

## ABSTRAK

**DAWUD ROYAN,** NIM:19.2.10.016, 2021, PENGARUH PENGEMBANGAN KARIR, MOTIVASI KERJA, DAN KOMPETENSI KERJA TERHADAP KINERJA PEGAWAI DI MASA PANDEMI COVID -19 PADA DINAS PERINDUSTRIAN DAN PERDAGANGAN KABUPATEN TULUNGAGUNG, Pembimbing 1: Dr. Eka Askafi,SE., M.Kes.,MM., Pembimbing 2: Dr. Imam Baehaki. M.Pd., Program Studi: Magister Manajemen, Universitas Islam Kadiri.

Betapa pentingnya menaruh perhatian yang lebih serius terhadap pegawai melalui pengembangan karir, motivasi kerja dan kompetensi kerja, agar dapat mewujudkan kinerja yang efektif, efisien, bersih dan profesional serta produktif. Untuk itulah, kiranya perlu merumuskan secara rinci dan terpadu usaha-usaha yang harus dilakukan untuk mencapai kinerja pegawai yang optimal dimasa pandemic covid-19 ini. Penelitian ini bertujuan: (1) Menganalisis pengembangan karir, motivasi kerja, dan kompetensi kerja secara *simultan* berpengaruh terhadap kinerja pegawai dimasa pandemi covid-19 (2) Menganalisis pengembangan karir secara *parsial* berpengaruh terhadap kinerja pegawai dimasa pandemi covid-19 (3) Menganalisis motivasi kerja secara *parsial* berpengaruh terhadap kinerja pegawai (4) Menganalisis kompetensi kerja secara *parsial* berpengaruh terhadap kinerja pegawai dimasa pandemi covid-19 (5) Menganalisis variabel pengembangan karir, motivasi kerja, dan kompetensi kerja manakah yang paling berpengaruh dominan terhadap kinerja pegawai dimasa pandemi covid-19.

Penelitian ini menggunakan metode analisis kuantitatif yaitu analisis terhadap data yang telah diberi skor sesuai dengan skala pengukuran yang telah ditetapkan dengan menggunakan formula-formula statistik. Analisis yang digunakan terhadap data yang berwujud angka-angka. Populasi dalam penelitian ini sebanyak 150 pegawai, sedangkan sampel penelitian ini adalah 60 pegawai. Sedangkan uji kualitas menggunakan (1) uji validitas, (2) uji reabilitas. (3) Uji asumsi klasik (4) Analisis regresi berganda, dan (5) Pengujian hipotesis, (6) Analisis Koefisien Determinasi ( $R^2$ ).

Hasil penelitian menunjukkan bahwa: (1) Pengembangan karir, motivasi kerja, dan kompetensi kerja secara *simultan* mempunyai pengaruh yang signifikan terhadap kinerja pegawai di masa pandemi covid-19. (2) Pengembangan karir secara *parsial* mempunyai pengaruh yang signifikan terhadap kinerja pegawai di masa pandemi covid-19. (3) Motivasi kerja secara *parsial* mempunyai pengaruh yang signifikan terhadap kinerja pegawai di masa pandemi covid-19. (4) Kompetensi kerja secara *parsial* mempunyai pengaruh yang signifikan terhadap kinerja pegawai di masa pandemi covid-19. (5) Kompetensi kerja mempunyai pengaruh yang paling dominan terhadap kinerja pegawai di masa pandemi covid-19.

Kata Kunci: *Pengembangan karir, motivasi kerja, kompetensi kerja, dan kinerja pegawai.*

## **ABSTRACT**

**DAWUD ROYAN, NIM:19.2.10.016, 2021, THE EFFECT OF CAREER DEVELOPMENT, WORK MOTIVATION, AND WORK COMPETENCY ON EMPLOYEE PERFORMANCE DURING COVID-19 PANDEMIC AT THE INDUSTRY AND TRADE DEPARTMENT OF TULUNGAGUNG DISTRICT, Supervisor 1: Dr. Eka Askafi, SE., M.Kes.,MM., Supervisor 2: Dr. Imam Baehaki. M.Pd., Study Program: Master of Management, Kadiri Islamic University.**

*How important it is to pay more serious attention to employees through career development, work motivation and work competence, in order to realize effective, efficient, clean and professional and productive performance. For this reason, it is necessary to formulate in detail and in an integrated manner the efforts that must be made to achieve optimal employee performance during this COVID-19 pandemic. This study aims to: (1) analyze career development, work motivation, and work competence simultaneously affect employee performance during the covid-19 pandemic (2) analyze partially influence career development on employee performance during the covid-19 pandemic (3) analyze motivation work partially affects employee performance (4) Analyzes work competencies partially affects employee performance during the covid-19 pandemic (5) Analyzes which career development variables, work motivation, and work competencies have the most dominant influence on employee performance during the covid-19 pandemic 19.*

*This study uses quantitative analysis methods, namely the analysis of data that has been scored according to a predetermined measurement scale using statistical formulas. The analysis used on data in the form of numbers. The population in this study were 150 employees, while the sample of this study was 60 employees. While the quality test uses (1) validity test, (2) reliability test. (3) Classical assumption test (4) Multiple regression analysis, and (5) Hypothesis testing, (6) Coefficient of Determination Analysis (R2).*

*The results of the study show that: (1) Career development, work motivation, and work competence simultaneously have a significant influence on employee performance during the covid-19 pandemic. (2) Partial career development has a significant influence on employee performance during the covid-19 pandemic. (3) Work motivation partially has a significant influence on employee performance during the covid-19 pandemic. (4) Work competence partially has a significant influence on employee performance during the covid-19 pandemic. (5) Work competence has the most dominant influence on employee performance during the COVID-19 pandemic.*

*Keywords:* *Career development, work motivation, work competence, and employee performance.*

## DAFTAR ISI

SAMPUL DEPAN .....	i
FORMULIR PERMOHONAN UJIAN TESIS.....	ii
HALAMAN PERSETUJUAN.....	iii
HALAMAN PERNYATAAN ORISINAL TESIS .....	iv
HALAMAN ABSTRAK (Indonesia) .....	v
HALAMAN ABSTRAK (Inggris).....	vi
HALAMAN KATA PENGANTAR .....	vii
HALAMAN DAFTAR ISI .....	ix
HALAMAN DAFTAR TABEL .....	xi
HALAMAN DAFTAR GAMBAR, BAGAN, DAN GRAFIK .....	xiii
HALAMAN LAMPIRAN .....	xiv
BAB I PENDAHULUAN .....	1
1.1 Latar Belakang Masalah .....	1
1.2 Perumusan Masalah .....	13
1.3 Tujuan Penelitian .....	15
1.4 Manfaat Penelitian.....	16
1.4.1 Manfaat Teoritis .....	16
1.4.2 Manfaat Praktis.....	17
BAB II TINJAUAN PUSTAKA.....	18
2.1 Landasan Teori .....	18
2.1.1 Manajemen Sumber Daya Manusia.....	18
2.1.2 Pengembangan Karir .....	19
2.1.3 Motivasi Kerja .....	23
2.1.4 Kompetensi Kerja .....	28
2.1.5 Kinerja Pegawai.....	34
2.1.6 Covid-19 (Coronavirus).....	38
2.2 Hasil Penelitian Terdahulu .....	45
2.3 Kerangka Pemikiran .....	52
2.4 Hipotesis Penelitian .....	53
BAB III METODE PENELITIAN.....	57
3.1 Desain Penelitian .....	57
3.2 Tempat dan Waktu Penelitian.....	57
3.3 Definisi Operasional dan Pengukuran Variabel .....	58
3.3.1 Definisi Operasional.....	58
3.3.2 Pengukuran Variabel .....	60
3.4 Populasi dan Sampel.....	61
3.4.1 Populasi .....	61
3.4.2 Sampel .....	61
3.5 Metode Pengumpulan Data.....	62
3.5.1 Jenis Data.....	62
3.5.2 Teknik Pengumpulan Data .....	63

3.6 Metode Analisis Data .....	64
3.6.1 Analisis Statistik Deskriptif.....	64
3.6.2 Analisis Verifikatif .....	65
3.6.3 Uji Asumsi Klasik .....	67
3.6.4 Analisis Regresi Berganda.....	69
3.6.5 Pengujian Hipotesis .....	69
3.6.6 Analisis Koefisien Determinasi .....	70
 BAB IV HASIL PENELITIAN DAN PEMBAHASAN .....	72
4.1 Hasil Penelitian.....	72
4.1.1 Gambaran Umum Subjek Penelitian .....	72
4.1.2 Data Umum Responden.....	99
4.1.3 Hasil Analisis Statistik Deskriptif .....	106
4.1.4 Hasil Analisis Data .....	116
4.2 Pembahasan .....	128
4.2.1 Pengaruh Pengembangan Karir, Motivasi Kerja, dan Kompetensi Terhadap Kinerja Pegawai Secara <i>Simultan</i> . .....	128\
4.2.2 Pengaruh Pengembangan Karir, Motivasi Kerja, dan Kompetensi Terhadap Kinerja Pegawai Secara <i>Parsial</i> . .....	131
4.2.2.1 Pengaruh Pengembangan Kariri Terhadap Kinerja Pegawai.....	131
4.2.2.2 Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai.....	132
4.2.2.3 Pengaruh Kompetensi Terhadap Kinerja Pegawai .....	134
4.2.2.4 Variabel Paling Domina Terhadap Kinerja Pegawai.....	135
 BAB V KESIMPULAN DAN SARAN.....	136
5.1 Kesimpulan .....	136
5.2 Saran .....	137
 DAFTAR PUSTAKA .....	139
LAMPIRAN	