

CAREER DEVELOPMENT EFFECT ON EMPLOYEE PERFORMANCE IMPROVEMENT

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ABSTRACT

The purpose of this research is to find out how much influence career development factors have on improving employee performance at PT. XYZ. The population in this study are employees who work in this company, especially in the Warehouse Finish Good (FG), Warehouse Raw Material & Packaging Material (RMPM), Quality Assurance (QA), and Production and Engineering sections, totalling 327 people with the number of samples taken as many as 180 respondents. The research method used is in the form of causal associative research which aims to analysis the relationship between one variable and another or how one variable can affect or be influenced by other variables. Meanwhile, for the calculation of data processing and analysis using simple linear regression analysis which is calculated with the help of SPSS software version 20.0. With reference to the research results obtained, it is known that career development has a significant influence on improving employee performance. Thus, it is concluded that the higher the position that can be occupied by an employee while working at an organization or company, the better the work results shown by the employee. This is due to the sense of pride possessed by the employee when he is able to get the opportunity to occupy a higher position which results in higher morale.

Keywords: Career Development, Employee Performance

INTRODUCTION

Basically, the existence of human resources has a very important meaning in improving the business performance of a company. Therefore, employees at work need to be encouraged to always improve their work results which can be done through career development. Although the career itself is the responsibility of each employee in planning, the company also needs to help achieve it so that every employee who works can have high work motivation to always be able to show his

best work performance. There are several reasons for the need for company involvement in employee career development, including [1] Adjusting the capabilities of employees with the company's strategy; 2) Increase the internal supply of employees; 3) Prepare for international placements; 4) Enable employees to work with employees who have different backgrounds; 5) Reduce work turnover; 6) Distributing potential employees; 7) Encouraging the improvement of employees' work ability; 8) Avoiding overcrowding of employees; 9) Satisfying the needs of employees; and 10) Avoiding discrimination.

As a company that runs its business in the field of health food and beverages (Health Food), PT. XYZ has a wide range of products which are divided into 3 (three) types of products consisting of: Baby Food (BF), Mother Infant Food (MIF), and Preventive Clinical Foods (PCF). The existence of employees who work in this company is a very valuable asset in supporting the company's success in running its business, so that employees must be able to work better and show optimal performance improvements. However, in the process not always every employee is able to show their best work performance which results in the overall decline in the company's performance. Often what happens to the work he shows is employees who are not able to work according to the specified work targets. If at work the employee is not able to achieve work results that are in accordance with predetermined work standards, then the desired company goals cannot be achieved. Data regarding the achievement of the company's performance in the 2019 period which showed unsatisfactory results in connection with the non-achievement of the work targets held in each of its work divisions can be shown in the following table:

Table 1

Company Performance Data in 2019

NO	DIVISION	TARGETS FOR 2019	2019 RESULTS	% DIVISION KPI
1	WH FG	95%	90%	NOT FULFILLED
2	WH RMPM	95%	80%	NOT FULFILLED
3	QA	95%	95%	FULFILLED
4	PRODUCTION	95%	92%	NOT FULFILLED
5	ENGINEERING	95%	90%	NOT FULFILLED
SUMMARY		95%	89%	20%

Source: Company Data, 2020

From these data, it is known that the achievement of employee performance owned by this company seems to show unsatisfactory work results which can be seen through the company's performance that is not in accordance with the desired target. Please note that there is only one work division that is able to show good performance from the five work divisions owned by this company. In fact, there are also work divisions that are only able to achieve the target of 80%, which is still far below the target set by the company. This shows that the company seems to be faced with the problem of employee performance which is considered not so good in showing their work performance which has a bad impact on the company's overall performance which is not able to achieve the predetermined targets.

Sometimes people at work wish to get the opportunity to be promoted to their position or be able to occupy a higher position than their previous position. This is because along with the better career a person has while working at an organization or company, in the sense that the person is able to occupy an important position in the company where he works, the greater the amount of income he can receive even though his workload can be become heavier. Therefore, if an employee wants to get the opportunity to occupy a higher position than the position he currently occupies, even if it is necessary to occupy the highest position or become the highest leader in

his company, then the employee must be able to show the best work performance at work. Conversely, if an employee is not able to show his best work performance during work, it is difficult for the employee to get the opportunity to be promoted to his position which makes his career at work better. That way, career can be one of the factors that need to be considered in an effort to improve employee performance at work.

Career development is the personal changes that a person makes to achieve a career plan [2]. Several dimensions can be used in assessing the career development of employees while working, including [3] Work performance, which is an activity that underlies all other career development activities, so that good work performance is one thing, which is very important in advancing employee careers; 2) Exposure, namely the ability of an employee to show his potential to others which can be done through improving his performance, involvement in decision making, and others that make the employee known by people who decide on promotions, transfers, and others; 3) Organizational loyalty, where high loyalty owned by employees to the organization or their superiors can be one way to develop the career they want; 4) Mentors and Sponsors, namely people who are able to offer informal career guidance and create career opportunities for others; 5) Opportunities for growth, namely efforts made to improve employee abilities so that their careers can develop; and 6) Management support, where the support provided by managers can have a significant impact on the career development of employees.

Meanwhile, it is stated that employee performance is the result of a process carried out by humans [4]. Some dimensions and indicators that can be used to measure the good or bad work results possessed by employees while working are [5] Quantity of work, namely the amount of work that is able to be done by a person or several employees at work which is used as a requirement in determining work standards; 2) Quality of work is an employee who at work is able to produce work that is in accordance with the quality of the work he does; 3) Timeliness, where every job must be completed on time in connection with the work being dependent on other jobs; 4) Attendance is a job that requires the presence of employees to do it according to a predetermined time, and 5) Cooperation ability, where not all work can be done by one person, but there are certain jobs that need to be done by two or more employees. Therefore, good cooperation between employees is needed so that the work can be completed.

Along with the higher positions that can be occupied by an employee at work, the work results shown by the employee concerned will also increase. This shows that the increase in employee performance can be influenced by employee career development. Several previous research results have proven that career development can show a significant effect on improving employee performance [6-13]. Thus, it is stated that if an employee at work is able to occupy a higher position than before, the work performance shown by that employee can be even better. When an employee gets a promotion or promotion, the employee can show better work results. This is due to the pride possessed by the employee which results in the higher motivation and morale of employees at work. With the promotion obtained by an employee, the employee will feel more valued at work which has an impact on his increasingly successful performance.

However, not always the position occupied by an employee can be one of the factors that influence the increase in work performance shown by the employee. This is evidenced through research conducted by [2, 14, 15] which states that direct career development does not show a significant effect on employee performance. In his research, it is stated that there is a need for a mediating variable that can strengthen the relationship between career development and employee performance in the form of the extent to which the organization is able to provide perceived organizational support and motivation in promoting affective commitment and performance. Likewise with the results of research shown by [16] which says that

career development does not always have a direct effect on improving employee performance.

With reference to the explanation of the problems discussed in this study, the authors would like to conduct a study entitled "Career Development Effects on Employee Performance Improvement".

RESEARCH METHOD

This research is categorized as causal associative research which aims to conduct a study of the relationship between one variable and another or its influence between one variable and another [15]. This study aims to determine the relationship between the variables studied, namely how much influence career development has on improving employee performance at PT. XYZ.

Meanwhile, the variables studied consist of 2 (two) main variables, including career development variable (X) which is the independent variable, and employee performance improvement variable (Y) which is the dependent variable.

The population studied were all employees who were at PT. XYZ, especially those who work in Warehouse Finish Good (FG), Warehouse Raw Material & Packaging Material (RMPM), Quality Assurance (QA), and Production and Engineering, with a total of 327 employees. And for the number of samples taken amounted to 180 people with the sampling technique used in the form of simple random sampling.

The data used were collected in various ways, including through the distribution of questionnaires conducted by giving a set of questions or written statements regarding the variables studied to the respondents to answer, as well as through library research, namely the method of collecting data obtained through books, articles, scientific literature, and other literature that is still related to the problem being researched. When viewed from the source, the data needed in this study were obtained through two sources, including primary data sources, namely data obtained directly from the analytical unit under study, and secondary data sources, namely data obtained through documents issued by the company, such as employee attendance data, employee performance data or data on the number of employees working at the company.

Meanwhile, the simple linear regression analysis method is a data processing and analysis technique used in this study whose calculations are calculated using the SPSS version 20.0 program.

RESULTS AND DISCUSSION

a. Results of data processing

Coefficient of determination (R²)

The measurement of the coefficient of determination (R²) is a measurement aimed at finding the extent to which a research model can explain the variation of the independent variable which has a coefficient of determination between 0 and 1.

By referring to the data that can be seen in the table, it was found that the value of the coefficient of determination (adjusted R²) obtained in this study was 0.313, which means that 31.3% of employees' work results, which is getting better, can be determined by the opportunities that are open to the employee. to get the opportunity to be promoted to a higher position than before. Thus, it can be said that the more open the opportunity for an employee to get a higher position, the better the work results shown by the employee at work. Therefore, it is also stated that the two variables studied have a relationship with one another.

Table 2

Coefficient of Determination (R²) Career Development Effect on Employee Performance Improvement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559a	.313	.309	3.793
a. Predictors: (Constant), Career Development				
b. Dependent Variable: Employee Performance				

Source: Primary Data Calculation Results, 2021

LINEAR REGRESSION ANALYSIS

To answer the question whether career development which is the independent variable (X) has a significant effect on the variable of improving employee performance which is the dependent variable (Y), the data processing technique used in analyzing the relationship between the two variables uses a simple linear regression analysis method that calculated with the SPSS version 20.0 software program. The following is a table that describes the simple linear regression equation model in this study:

Table 3

Simple Linear Regression Results Career Development Effect on Employee Performance Improvement

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	18.820	2.521		7.464	.000
	Pengembangan Karir	.783	.087	.559	9.001	.000

a. Dependent Variable: Performance

Source: Primary Data Calculation Results, 2021

From the simple regression equation model shown in the table, it is known that career development can function as one of the factors that influence employee performance improvement with the resulting formula as follows:

- Variable Y is worth 18,820 if the value of variable X is equal to (0)
- The value of variable Y will increase by .783. if the value of the variable X has increased by 1 (one).

$$Y = 18.820 + (.783X) + \epsilon \tag{1}$$

Hypothesis test calculation

The hypothesis is defined as a temporary answer to the problem under study in a study which is expressed in the form of a question sentence [17]. In this study, the main hypothesis being researched is career development which has a significant effect on better employee performance. To be able to know whether or not the hypothesis that has been set, the next step that needs to be done is to do hypothesis testing aimed at finding answers about whether the established hypothesis can be

accepted, or even rejected, whose testing is done by determining critical value (α), where the value of is smaller than the level of used (0.05).

From the data shown in table 4, it is known that the value of has a smaller number than the level of used, which is 0.05, or $0.000 < 0.05$, so H_0 is rejected which indicates that career development can have a significant impact or influence on increase the work output of employees who are able to work better.

Table 4

Hypothesis testing						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1165.540	1	1165.540	81.025	.000b
	Residual	2560.521	178	14.385		
	Total	3726.061	179			

a. Predictors: (Constant), Career Development

b. Dependent Variable: Performance

Source: Primary Data Calculation Results, 2021

Discussion

Based on the results of data processing and analysis that have been discussed previously, it was found that career development has a significant effect on increasing employee performance. This shows that the better the career that the employee has while working at the company where he works, the better the work results he shows, or in other words that the increase in work performance shown by the employee can be determined by the presence or absence of opportunities for the employee. to be promoted to a higher position in the company. When an employee feels that his career goals are hampered, in the sense that there is no opportunity to get the position or position he wants while working, the work motivation of the employee may decrease which results in poorer performance.

The results of this study have similar conclusions with several other studies which show a close relationship between the two variables studied. One of them is research conducted by [8, 9] which reveals that career development can have a significant influence on increasing employee performance. It is stated that career development can be a driving factor for achieving good employee performance, in addition to being able to increase productivity levels in an organization or company. Similarly, the results of research revealed by [18] which said that career development can have a significant influence on improving employee performance.

CONCLUSIONS AND SUGGESTIONS

By referring to the results of the research and discussion that have been described previously, it is concluded that career development can be one of the factors that influence employee performance improvement. This shows that the higher the position that can be occupied by an employee while working in an organization or company, the better the work results of the employee. That way, it can be said that there is a significant influence shown by the career development variable on the employee performance variable.

The author realizes that this research still has some shortcomings that need to be improved. Therefore, it is necessary to add several other variables that if they still affect the improvement of employee performance, so that in the future it is hoped that this research can be even better. There are several other variables that are thought to have a significant influence on improving employee performance, including job training, motivation, job satisfaction, work environment, work discipline, leadership, communication, job stress, perceptions, and others.

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