducting multi-organization studies with larger and more diverse samples, employing longitudinal designs to examine causal relationships, utilizing objective performance measures to complement self-report data, and investigating potential mediating and moderating factors such as organizational culture, leadership styles, compensation systems, and work environment characteristics. Additionally, comparative studies across different coffee shop chains and service sectors would enhance the external validity of the findings and contribute to a more comprehensive understanding of employee performance determinants in the hospitality industry.

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