Enhancing Employee Performance through Career Development, Training, and Human Resource Planning: The Mediating Effect of Motivation

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ABSTRACT

Veterinary hospitals play a vital role in ensuring animal health, but their success depends on skilled and motivated veterinarians. This research investigates how career development, training, and human resource planning influence veterinarian performance, with employee motivation as a mediating factor, in a veterinary hospital in DKI Jakarta. The objective is to understand these relationships and provide practical recommendations for improving service quality. A quantitative approach was used, collecting data from 125 veterinarians through questionnaires and interviews. Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to analyze the data. The findings show that career development, training, and human resource planning positively and significantly enhance performance, both directly and through motivation, which acts as a key mediator. All hypotheses were supported, confirming the importance of these factors in boosting veterinarians' effectiveness. In conclusion, veterinary hospitals should prioritize structured career paths, regular training, and strategic planning to enhance motivation and performance, improving animal care quality. However, the study's reliance on self-reported data and focus on DKI Jakarta may limit its applicability to other contexts.

Keywords*: Development Career, Employee Motivation, Employee Performance, Human Resource Planning, Training.*

ABSTRAK

Rumah sakit hewan memainkan peran penting dalam memastikan kesehatan hewan, tetapi keberhasilannya bergantung pada dokter hewan yang terampil dan termotivasi. Studi ini menyelidiki bagaimana pengembangan karier, pelatihan, dan perencanaan sumber daya manusia memengaruhi kinerja dokter hewan, dengan motivasi karyawan sebagai faktor mediasi, di rumah sakit hewan di DKI Jakarta. Tujuannya adalah untuk memahami hubungan ini dan memberikan rekomendasi praktis untuk meningkatkan kualitas layanan. Pendekatan kuantitatif digunakan, mengumpulkan data dari 125 dokter hewan melalui kuesioner dan wawancara. Partial Least Squares Structural Equation Modeling (PLS-SEM) diterapkan untuk menganalisis data. Temuan menunjukkan bahwa pengembangan karier, pelatihan, dan perencanaan sumber daya manusia secara positif dan signifikan meningkatkan kinerja, baik secara langsung maupun melalui motivasi, yang bertindak sebagai mediator utama. Semua hipotesis didukung, yang menegaskan pentingnya faktor-faktor ini dalam meningkatkan efektivitas dokter hewan. Sebagai kesimpulan, rumah sakit

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hewan harus memprioritaskan jalur karier yang terstruktur, pelatihan rutin, dan perencanaan strategis untuk meningkatkan motivasi dan kinerja, yang meningkatkan kualitas perawatan hewan. Namun, ketergantungan studi ini pada data yang dilaporkan sendiri dan fokusnya pada DKI Jakarta dapat membatasi penerapannya pada konteks lain.

***Kata kunci**: Pengembangan Karir, Motivasi Karyawan, Kinerja Karyawan, Perencanaan Sumber Daya Manusia, Pelatihan.*

INTRODUCTION

Animal hospitals play a vital role in providing health and welfare services for pets and other animals, significantly contributing to public health. Beyond advanced medical facilities, the quality of services in these hospitals depends heavily on the competence and motivation of their Human Resources (HR) staff. Highly skilled and motivated veterinarians ensure operational effectiveness and enhance the reputation of animal hospitals (Tracey & Tews, 2005). In DKI Jakarta, where urbanization has increased pet ownership and demand for high-quality veterinary care, the need for competent staff is even more critical (Maklassa & Nurbaya, 2023). This study focuses on how career development, training, and human resource planning influence veterinarian performance, with employee motivation as a mediating factor.

In today's globalized world, animal hospitals must continuously improve their services to keep up with rapidly evolving knowledge in animal care. Strategic investments in employee career development, comprehensive training programs, and thoughtful human resource planning are essential to build a competent workforce capable of addressing current challenges and preparing for future opportunities (Allen et al., 2020; Garavan et al., 2021; Arulsamy et al., 2023). Career development involves structured opportunities for professional growth, such as skill enhancement and promotions, while training equips employees with up-to-date technical and non-technical skills (Balqis & Sugiono, 2020; De Vos et al., 2020; Noe, 2020). Human resource planning ensures the right staff are in place to meet organizational goals, and motivation reflects employees' drive to perform effectively (Muhajir, 2019; Hasibuan, 2020; Mathis & Jackson, 2022). Such investments are no longer optional but a necessity in the dynamic animal health sector (CIPD, 2021).

Rakhmah (2020) and Paais and Souhoka (2024) showed that career development and training positively impact employee performance across various industries. For instance, Zacharia and Kurniawan (2024) found that job training and career development significantly improved employee performance at PT. Pertamina Lubricants contributes 53.4% to productivity. Similarly, Hosen et al. (2024) identified a strong link between career advancement and performance in the hospitality sector, mediated by organizational commitment. However, the specific impact of these factors in the veterinary context, particularly in DKI Jakarta, remains underexplored (Manu et al., 2022). According to Lutfia et al. (2024), while career development and HR planning significantly enhance performance through motivation in some sectors, results are inconsistent in others, such as Rawis et al. (2020), who found no significant effect of HR planning on performance. Similarly, Muflikhah et al. (2024) reported insignificant effects of training on performance in certain contexts, highlighting a research gap in understanding these relationships in animal hospitals.

This research aims to fill this gap by examining the direct and indirect effects of career development, training, and human resource planning on veterinarian performance, with employee motivation as a mediating variable, in DKI Jakarta's animal hospitals. The research seeks to provide practical insights for improving HR strategies to enhance service quality and animal welfare, addressing the inconsistent findings from prior studies. By focusing on veterinarians, this study contributes to both theoretical understanding and practical applications in the animal health sector. It also responds to the unique challenges of DKI Jakarta, where high demand for veterinary services requires a highly motivated

and skilled workforce. This research offers evidence-based recommendations for HR management to support optimal performance and quality care in animal hospitals.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Determinant of Employee Performance

Employee performance is a critical factor in organizational success, reflecting the outcomes of individual efforts in achieving assigned tasks (Abubakar et al., 2019). According to Zacharia and Kurniawan (2024), career development and training significantly enhance employee performance, contributing 53.4% to productivity. Career development involves structured opportunities for professional growth, such as promotions and skill enhancement, which improve employees' ability to perform effectively (De Vos et al., 2021). Similarly, training equips employees with technical and non-technical skills, increasing productivity and reducing errors (Noe, 2020). Mangkunegara (2017) emphasizes that well-designed training programs boost competence and confidence, directly impacting performance outcomes.

Human Resource Planning (HRP) ensures the right staff are available to meet organizational goals, aligning workforce capabilities with strategic objectives (Mathis & Jackson, 2022; Grace et al., 2024). Lutfia et al. (2024) found that HRP positively influences performance by creating role clarity and resource availability. Motivation, defined as the drive to achieve goals, also plays a key role in performance (Ekundayo, 2018; Hasibuan, 2020; Efendi & Hardiyanto, 2021). Gazi et al. (2024) and Fahlevi and Chalil (2024) reported that job satisfaction, a component of motivation, significantly enhances performance in industrial settings. These variables collectively contribute to improved work outcomes in high-precision environments like animal hospitals. However, inconsistent findings, such as those by Rawis et al. (2020), suggest that HRP's impact on performance varies across contexts, necessitating further exploration in veterinary settings. Based on these insights, this study proposes the following hypotheses:

H1: Career development has a positive and significant effect on employee performance.
H2: Training has a positive and significant effect on employee performance.
H3: Human resource planning has a positive and significant effect on employee performance.
H4: Employee motivation has a positive and significant effect on employee performance.

The Determinant of Employee Motivation

Motivation is the internal drive that encourages employees to work toward organizational goals with enthusiasm (Robbins & Judge, 2022). According to Werner and DeSimone (2011), career development programs, such as training and promotions, enhance motivation by fulfilling employees' needs for growth and recognition. Structured career paths increase intrinsic motivation by providing clear opportunities for advancement (De Vos et al., 2020). Hosen et al. (2024) found that career development significantly boosts motivation in the hospitality sector, a finding potentially applicable to veterinary settings. Training also fosters motivation by improving employees' competence and self-efficacy (Noe, 2020). Khuluq et al. (2025) demonstrated that ongoing training in healthcare settings enhances nurses' motivation, suggesting similar effects for veterinarians.

Human resource planning contributes to motivation by creating a sense of security and fairness through clear career paths and resource allocation (Siagian, 2019). Rachmawati and Suhendi (2024) argue that transparent HRP fosters motivation by aligning individual and organizational goals. Theories like self-determination theory support these relationships, suggesting that fulfilling employees' needs for competence and autonomy drives motivation (Ryan & Deci, 2020). However, Muflikhah et al. (2024) indicate that training's impact on motivation may vary depending on context, highlighting the need for veterinary-specific research. In animal hospitals, where precision and commitment are

critical, these factors are likely to enhance veterinarians' motivation to provide high-quality care. Based on these findings, the following hypotheses are proposed:

H5: Career development has a positive and significant effect on employee motivation.
H6: Training has a positive and significant effect on employee motivation.
H7: Human resource planning has a positive and significant effect on employee motivation.

The Mediating Effect of Employee Motivation

Employee motivation not only directly influences performance but also mediates the relationship between HR practices and performance outcomes (Renata et al., 2021). According to Hosen et al. (2024), motivation mediates the impact of career development on performance, as it enhances employees' commitment and effort. Career development programs increase motivation by fulfilling psychological needs, which in turn improve performance (De Vos et al., 2021). Becker's (1993) human capital theory supports this, suggesting that training enhances motivation by boosting competence, leading to better performance. Lutfia et al. (2024) found that motivation significantly mediates the effect of HRP on performance in plantation settings, a dynamic potentially relevant to veterinary hospitals. Self-determination theory explains that motivation bridges HR practices and performance by fulfilling needs for autonomy and competence (Ryan & Deci, 2020). Manu et al. (2022) confirmed that motivation mediates the relationship between career development, training, and HRP on performance, emphasizing its role in translating HR strategies into outcomes. In veterinary hospitals, where employees' passion for animal care drives intrinsic motivation, this mediating effect is likely significant (Aguinis & Kraiger, 2009). However, inconsistencies in prior studies, such as Yuliana (2023), suggest that motivation's mediating role may vary across sectors, underscoring the need for context-specific research.

H8: Employee motivation mediates the positive and significant influence of career development on employee performance.
H9: Employee motivation mediates the positive and significant influence of training on employee performance.
H10: Employee motivation mediates the positive and significant influence of HR planning on employee performance.

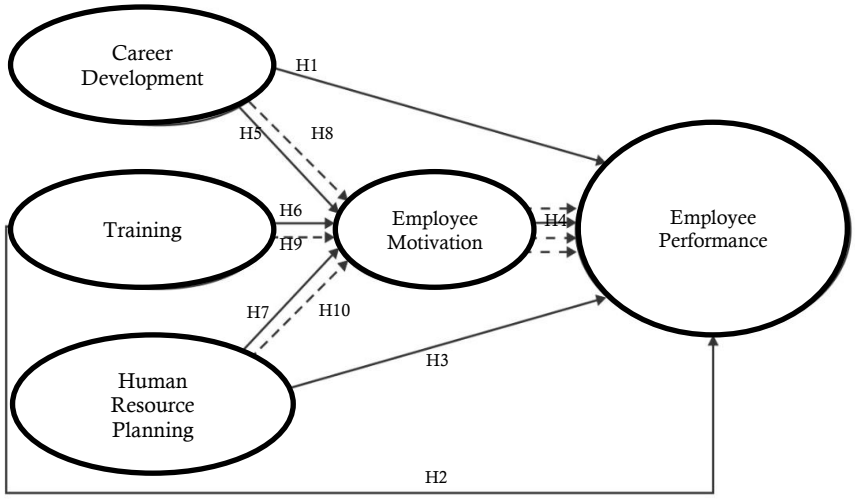

Figure 1. Research Framework

The research framework integrates career development, training, human resource planning, and employee motivation to explain their impact on veterinarian performance in DKI Jakarta's animal hospitals. According to Cascio and Boudreau (2016), a well-

structured framework links HR practices to performance outcomes through mediating variables like motivation. Career development, training, and HRP directly influence performance by enhancing skills, readiness, and resource alignment (Garavan et al., 2021; Mathis & Jackson, 2022). Motivation serves as a mediator, transforming these HR practices into improved performance by increasing employees' drive and commitment (Robbins & Judge, 2022). This framework is visualized in Figure 1, which illustrates the direct effects of career development, training, and HRP on performance, the direct effect of motivation on performance, the effects of HR practices on motivation, and the mediating role of motivation. Saks and Gruman (2018) emphasize that such frameworks are critical for understanding how HR strategies drive organizational outcomes in service-oriented sectors like veterinary care. This model is grounded in empirical evidence and theories like expectancy theory and human capital theory, ensuring a robust approach to studying veterinarian performance (Becker, 1993; Suandy, 2021). The framework addresses the research gap by focusing on the veterinary context, where prior studies have shown inconsistent results (Rawis et al., 2020; Lutfia et al., 2024).

RESEARCH METHODS

This study adopts a quantitative approach to examine the influence of career development, training, and human resource planning on veterinarian performance, with employee motivation as a mediating variable, at a veterinary hospital in DKI Jakarta. Data were collected from veterinarians working at the hospital through a combination of questionnaires and interviews to ensure comprehensive insights. The questionnaire was designed using a 5-point Likert scale, comprising 32 items adapted from validated instruments to measure career development (8 items), training (10 items), human resource planning (10 items), employee motivation (6 items), and employee performance (12 items). To ensure reliability, the questionnaire was pilot-tested with 20 veterinarians, and items with low validity were revised before distribution. Primary data were gathered directly from respondents via questionnaires, while secondary data, such as hospital reports and staff records, were used to support the analysis.

The population consisted of 159 veterinarians employed at the Jakarta Veterinary Hospital. A purposive sampling technique was applied, selecting 125 respondents who had worked at the hospital for at least one year to ensure they had sufficient experience with the hospital's HR practices. The sample size aligns with Hair's (2021) recommendation for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggests a minimum sample size of 5 to 10 times the number of indicators. With 46 indicators in this study, the sample size of 125 respondents meets this requirement. Interviews were conducted with 10 purposively selected veterinarians to gain deeper insights into their perceptions of training and career development, using a semi-structured format to allow flexibility while maintaining focus on key variables. Interview data were analyzed qualitatively to complement the quantitative findings, with responses coded and categorized to identify recurring themes.

Data analysis was performed using the PLS-SEM method with SmartPLS 3.0 software. This method was chosen because it is robust for small sample sizes and does not rely on strict assumptions, making it suitable for this study's 125 respondents (Ghozali, 2018). The analysis process included assessing convergent validity, discriminant validity, composite reliability, and path coefficients to test the proposed hypotheses. Outer model analysis ensured the validity and reliability of indicators, while inner model analysis evaluated the relationships between variables. This approach allowed for a thorough examination of both direct and indirect effects, ensuring reliable results for the veterinary context.

RESULTS

This study examines the relationships between career development, training, human resource planning, employee motivation, and veterinarian performance at a Veterinary Hospital in DKI Jakarta, using Partial Least Squares Structural Equation Modeling (PLS-

SEM) with SmartPLS 3.0. The results, presented in tables and a figure, provide evidence for the hypotheses (H1–H10) by assessing the validity, reliability, and significance of the relationships. The analysis includes outer model evaluation (validity and reliability), inner model analysis (R-square and F-square), and hypothesis testing, with findings contextualized for the veterinary setting. Potential biases, such as self-reporting in questionnaires, are considered to ensure robust interpretation of the results.

Table 1. Outer Loadings Construct

Variables	Construct	Outer Loadings
Career Development (X1)	X1_1	0.744
	X1_2	0.731
	X1_3	0.717
	X1_4	0.73
	X1_5	0.72
	X1_6	0.713
	X1_7	0.713
	X1_8	0.707
Training (X2)	X2_1	0.856
	X2_10	0.714
	X2_2	0.79
	X2_3	0.806
	X2_4	0.801
	X2_5	0.788
	X2_6	0.824
	X2_7	0.791
	X2_8	0.835
	X2_9	0.704
Human Resource Planning (X3)	X3_1	0.7086
	X3_2	0.7023
	X3_3	0.7679
	X3_4	0.7953
	X3_5	0.7796
	X3_6	0.7916
	X3_7	0.7978
	X3_8	0.7697
	X3_9	0.7573
	X3_10	0.7259
Employee Performance (Y)	Y1	0.755
	Y2	0.825
	Y3	0.743
	Y4	0.723
	Y5	0.744
	Y6	0.704
	Y7	0.729
	Y8	0.713
	Y9	0.723
	Y10	0.723
	Y11	0.71
	Y12	0.716
Employee Motivation (Z)	Z1	0.777
	Z2	0.766
	Z3	0.755
	Z4	0.755
	Z5	0.7
	Z6	0.707

The outer model analysis evaluates the validity and reliability of the constructs: career development (X1), training (X2), human resource planning (X3), employee motivation (Z), and employee performance (Y). Convergent validity was assessed using outer loadings, as shown in Table 1. Table 1 displays the outer loading values for each indicator across all constructs. All indicators have outer loadings above 0.7, indicating convergent

validity. For career development (X1), loadings range from 0.707 to 0.744; for training (X2), from 0.704 to 0.856; for human resource planning (X3), from 0.702 to 0.798; for employee performance (Y), from 0.704 to 0.825; and for employee motivation (Z), from 0.700 to 0.777. These values confirm that all indicators are valid, as they exceed the threshold of 0.7, ensuring the constructs accurately measure their intended variables (Hair, 2021).

Table 2. Discriminant Validity

Indicator	Employee Performance (Y)	Employee Motivation (Z)	Training (X2)	Career Development (X1)	Human Resource Planning (X3)
X1_1	0.484	0.527	0.268	0.744	0.455
X1_2	0.435	0.473	0.261	0.731	0.414
X1_3	0.499	0.462	0.352	0.717	0.479
X1_4	0.549	0.594	0.353	0.730	0.514
X1_5	0.521	0.527	0.446	0.720	0.492
X1_6	0.509	0.447	0.290	0.713	0.444
X1_7	0.546	0.506	0.453	0.713	0.491
X1_8	0.488	0.489	0.340	0.707	0.418
X2_1	0.605	0.572	0.856	0.422	0.544
X2_10	0.559	0.409	0.714	0.357	0.486
X2_2	0.632	0.578	0.790	0.409	0.583
X2_3	0.680	0.550	0.806	0.465	0.598
X2_4	0.525	0.548	0.801	0.332	0.489
X2_5	0.547	0.588	0.788	0.426	0.549
X2_6	0.550	0.570	0.824	0.348	0.544
X2_7	0.513	0.521	0.791	0.355	0.466
X2_8	0.619	0.585	0.835	0.365	0.607
X2_9	0.469	0.388	0.704	0.315	0.413
X3_1	0.585	0.515	0.424	0.475	0.709
X3_10	0.673	0.615	0.556	0.473	0.702
X3_2	0.631	0.647	0.552	0.500	0.768
X3_3	0.629	0.614	0.508	0.521	0.795
X3_4	0.588	0.571	0.491	0.456	0.780
X3_5	0.622	0.597	0.530	0.487	0.792
X3_6	0.647	0.676	0.513	0.535	0.798
X3_7	0.609	0.575	0.587	0.491	0.770
X3_8	0.663	0.613	0.487	0.528	0.757
X3_9	0.609	0.516	0.439	0.420	0.726
Y1	0.754	0.679	0.587	0.555	0.704
Y10	0.723	0.612	0.529	0.571	0.601
Y11	0.710	0.539	0.480	0.512	0.490
Y12	0.716	0.526	0.448	0.498	0.527
Y2	0.825	0.625	0.518	0.559	0.639
Y3	0.743	0.651	0.698	0.463	0.649
Y4	0.722	0.560	0.591	0.587	0.668
Y5	0.745	0.591	0.518	0.541	0.638
Y6	0.704	0.580	0.477	0.390	0.573
Y7	0.729	0.624	0.489	0.514	0.612
Y8	0.712	0.610	0.582	0.481	0.558
Y9	0.724	0.543	0.413	0.484	0.564
Z1	0.695	0.777	0.493	0.572	0.610
Z2	0.536	0.766	0.398	0.561	0.557
Z3	0.621	0.755	0.411	0.608	0.587
Z4	0.577	0.754	0.536	0.541	0.495
Z5	0.581	0.702	0.622	0.389	0.628
Z6	0.604	0.707	0.554	0.450	0.615

Discriminant validity was tested using cross-loading values, presented in Table 2. Table 2 shows cross-loading values for each indicator across all constructs. All indicators have cross-loading values greater than 0.7 for their respective constructs, confirming discriminant validity. For example, career development (X1) indicators range from 0.707

to 0.744 within X1, while cross-loadings with other constructs are lower. Similarly, training (X2) indicators range from 0.704 to 0.856, human resource planning (X3) from 0.702 to 0.798, employee motivation (Z) from 0.700 to 0.777, and employee performance (Y) from 0.704 to 0.825. This indicates that each construct is distinct, with no significant overlap, supporting the robustness of the measurement model. However, potential self-reporting bias in the questionnaire responses may slightly inflate these values, though the high loadings suggest reliable data.

Table 3. Composite Reliability

Variable	Composite Reliability
Employee Performance (Y)	0.934
Employee Motivation (Z)	0.881
Training (X2)	0.944
Career Development (X1)	0.897
Human Resource Planning (X3)	0.932

Composite reliability was assessed to ensure the consistency of the constructs, as shown in Table 3. All constructs have composite reliability values above 0.7: employee performance (0.934), employee motivation (0.881), training (0.944), career development (0.897), and human resource planning (0.932). These values indicate high reliability, meaning the indicators consistently measure their respective constructs. The high reliability scores suggest that the data collection process, despite relying on self-reported responses, produced consistent results, reinforcing confidence in the findings.

Table 4. Coefficient Determinant (R-Square)

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.792	0.785
Motivation Employee (Z)	0.713	0.706

The inner model analysis evaluates the relationships between constructs, focusing on the coefficient of determination (R-square) and effect sizes (F-square). Table 4 presents the R-square values for employee performance (Y) and employee motivation (Z). The R-square for employee performance is 0.792, indicating that 79.2% of the variability in performance is explained by career development, training, human resource planning, and employee motivation, with 20.8% attributed to other unexamined factors. The R-square for employee motivation is 0.713, meaning 71.3% of its variability is explained by career development, training, and human resource planning, with 28.7% due to other factors. These values suggest a strong model fit, as an R-square above 0.75 is considered strong, and 0.50–0.75 is moderate (Hair, 2021). The high explanatory power for performance indicates that the selected variables are highly relevant to the veterinary context, though external factors like work environment may also influence outcomes.

Table 5. F-Square Test

Variable	Employee Performance (Y)	Motivation Employee (Z)
Motivation Employee (Z)	0.087	
Training (X2)	0.119	0.112
Development Career (X1)	0.081	0.198
Planning (X3)	0.201	0.254

The F-square test, shown in Table 5, assesses the effect sizes of the relationships. The effect sizes are categorized as small (0.02), medium (0.15), or large (0.35). Employee motivation's effect on performance (0.087), career development's effect on performance (0.081), and training's effect on performance (0.119) are small, while human resource planning's effect on performance (0.201) is medium. For motivation, career development (0.112) has a small effect, while training (0.198) and human resource planning (0.254) have medium effects. These findings suggest that human resource planning has the strongest influence on both motivation and performance, highlighting its critical role in

veterinary hospitals. The small effect sizes for some relationships may reflect contextual factors, such as varying perceptions of career development among veterinarians.

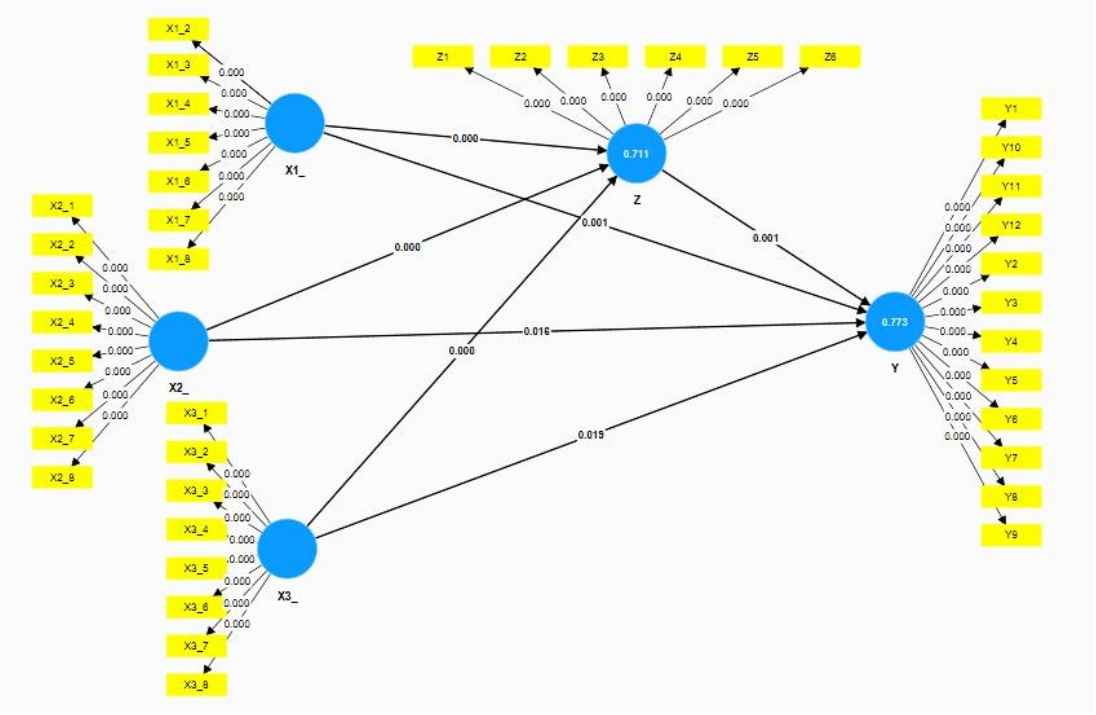

Figure 2. Equation Model Structural

Hypothesis testing was conducted to evaluate the direct and mediating effects of career development, training, human resource planning, and employee motivation on veterinarian performance, with results presented in Table 6 and visualized in Figure 2. Figure 2 illustrates the structural model, depicting the paths between career development (X1), training (X2), human resource planning (X3), employee motivation (Z), and employee performance (Y), providing a clear representation of the hypothesized relationships. The analysis used t-statistics and p-values, with a significance threshold of $p < 0.05$, to assess the ten hypotheses. All hypotheses were supported, confirming significant relationships in the context of DKI Jakarta's Veterinary Hospital.

Table 6. Results of Path Coefficient and Significance Tests

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
Employee Motivation (Z) → Employee Performance (Y)	0.251	0.246	0.086	2.917	0.004
Training (X2) → Employee Performance (Y)	0.225	0.234	0.088	2.546	0.011
Training (X2) → Employee Motivation (Z)	0.243	0.252	0.074	3.283	0.001
Career Development (X1) →Employee Performance (Y)	0.187	0.182	0.059	3.153	0.002
Career Development (X1) → Employee Motivation (Z)	0.313	0.314	0.069	4.533	0,000
Human Resource Planning (X3) →Employee Performance (Y)	0.356	0.359	0.126	2.825	0.005
Human Resource Planning (X3) → Employee Motivation (Z)	0.419	0.410	0.090	4.661	0,000

Table 6 shows that career development (X1) has a positive and significant effect on employee performance (Y) with a t-statistic of 3.153 and p-value of 0.002, supporting H1, indicating that structured career paths enhance veterinarians' ability to deliver high-

quality care. Training (X2) also positively and significantly affects performance (Y) with a t-statistic of 2.546 and p-value of 0.011, supporting H2, suggesting that skill-building programs improve technical and professional outcomes. Human resource planning (X3) significantly influences performance (Y) with a t-statistic of 2.825 and p-value of 0.005, supporting H3, highlighting the importance of strategic staffing for service quality. Employee motivation (Z) has a positive and significant effect on performance (Y) with a t-statistic of 2.917 and p-value of 0.004, supporting H4, demonstrating that motivated veterinarians provide superior care. These findings align with the veterinary context, where precision and commitment are critical, though self-reported data may introduce slight bias in perceived performance levels.

Additionally, career development (X1) significantly affects employee motivation (Z) with a t-statistic of 4.533 and p-value of 0.000, supporting H5, indicating that clear career opportunities boost veterinarians' enthusiasm. Training (X2) positively influences motivation (Z) with a t-statistic of 3.283 and p-value of 0.001, supporting H6, showing that skill development fosters commitment. Human resource planning (X3) also significantly impacts motivation (Z) with a t-statistic of 4.661 and p-value of 0.000, supporting H7, suggesting that strategic planning creates a motivating work environment. These results highlight the role of HR practices in enhancing motivation, though variations in individual perceptions may affect the strength of these relationships.

Table 7. Indirect Effect

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
Training (X2) → Employee Motivation (Z) → Employee Performance (Y)	0.061	0.062	0.027	2.223	0.027
Career Development (X1) → Employee Motivation (Z) → Employee Performance (Y)	0.079	0.078	0.033	2.421	0.016
Human Resource Planning (X3) → Employee Motivation (Z) → Employee Performance (Y)	0.105	0.101	0.043	2.446	0.015

Based on Table 7, the mediating role of employee motivation was also confirmed. Motivation (Z) mediates the positive and significant influence of career development (X1) on performance (Y) with a t-statistic of 2.421 and p-value of 0.016, supporting H8, indicating that motivation bridges career opportunities and performance outcomes. Similarly, motivation (Z) mediates the effect of training (X2) on performance (Y) with a t-statistic of 2.223 and p-value of 0.027, supporting H9, showing that training enhances performance through increased motivation. Motivation (Z) also mediates the influence of human resource planning (X3) on performance (Y) with a t-statistic of 2.446 and p-value of 0.015, supporting H10, confirming that strategic planning boosts performance via motivation. These mediating effects underscore motivation's critical role in translating HR practices into performance, though self-reporting bias may slightly inflate perceived motivation levels. The significant p-values (all < 0.05) and robust t-statistics support the hypotheses, providing reliable insights for improving HR strategies in veterinary hospitals.

DISCUSSION

The findings of this study confirm that career development, training, human resource planning, and employee motivation significantly enhance veterinarian performance at a Veterinary Hospital in DKI Jakarta, supporting all ten hypotheses (H1–H10). These results align with self-determination theory, which suggests that fulfilling employees' needs for competence and autonomy drives motivation and performance (Ryan & Deci, 2020). According to Zacharia and Kurniawan (2024), career development significantly boosts performance by providing clear growth opportunities, a finding mirrored in this study, where structured career paths improved veterinarians' service quality. Similarly,

training enhances performance by equipping employees with essential skills, consistent with Noe's (2020) assertion that training fosters competence. Human resource planning, as noted by Lutfia et al. (2024), ensures role clarity and resource alignment, directly improving performance, as seen in this study's results ($t = 2.825$, $p = 0.005$). Employee motivation also directly enhances performance ($t = 2.917$, $p = 0.004$), supporting Hasibuan's (2020) view that motivated employees deliver better outcomes. These findings are particularly relevant in DKI Jakarta, where high demand for veterinary services requires skilled and motivated staff (Maklassa & Nurbaya, 2023).

The study also confirms that career development, training, and human resource planning positively influence employee motivation, supporting H5–H7. According to Hosen et al. (2024), career development fosters motivation by fulfilling growth needs, a pattern observed in this study where veterinarians reported higher enthusiasm with clear career paths ($t = 4.533$, $p = 0.000$). Training boosts motivation by enhancing self-efficacy, aligning with Werner and DeSimone's (2011) findings, as veterinarians in this study showed increased commitment after skill development ($t = 3.283$, $p = 0.001$). Human resource planning, as highlighted by Amrutha and Geetha (2020) and Rachmawati and Suhendi (2024), creates a motivating environment through transparent staffing, a result confirmed here ($t = 4.661$, $p = 0.000$). These relationships are critical in veterinary settings, where passion for animal care drives intrinsic motivation (Abdelwahed et al., 2023). However, some studies, such as Muflikhah et al. (2024), found insignificant effects of training on motivation in certain contexts, suggesting that the veterinary sector's unique demands may amplify these effects.

The mediating role of motivation (H8–H10) is a key finding, as motivation bridges career development, training, and human resource planning with performance. According to Manu et al. (2022), motivation mediates the impact of career development on performance, a result supported here ($t = 2.421$, $p = 0.016$), as motivated veterinarians translated career opportunities into better care. Training's effect on performance is also mediated by motivation ($t = 2.223$, $p = 0.027$), aligning with Aguinis and Kraiger's (2009) findings. Human resource planning's impact on performance through motivation ($t = 2.446$, $p = 0.015$) supports Lutfia et al.'s (2024) plantation sector findings, indicating cross-sector relevance. However, limitations exist, as the study relies on self-reported data, which may introduce bias, and focuses only on DKI Jakarta, limiting generalizability. Future research could explore other variables, such as work environment, or extend the study to other regions.

These findings have practical implications for veterinary hospitals. Managers should implement structured career development programs, such as mentorship and promotion tracks, to boost motivation and performance. Regular training, including technical skill workshops and soft skills seminars, can enhance veterinarians' competence and enthusiasm. Human resource planning should prioritize clear role assignments and resource allocation to create a supportive environment. These strategies can improve service quality and animal welfare, addressing the growing demand in DKI Jakarta's urban setting.

CONCLUSION

This study confirms that career development, training, human resource planning, and employee motivation significantly improve veterinarian performance at a veterinary hospital in DKI Jakarta. The findings show that structured career paths, effective training programs, and strategic human resource planning directly enhance performance by improving skills and role clarity. Additionally, these factors boost motivation, which in turn drives better performance, highlighting motivation's key role in linking human resource strategies to outcomes. These results emphasize the importance of a holistic approach to human resource management to ensure high-quality veterinary care.

The practical implications of this study suggest that veterinary hospitals should focus on clear career development plans, such as mentorship and promotions, to keep veterinarians motivated and performing well. Regular training, including technical and

soft skills workshops, can further enhance service quality. However, the study has limitations, as it relies on self-reported data, which may introduce bias, and focuses only on DKI Jakarta, limiting its applicability to other regions. Future research could explore additional factors, such as work environment or leadership styles, and extend the study to other cities to better understand these relationships in diverse veterinary settings.

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