



SALES PERFORMANCE PREDICTED FROM CAREER DEVELOPMENT AND SPIRITUAL CAPITAL THROUGH DISCIPLINE INTERVENING VARIABLES OF MOTORCYCLE RETAIL COMPANY EMPLOYEES

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Abstract

This research aims to construct a predictive model of career advancement, spiritual capital's impact on employee work discipline, and the implications of these factors for sales performance.

The research method is a survey method, and it involves distributing questionnaires to a total of 150 employees and using the analysis tools provided by structural equation modelling (SEM). Researchers distributed questionnaires based on indicators including career development 7 indicators, spiritual capital 6 indicators, discipline 5 indicators, and sales performance 11 indicators.

The research results on the outer model show that all indicators are accurate, and the hypothesis test is recognized as having significant impacts. Career development and spiritual capital towards discipline are at 2.849 and 8.113 > 1.96. In addition, statistical results show that the profession has a positive effect on sales performance. The significance of the intervention shows that career development (2.087) and spiritual capital (3.052) have an indirect impact through discipline on sales performance (2.087).

Limitations of the research It is necessary to invade the object of study to produce a more established model. Therefore, although the researchers restricted the survey area to the city of Cilegon, they still conducted the research.

Keywords. Career Development, Spiritual Capital, Employee Discipline, and Sales Performance.

INTRODUCTION

Performance is described as a collection of results achieved and associated with completing and carrying out the desired task, according to Stead & Stead (2014). According to many definitions of Performance, we can deduce that it is the culmination of the process that employees carry out. It includes the outcomes or outputs of a process, the efficiency with which employees carry out their assigned tasks or responsibilities, the results achieved by employees, and the behaviours that lead to achievements. The information shown above is based on the research conducted by Khan et al. (2016), who argue that Performance is the result or output of a process. Then, according to a study by Bhagra et al. (2020), Performance refers to the level of success in completing activities and the capacity to meet the goals that have been set.

A good employee performance indicator defines a company's ability to achieve effective performance management with strong support from all components of company management. It is what defines a company as having this capability. Performance evaluation is an important part of a management system that helps measure, motivate and communicate strategic achievements.

The Performance of employees in four retail motorcycle companies in the Cilegon area can be measured by the trend of achieving motorcycle sales units from January 2018 to December 2021 in four retail motorcycle companies (Dealers) in the Cilegon area that did not reach the predetermined target (see table 1.1) with an average annual sales achievement of 56% of the total set target. Furthermore, the

minimum triumph percentage is 38%, and the maximum achievement is only 83%. Therefore, this indicates that a problem occurs in the Performance of employees in four retail motorcycle companies in the Cilegon area.

Career growth is one of the many aspects that can affect a person's Performance so that workers aim to do a better job in completing their tasks. (Bozionelos et al., 2020) . Every employee who has been serious about working in the company has been seriously committed to the company (Kalodimos & Leavitt, 2020). Factors like these make employees look for loopholes to increase their income to meet ever-increasing needs. One of the efforts made by employees is to develop their careers. An employee who has worked in a company for a long time should be allowed to pursue the job he has always wanted.

The employees' professional development does not proceed following the applicable mechanism, which has an effect on Performance that could be better. The service needs to leave customers with a favourable impression and fulfil their needs to feel well taken care of by the benefits. IPSOS, one of the automotive survey institutions for 4 (four) retail companies (Dealers), explained that the average percentage of customer satisfaction index values obtained from 4 (four) motorcycle retail companies (Dealers) in 2021 was 79.3%. Demonstrates that the current level of customer satisfaction has yet to reach the maximum target; as a result, the researcher indicates a problem that is reflected in the results of employee performance in terms of services carried out in business processes. Because of this, researchers are interested in investigating the challenges faced by motorcycle retail businesses in the Cilegon area.

Literature and Hypotheses

Effect of Career Development on Sales Performance

Based on the findings of prior studies, the authors hypothesize that advancing one's career can significantly affect one's Performance at work. Therefore, management of employees' professional development within an institution is what we call "career management". Career management includes planning, implementation, and supervision to help employees start their careers or be assigned new positions (Cascio, 2014). According to (Dew, 2020), career development has a positive and significant effect on employee performance. Therefore, employers are also required to provide salaries that are commensurate with the workload and responsibilities of the employees, as well as to increase the number of opportunities for training and development, to guarantee that employees are satisfied with their careers and to manage the employee career development system that is in place within the company—personnel to improve the level of Performance they already possess.

Strategically and methodically, helping people grow and develop is preferable to recruitment (Napitupulu et al., 2017). These topics fall under the category of career development, a formal strategy used by businesses or organizations to ensure that employees with the necessary training and experience will be accessible when needed (Dew, 2020). Development is a self-improvement process undertaken

by individuals to realize career goals and improvement by the department of people to discover work plans that align with the organization's route or level (Bui et al., 2021). A person's career is the total number of jobs, titles, and positions he may have in one or more companies during his tenure (Silaban et al., 2021). The role is very important from the employee's point of view because everyone wants a job that suits his preferences and enjoys a position as large as possible based on his abilities (Bozionelos et al., 2020). Employees often anticipate higher jobs with greater compensation, responsibilities, and expertise.

Influence of Spiritual Capital with Performance

Based on the findings of previous research, the authors make the presumption that spiritual capital may have a significant influence on how well people perform their jobs for companies. The following table summarises several related studies on how spiritual capital can affect sales performance. By using the resources already in one's self or soul, spiritual money grows, and over time, it develops into the wisdom of conscience one needs to win. Virtue and a responsible mindset result from this spiritual capital (Ahmed et al., 2019). This situation aligns with the findings (Sardar et al., 2019). Employee performance and spiritual capital are significantly correlated. Spirituality—the belief that immense power exists and can be derived from the value of kindness and truth—is one element that motivates employees and influences their expectations of success at work.

One of the elements that make up a company's equity is capital; in this context, financial capital is often implied. Capital is a company's investment in short-term assets, according to (Ulyah et al., 2020). (cash, marketable securities, inventories, and receivables). The quantity of money or tangible assets owned by a company is the standard definition of capital (Stead, 2014). Spiritual capital differs from other capital, which often consists of substantial resources, and claims (Novi Budiasni et al., 2019). According to Friedli (2001), spiritual capital is wealth that enhances the deepest aspects of our lives. Our deepest meanings, values, ultimate goals, and greatest motivations—and finding methods to incorporate them into our lives and work—are the source of wealth.

The Effect of Career Development on Discipline

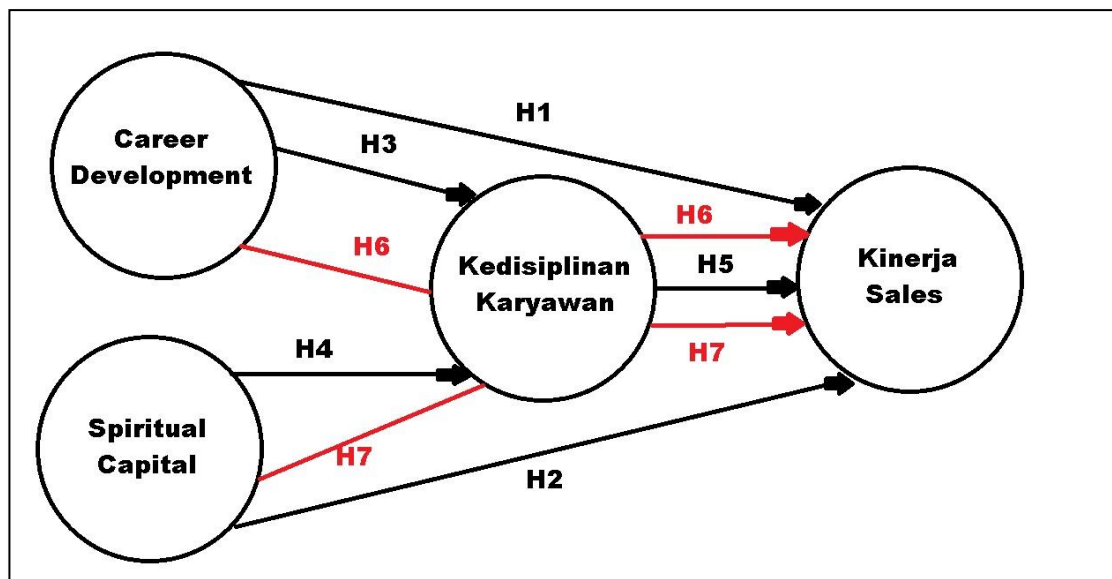
The author assumes that the progression of an employee's career can significantly impact the discipline they exhibit while working for a company. The level of specialisation of an employee also affects how productive a company is in achieving its goals (Heriyanto et al., 2018). Employees must fulfil their obligations and responsibilities in this situation successfully and efficiently to help with efficient job completion (Munawaroh et al., 2020). According to previous research, work discipline is significantly affected by salary, career growth, work environment, and organizational culture. (Cascio, 2014). Multiple linear regression is the data analysis approach used.

According to Silalahi (2019), who conducted research, this research shows that motivation has a positive effect on career development, work discipline has a positive impact on career development, motivation and work penalty together have a significant effect on career development, and reason has a positive impact on employee performance, Positive discipline work affects employee performance, and career development positively affects work. According to a study (Hirschi & Spark, 2021), career advancement has a considerable impact on employee discipline to work to achieve company goals. Employees with a high level of discipline are often characterized by their interest in the future of the company and their desire to go above and beyond the call of duty to improve and develop the company.

The Influence of Spiritual Capital on Employee Discipline

The author assumes that the level of spiritual capital in a company can significantly impact the level of discipline exhibited by its employees. Some pertinent research on spiritual capital can affect the Performance of employees, and according to (Ahmed et al.,2016), spiritual capital is wealth that deepens some aspect of our being. Our profound meanings, values, ultimate goals, and most powerful motivations are the source of wealth, and finding ways to incorporate them into our lives and work is the key to unlocking their potential. The concept of social capital served as the foundation for developing the idea of spiritual capital (Salfarini, 2021).

This opinion indicates that social contact is an important component of social capital and reflects the basic principles that underlie human relationships with God. Research (Stead & Stead, 2014) shows that workers' work discipline is significantly influenced by their spiritual capital. Moghadam and Makvandi (2019), spiritual capital has a beneficial impact on a person's disciplined attitude, which in turn encourages the quality of his work in contributing to the company's organization. The relationship between the spiritual capital held by people and personality and disciplined attitudes related to common values and norms was also explained by another study by Ahmed et al. (2016).



Based on the conceptual framework and literature review, the following can be stated as research hypotheses:

1. It is believed that career development directly impacts how well the motorcycle retail business functions in the city of Cilegon.
2. Spiritual capital is believed to affect how well the overall motorcycle retail business functions in Cilegon City.
3. It is believed that career development has a direct impact on the behaviour of motorcycle retail business workers throughout the city of Cilegon.
4. It is believed that the discipline of workers in the motorcycle retail business throughout Cilegon is directly influenced by spiritual capital.
5. Throughout the city of Cilegon, it is believed that staff discipline directly impacts how well the motorcycle retail business does in terms of sales.
6. It is suspected that career development has an indirect effect on motorcycle retail companies' sales performance throughout Cilegon through the intervening variable of employee discipline.
7. It is suspected that there is an indirect influence of Spiritual Capital on the sales performance of retail motorcycle companies throughout Cilegon through the intervening variable of employee discipline.

Research Methodology

Researchers chose a sampling method considering the following requirements, and purposeful sampling was used to obtain samples of employees.

1. Individuals who are employed by one of the four motorcycle retail trademark companies located in Cilegon City, totalling 11 companies
2. A work period lasting longer than three months
3. Establish a Predetermined Work Schedule Agreement (PKWT)

Motorcycle Trademark	Dealer	Sampling		
		Number of employees	Samples taken	%
Honda	PT Astra Motor Cilegon	67	21	14%
	PT Mandiri Prosperity Cab. PCI	58	19	12%
	PT Mandiri Prosperity Cab. intersection	62	20	13%
	PT Citra Megah Sentosa	53	17	11%
	PT Bima Sakti Motor Anyer	42	13	9%
Yamaha	PT Yamaha Anugrah Cilegon	33	11	7%
	PT Yamaha Abadi Motor	30	10	6%
	PT Yamaha Sinarejo Motor	31	10	7%
	PT Yamaha Putra Cilegon	42	13	9%
Suzuki	PT Suzuki Cilegon Restu Mahkota Karya	23	7	5%
Kawasaki	PT Satria Kawasaki Cilegon	27	9	6%
Grand Total		468	150	100%

Research questionnaire instrument

A. Sales performance instrument

It is possible to divide performance factors into the following three categories: 1) work results, which are defined as outputs from work that can be quantified and measured in quantity and quality; 2) work behaviour, which is defined as employee behaviour related to work and includes things like diligence, friendliness, integrity, and a sense of responsibility; and 3) values and norms, which are defined as standards that all employees are required to adore.

B. Employee Discipline Instrument

Employee discipline can be divided into three categories: 1) work regulations; which are the result of work in the form of goods and services that can be measured and measured in quantity and quality; 2) norms; which are employee behaviours related to work, such as hard work, friendliness, integrity and a sense of responsibility; and 3) value; This is a rule that every employee must be following. Meanwhile, the following behaviours are signs of employee discipline: 1) Punctuality in arriving at work; 2) Accuracy in tracking working hours; 3) Compliance with relevant laws; 4) Responsibility for carrying out the task. And 5) Carrying out work tasks to completion.

C. Career development instruments

The term "career management" refers to an organization or company's efforts to plan its workers' careers. Career management includes planning, implementation, and supervision to assist employees in starting their careers or being assigned to new positions (Kalodimos & Leavitt, 2020).

Career development indicators include: 1) Work Achievement, 2) Recognition by Other Parties, 3) Loyalty to the organization, 4) Mentors and Sponsors, 5) Subordinate Support, 6) Growth Opportunities, and 7) Quitting Requests. In addition, career development dimensions can be divided into three types: 1) Career Planning, 2) Personal Development, and 3) Employee Attitudes and Behaviors.

D. Spiritual capital instruments

By using the resources already in one's self or soul, spiritual capital grows, and over time, it develops into the wisdom of conscience one needs to win. Virtue is the product of this spiritual capital. Faith is one of the traits that significantly affect business (a belief that when he does good, his company will make a profit). (Fahy and Smithee:2019, Kor and Mahoney:2014, Bontis:2000, Edvinson and Malone:2017, Petty and Guthrie:2020, Roos et., al.:2019, Hawari:2020, Adeel Ahmed:2019, Lynne Friedli: 2015, Robins Christian: 2013.)

The dimensions of the spiritual capital variable can be grouped into three types: 1) Basic trust, 2) Faith commitment, and 3) Human relations. And indicators of spiritual capital itself include: 1) Self-awareness, 2) Response, 3) Obedience, 4) Concern, 5) Honesty, and 6) Tolerance.

Data analysis method

Inferential Statistical Analysis

Variant-based structural equation test or partial least squares structural equation model was used in the inferential analysis of this study (PLS-SEM). The PLS technique is the right approach to test the predictive impact of the relationship between variables in a model, which is the basis for applying PLS-SEM. In addition, PLS can be used for data that are not normally distributed, do not require several assumptions, and can be evaluated on research models with shaky theoretical foundations (Ghazali & Latan, 2014).

1. Conceptualization model structural (*inner models*)

Exogenous latent variables are combined with endogenous latent variables in the structural model (inner model).

2. Conceptualization model measurement (*outer models*)

The measurement model (*outer model*) is a model that connects the latent variable with its manifest variable. In this study, the variable latent *Career Development* with seven constituent manifests. Furthermore, *Spiritual Capital* is measured by the constituent manifest of as many as six pieces. *Employee Discipline* has 5 component displays, and *Employee Performance* embodies as many as six instrument grains.

3. Make diagram track

Draw path diagrams to clarify the model's shape and circuit causality relationship between variables to be tested.

4. Conversion path chart to equality

To do the conversion to in-form equality systematically, the description path diagram presented in the previous stage.

5. Estimate model

On stages, this score and estimated use program SmartPLS version 3.2.7. The basis used in the estimation is *resampling* with *bootstrapping* developed by Geisser & Stone (Ghazali & Latan, 2014). *Bootstrapping* will create several estimates, including *weight estimates*, assessment for *inner* and *outer models*, and estimation *means* and parameter location (constant).

6. Evaluation model

verify the feasibility of the model as a research model by evaluating it. Evaluation of the measurement model (outer model) and structural model (inner model) of the model is included in the model assessment (Ghazali & Latan, 2014).

Measurement Method (Outer Model)

An analysis of the outer model (valid and reliable) is carried out to ensure that these measurements are practical to use as measurements. Several indicators, including convergent validity, discriminant validity, and composite reliability, can be used to detect external model analysis.

The analysis of this outer model explains the relationship between latent variables and their indicators. Or, it can say that the exterior model determines how each indication interacts with the corresponding latent variable. Tests on external models include:

1. *Convergent Validity*. The value of the loading factor on the latent variable and its indicators assessed based on the correlation between item scores/component scores obtained from PLS is a convergent validity value. It is considered high if the individual reflexive measure correlates with the tested concept greater than 0.70. According to Ghazali (2015), a loading value of 0.5 to 0.6 is considered adequate for research that is still in the early stages of making a measuring scale.
2. *Discriminant Validity*. This *cross-loading* factor value is useful for determining whether a construct has an adequate discriminant. Namely, comparing the loading value on the intended construct to be greater than the *loading value* with other constructs shows that the latent construct predicts the size of their block. Better than the different block sizes. Another method to assess *discriminant validity* is to compare the *root of average variance extracted* (AVE) value for each construct that is greater than the correlation value between the construct and other constructs in the model, so it is said to have a good *discriminant validity* value (Ghozali, 2015).

$$AVE = \frac{(\sum \lambda_i^2)var F}{(\sum \lambda_i^2)var F + \sum \theta_{ii}} \dots \dots \dots (1)$$

Information:

= factor *loading*

F = *factor variance*

= *error variance*

3. *Composite reliability* is an indicator block created by Wert et al. (1979), which assesses internal consistency, one of two types of measurements that can be used to evaluate a concept (Ghozali, 2008). High-reliability data is data that has a composite reliability > 0.7. The following formula can use to determine composite reliability utilising the output of the PLS:

$$\rho_c = \frac{(\sum \lambda_i)^2 var F}{(\sum \lambda_i)^2 var F + \sum \theta_{ii}} \dots \dots \dots (2)$$

Information:

= factor *loading*

F = *factor variance*

= *error variance*

Research result

perception Index

The respondent's perception index is the respondent's tendency to answer each question item and help the research discussion. The movement of respondents before testing is obtained in the form of the total score of each variable and then categorization based on frequency and percentage. The description of respondents' answers can be seen as follows:

Career Development Index (X_1)

7 (seven) items measured the Career Development variable in this study. The average value of the respondent's perception index for the Career Development variable is 78.7 %. Based on the three-box method score index category, the average is in the high score category. This condition indicates that the respondents' interest in getting career development is high. And from the variable indicator score index with a numerical value above the average is an indicator of mentors and sponsors. It indicates that respondents need mentors and sponsors in developing careers. At the same time, one indicator with a numerical value below the average is loyalty to the organization, which indicates that loyalty to the organization should not be used as a measuring tool for employee career development.

Spiritual Capital Index (X_2)

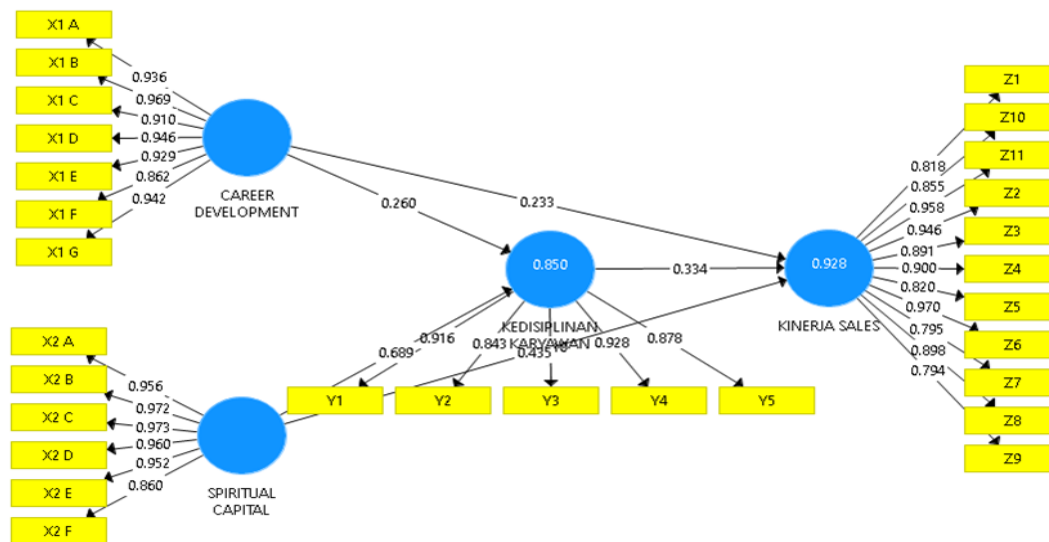
The Spiritual Capital variable in this study was measured by 6 (six) questions, and the average value of the respondent's perception index for the Spiritual Capital variable obtained at 80.4 %. Based on the three-box method score index category, the average is in the high score category. This condition provides evidence that respondents have increased awareness of spiritual capital. And from the variable indicator score index that has a numerical value above the average is an indicator of tolerance; this indicates that the respondent's patience is very large from the spiritual capital they have, while the hand that has a numerical value below the average is self-awareness, this indicates that Self-awareness in spiritual capital has a role that has not been maximized.

Employee Discipline Index (Y)

Employee Discipline Variables in this study were measured by 5 (five) questions. The average value of the respondent's perception index for the Employee Discipline variable obtains at 78.8 %. Based on the three-box method index score category, the average is in the high score category. This condition provides evidence that respondents have an increased awareness of the discipline. And from the variable indicator score index that has a numerical value above the average is an indicator of punctuality in coming to work; this indicates that respondents have punctuality in coming to work as evidence of good discipline, while hands that have a numerical value below the average is Responsible in doing the task, this indicates being responsible in doing the job has not become a form of employee discipline.

Sales Performance Index (Z)

The sales performance variable in this study was measured by 11 (eleven) questions, and the average value of the respondent's perception index for the Sales Performance variable was 79.9%. Based on the three-box method index score category, the average is in the high score category. This condition provides evidence that respondents have the effort to achieve high sales performance. And from the variable indicator score index that has a numerical value above the average is an indicator of worker capability; this indicates that the respondent has worker capability as the final result of the resulting Performance, while the needle that has a numerical value below the average is a sense of responsibility in doing tasks. Indicates that being responsible for the job has yet to become a form of employee performance appraisal.



CONCLUSION

1. According to the investigation's findings into how employee discipline is directly affected by Career Development programmes. It is possible to draw the following conclusion: the variable el Career Development involves Employee Discipline equal to 0.260.
2. According to the investigation's findings into the factors affecting the influence of spiritual capital, employee discipline is directly impacted by spiritual capital. Therefore, one can reach the following conclusion: the variable known as Spiritual Capital affects Employee Discipline by equal to 0.689.
3. The findings of the research that do on Career Development indicate that it has a direct influence on Sales Performance. As a result, one can reach the following conclusion: the variable denoted by Career Development affects Sales Performance equal to 0.233.
4. The research findings on Spiritual Capital indicate that it has an indirect but direct influence on Sales Performance. As a result, the conclusion that can draw is that the variable el Spiritual Capital does affect the sales performance of 0.435.

5. The investigation findings into the relationship between employee discipline and sales performance indicate a direct causal link. Therefore, it is possible to conclude that the variable of employee discipline affects the Performance of sales by 0.334.
6. An examination of the data about the influence of Career Development reveals that it can have a moderating effect on sales performance through employee discipline. The variable Career Development can successfully mediate the relationship between Sales Performance and Employee Discipline at 0.187.
7. An examination of the available data reveals that the influence of Spiritual Capital can have a moderating effect on Sales Performance by way of Employee Discipline. Therefore, the variable of Spiritual Capital can successfully mediate the relationship between Sales Performance and Employee Discipline of 0.230.

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