

# PENGARUH PERENCANAAN KARIER TERHADAP KINERJA KARYAWAN MELALUI MOTIVASI KERJA SEBAGAI MEDIASI PADA KARYAWAN GENERASI Z DI YOGYAKARTA

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## Abstrak

Kinerja karyawan menjadi faktor kunci keberhasilan organisasi di era pascapandemi yang ditandai dengan tantangan ekonomi global dan tingginya tingkat pengunduran diri, terutama di kalangan Generasi Z. Faktor seperti kurangnya perencanaan karier, motivasi kerja yang rendah sering kali menghambat produktivitas karyawan. Penelitian ini bertujuan menganalisis pengaruh perencanaan karier terhadap kinerja karyawan melalui motivasi kerja sebagai variabel *intervening*, pada karyawan Generasi Z di Yogyakarta. Menggunakan pendekatan kuantitatif dengan *Structural Equation Modeling* (SEM) berbasis *Partial Least Squares* (PLS) melalui SmartPLS 4, penelitian ini melibatkan 134 responden yang dipilih melalui *purposive sampling*. Data dikumpulkan menggunakan kuesioner berskala *Likert*. Hasil penelitian menunjukkan: (1) perencanaan karier berpengaruh positif dan signifikan terhadap kinerja karyawan ( $T=6,178$ ,  $P=0,000$ ); (2) perencanaan karier meningkatkan motivasi kerja ( $T=14,572$ ,  $P=0,000$ ); (3) motivasi kerja memediasi hubungan perencanaan karier dan kinerja karyawan ( $T=5,176$ ,  $P=0,000$ ); (4) motivasi kerja berpengaruh positif terhadap kinerja karyawan ( $T=5,512$ ,  $P=0,000$ ); (5). Model menjelaskan 52,1% variasi motivasi kerja dan 83,4% variasi kinerja karyawan. Temuan ini menegaskan pentingnya perencanaan karier terstruktur untuk meningkatkan kinerja karyawan Generasi.

**Kata Kunci:** *Perencanaan Karier, Kinerja Karyawan, dan Motivasi Kerja*

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**THE EFFECT OF CAREER PLANNING ON EMPLOYEE  
PERFORMANCE THROUGH WORK MOTIVATION, MODERATED BY  
WORK CLIMATE**

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**Abstract**

*Employee performance has become a key factor in the success of organizations in the post-pandemic era, characterized by global economic challenges and high turnover rates, especially among Generation Z. Factors such as a lack of career planning and low work motivation often hinder employee productivity. This study aims to analyze the influence of career planning on employee performance, mediated by work motivation, among Generation Z employees in Yogyakarta. Using a quantitative approach with Partial Least Squares (PLS) based Structural Equation Modeling (SEM) through SmartPLS 4, this study involved 134 respondents selected through purposive sampling. Data were collected using a Likert scale questionnaire. The research results show: (1) career planning has a positive and significant effect on employee performance ( $T=6.178$ ,  $P=0.000$ ); (2) career planning increases work motivation ( $T=14,572$ ,  $P=0.000$ ); (3) work motivation mediates the relationship between career planning and employee performance ( $T=5.176$ ,  $P=0.000$ ); (4) work motivation has a positive effect on employee performance ( $T=5.512$ ,  $P=0.000$ ). The model explains 52.1% of the variation in work motivation and 83.4% of the variation in employee performance. These findings underscore the importance of structured career planning and a supportive work environment to enhance the performance of Generation Z employees.*

**Keywords:** *Career Planning, Employee Performance, and Work Motivation.*