

The Influence of Career Development on Employee Performance Improvement

Shinta Oktafien*, Anton Budi Santoso

Faculty of Economics & Business, Widyatama University, Bandung, Indonesia

*shinta.oktafien@widyatama.ac.id

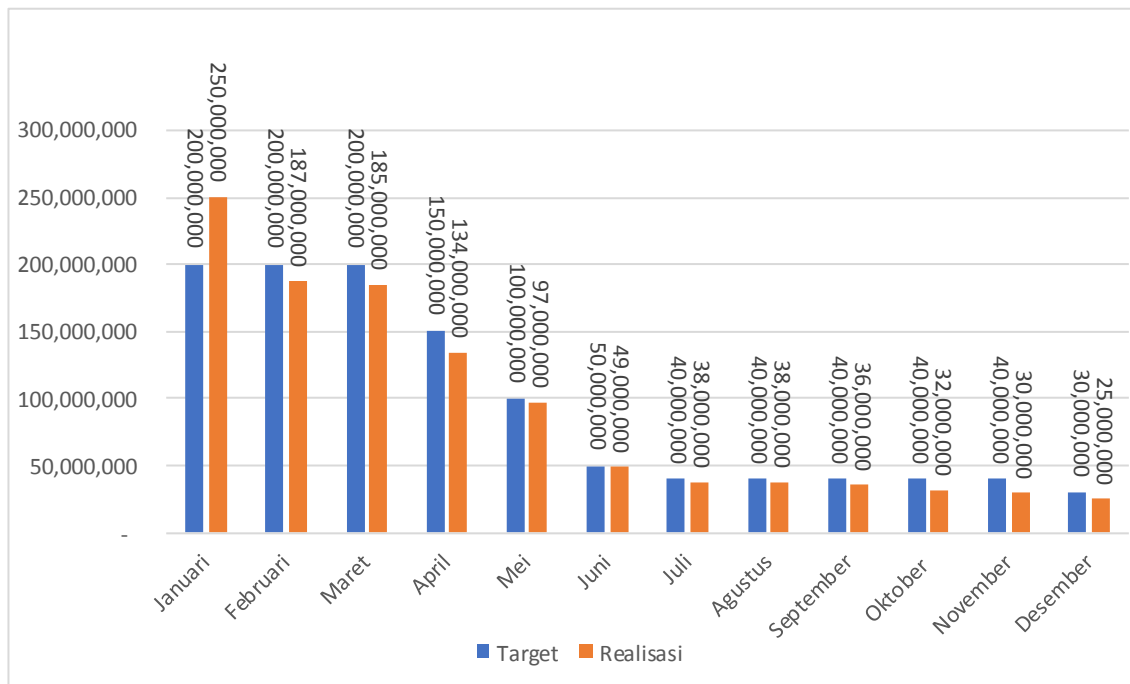
Abstract- This research was conducted with the aim of analyzing how much influence career development has had on improving employee performance at PT. Bandung Urban Design Study Center. As for the population in this study are all employees who work in this company with the same sample size as the total population, namely as many as 60 respondents. Meanwhile, the research method used in this study is a survey research method where the processing techniques and data analysis uses simple regression analysis. Based on the research results, it is known that career development has a significant effect on improving employee performance at PT. Bandung Urban Design Study Center. Thus, it is concluded that if every employee is given the opportunity to be promoted as part of his career planning, the employee's performance at work can be even better.

Keywords: *Career Development, Employee Performance.*

1. INTRODUCTION

It should be realized that employees are one of the most important resources owned by an organization because their performance can be a determining factor for the success of an organization in carrying out its activities or daily operational activities. That way, without employees who are able to show their best work performance while working, the goals to be achieved by an organization will never be realized. Employee performance can be interpreted as results achieved and achievements made in the workplace (Anitha, 2014). PT. Bandung Urban Design Study Center, or commonly abbreviated as PT. PSUD, which was founded in 1994 by Prof. M. Danismoro, is a consulting services company engaged in urban architecture and design which aims to connect public needs and interests by helping local governments, community groups, and building companies produce holistic plans for planning, design, management, and the quality of the urban environment. As for the ideals of establishing this company is to become a resource center for urban design in Indonesia and other developing countries through action research, design, community-based education, and publication (Saudi, 2018).

For this company, the company's goals can be achieved not only depending on the completeness of the work facilities and infrastructure it has, but also on the quality of its human resources who are able to do their job well. Therefore, human resources have a very important role in carrying out company activities, so the company needs to make the best use of it so that workers are able to show optimal work results at work. What is meant by performance is the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2016).



Source: Finance Department of PT. Bandung Urban Design Study Center, 2019

Figure 1: Graph of Target Data and Realization of Completion of Project Design of PT. Bandung Urban Design Study Center in 2019

However, based on the data shown in Figure 1, it is known that the employees who work in this company are still not showing their best performance while working. This can be seen from the realization rate at the completion of project designs carried out during 2019 which tends to decrease every month. For example, in January 2019 there was a realization that exceeded the work target that should have been in the amount of Rp. 250,000,000 from the target of Rp. 200,000,000. However, in February 2019 the realization of project design completion had decreased by only reaching Rp. 187,000,000 of the target, which amount is still the same as the number to be achieved in the previous month. Then, in the following months, the realization of the completion of the project design always decreased by the number that never reached what was targeted in that month.

Table 1: Target and Realization of Employee Performance at PT. Bandung Urban Design Study Center 2015 to 2019

No.	Performance Indicators	Target (%)	Realization (%)				
			2015	2016	2017	2018	2019
1	Effective and efficient work on project reports	95	80	80	78	75	70
2	The realization of effective coordination and communication between employees	90	85	80	80	78	75
3	Increase motivation and teamwork	90	85	82	80	70	75

No.	Performance Indicators	Target (%)	Realization (%)				
			2015	2016	2017	2018	2019
4	Improve employee control and supervision	80	70	75	70	73	68
5	Improve the provision of facilities and infrastructure as well as accurate information	80	75	75	80	72	70
6	Increase the time it takes to monitor the work that employees perform	90	80	80	82	75	75
7	Increase comfort in doing work	95	80	80	78	75	70
8	Improve work accuracy and target achievement	95	80	80	82	85	68
9	Reducing the level of complaints from customers	90	85	82	85	80	75
10	Prepares employees for promotion and motivation employees through a career development program systematic	80	75	75	70	70	60

Source: HRD PT. Bandung Urban Design Study Center, 2015 to 2019

Furthermore, based on the employee performance data shown in Table 1, it is also known that the level of performance of employees working in this company shows poor results and tends to decline. This can be seen from the percentage of work realization that never reaches its work target or is still below the work target that must be achieved. In addition, when the results of employees are compared from year to year, it is known that the percentage level of work realization shown by these employees tends to show a decreasing number. One of the factors that can cause a decrease in the level of performance of employees who work in this company, among them is the lack of attention regarding employee career development by the company such as not giving employees the opportunity to get promotion, or not doing job rotation and transfer which results in employee boredom during work, so that the work productivity of employees is reduced. This is reinforced by the opinion of an official in this company who stated that promotion policies are more often based on subjectivity factors (personal closeness between superiors and subordinates), and not on objectivity factors (employee capacity and abilities). In addition, in recent years there have been no more job rotations and transfers, as well as an accumulation of rank groups (not proportional to the existing allocation of positions) which has resulted in long queues for an employee who wishes to occupy a certain position in accordance with the rules of rank and group. That way, the opportunity for employees to develop their careers is very limited. In fact, career development can be one of the factors that can motivate employees to produce their best performance while working.

Career development can have a direct relationship with employee performance (Hameed & Waheed, 2011). That way, career development can be one of the factors that influence the increase in performance results shown by employees while working. What is meant by career development is a series of activities throughout life that contribute to exploration, consolidation, success and fulfillment of one's career (Wibowo, 2015). Career development includes career planning, which talks about how each individual fulfills and implements his career goals, and career management, which is how organizations design and implement employee career development programs (Kurniawan et al., 2018). Several dimensions or indicators can be used as a measure in assessing the career success achieved by a person at work, including (Handoko, 2015): 1) Education, which can be measured through educational background and insight; 2) Training, which can be measured by the frequency of training and certain skills; and 3) Work experience, which can be measured through years of service, mastery of knowledge and skills. Meanwhile, employee performance has a broader meaning, which is not just talking about work results or work performance, but including how the work process takes place (Widodo, 2016). Several dimensions or indicators can be used as a measure in determining the good and bad results of work shown by employees, including quality of work, quantity of work, responsibility, initiative, and cooperation (Mangkunegara, 2016).

It is known that until now, there have been many scientific articles stating that career development can have a positive and significant impact on employee performance improvement (Manggis et al., 2018; Arifin et al., 2020; Umar, 2015; Sapta & Sudja, 2018; Kurniawan et al., 2018). Thus, it can be said that career development can be one of the driving factors for achieving an increase in employee performance which has an impact on the development of the organization or the company as a whole. With a career development that can be planned properly, employees are encouraged to constantly improve their knowledge, attitudes, skills and work abilities at work, so that in the end it can have an impact on employee performance results that are getting better. However, not always career development can directly affect employee performance. This is shown from the results of research conducted by Napitupulu et al. (2017) which states that career development does not have a direct effect on employee performance, but it is necessary to have a mediating variable that is perceived to have a significant effect in strengthening the relationship between the two variables. This is the same as what Sofyan et al. (2016) stated that there is no significant correlation between career development and employee performance without employee satisfaction with their work.

Based on this explanation, the authors became interested in conducting research with the title "The Influence of Career Development on Employee Performance Improvement".

2. METHODOLOGY

For the research method used in this study, namely the associative research method which aims to determine the relationship between two or more variables under study, so that it can be seen about what variables can have an effect on the problems studied in the study. In this study, there are 2 (two) main variables studied, including the career development variable (X) which acts as an independent variable, and the employee performance variable (Y) which acts as the dependent variable. Thus, this study aims to determine how much influence high work motivation (X) has on improving employee performance (Y) at PT. Bandung Urban Design Study Center.

The sample in this study, namely all employees who work at PT. Bandung Urban Design Study Center, totaling 60 people as respondents. Thus, in connection with the sample having the same number as the population, the sampling method used is saturated sampling or census. Sugiyono (2015) states that the use of saturated sampling or a census can be done when the population is relatively small, less than 30 people, or the research is aimed at creating generalizations with a very small error rate.

Meanwhile, the data collection techniques used in this study were collected in several ways, including through interviews conducted by directly asking the employees in the company related to the problem under study, distributing a list of written questions / questionnaires given to employees who work in this company as respondents, as well as direct observations made by observing events that take place within the company. In addition, data collection was also carried out through literature studies carried out by studying the theories contained in several literatures, such as through books, articles in journals and the internet, which were related to the issues discussed in this study.

Meanwhile, the data processing and analysis techniques used in this study were carried out using a simple linear regression analysis method whose calculations used the help of the SPSS version 21.0 program.

3. RESULTS AND DISCUSSION

a. Results of data processing

The coefficient of determination (R^2)

Measurement of the coefficient of determination (R^2) aims to determine to what extent the model's ability to explain the variation of the independent variables with values in the numbers between 0 and 1.

Based on the results of processed data that can be seen in Table 2, it is shown that the value of the coefficient of determination (adjusted R^2) obtained for the variables studied in this study shows a number of 0.500, which means that 50.0% of increased employee performance can be determined by the opportunity for employees to get a promotion which is one of the contributing factors. Thus, it can be explained that employees who have the opportunity to carry out career development by being able to occupy a higher position than the previous position can have a significant effect on improving the performance of the employee concerned. That way, it can also be explained that the two variables studied in this study are related to one another.

Table 2: Determination Coefficient (R^2) The Influence of Career Development on Employee Performance Improvement
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.500	.491	3.006

a. Predictors: (Constant), Career Development

b. b. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

Linear Regression Analysis

To find out whether the career development variable, as the independent variable (X), has an effect on the employee performance improvement variable, as the dependent variable (Y) in this study, a simple linear regression analysis method is used where statistical calculations are carried out using the help of the SPSS version of the software program. 21.0. Based on the processed data shown in Table 3, it is known that the simple linear regression equation model that is formed is as follows:

Table 3: Simple Linear Regression Results the Influence of Career Development on Employee Performance Improvement
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.721	2.612		2.955	.005
	Career Development	.790	.104	.707	7.617	.000

a. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

By referring to the results of the simple regression equation shown in Table 3, it is known that the effect of career development which has an impact on improving employee performance can be interpreted as follows:

- If the value of variable X is equal to (0), then the value of variable Y = 7,721
- If the value of variable X has increased by 1 (one), then the value of variable Y will increase by .790.

$$Y = 7.721 + (.790X) + \epsilon \quad (1)$$

Hypothesis Test Calculation

What is called a hypothesis is a temporary answer to a research problem whose truth must be tested empirically (Martono, 2014). The main hypothesis examined in this study is that there is a significant influence between career development and employee performance improvement. To find out the truth of the predetermined hypothesis, then it is necessary to conduct a hypothesis test aimed at finding answers to whether the existing hypothesis can be accepted or even rejected which is calculated using the F test statistical formula which aims to test the significance between the two variables researched

Based on the results of processed data whose calculations are shown in Table 4, it is known that the value of ρ has a smaller number than the level of α used, which is 0.05, or $0.000 < 0.05$, so H_0 is rejected, which means that career development has a significant effect on employee performance improvement.

Table 4: Hypothesis Testing
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	524.303	1	524.303	58.023	.000 ^a
	Residual	524.097	58	9.036		
	Total	1048.400	59			

a. Predictors: (Constant), Career Development

b. Dependent Variable: Employee Performance

Source: Primary Data Calculation Results

b. Discussion

Based on the results of data processing and analysis, it is known that the results obtained indicate a significant influence between the two variables studied in this study, namely the career development variable as an independent or independent variable (X), with the performance improvement variable as the dependent or dependent variable (Y). Thus, it is known that career development policies implemented by an organization or company can be one of the factors that influence the high and low levels of employee

performance at work. That way, it is also known that the results of this study have almost the same output as previous studies that discuss the relationship or the relationship between career development variables and employee performance improvement variables. One example is the research conducted by Sari (2016) which concluded that career development has a positive and significant effect on employee performance. Likewise, with the results of research conducted by Permatasari (2006) which concluded that career development demonstrated through career planning and career management can affect employee performance improvement.

4. CONCLUSION

Based on the results of research and discussion that have been previously disclosed, it is concluded that career development can have a significant effect on improving employee performance.

It should be noted that the research that has been carried out still has many shortcomings. Therefore, it is necessary to have suggestions and criticisms that can make this research more interesting in the future which is carried out by bringing up other variables which still have a relationship or relationship with the problems studied in this study, especially variables related to employee performance such as variables. work motivation, work load, work environment, work discipline, job satisfaction, leadership style, compensation, quality of work life and other variables.

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