

The Effect of Career Development on Employee Performance (Case Study at CV Anggara Prima)

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ABSTRACT

This research was conducted based on a phenomenon related to the decline in employee performance of CV Anggara Prima as a service company in Indonesia. Employee career development is an important thing that must be considered by the company. With employee career development, it will improve employee performance. The purpose of this study is to examine the effect of career development on employee performance at CV Anggara Prima. The population used in this study were all employees of PT Anggara Prima, as many as 99 people. The employees who were sampled in this study as many as 80 people. The data analysis technique used in this research is simple linear regression analysis. Based on the results of this study, it can be seen that there is a positive and significant influence on career development on employee performance. It can be seen from the t-test with a t-count value ($7.185 > 1.988$) with a significant level of 0.05. Based on the results of data analysis, the value of R Square is 0.398 so it can be explained that the employee performance variable is influenced by the career development variable by 39.8%.

1. INTRODUCTION

Competition companies often develop times will be more stringent. Technological sophistication is very important to be utilized in advancing the company. However, on the other hand there are important things that need to be considered by the company, namely the career development of its employees. A clear career development path must be made by the company. Employee career development is one that can increase employee motivation. With high work motivation, employee performance will be higher. Employee performance is one of the main things in a company because if the company is filled with employees who have high performance, the company's goals will be more easily achieved. Azizah's data (2020) explains in detail that the percentage of employee performance shown by their work productivity in Indonesia is 74.4 percent. This condition shows that it is still below the average of employee productivity data in companies in countries that are members of the Association of Southeast Asian Nations (ASEAN) by 78.2 percent. This was conveyed by the Secretary General of the Ministry of Manpower, Anwar Sanusi (2020), in his written statement, revealed that the level of productivity in Indonesia is still below neighboring countries such as the Philippines (86.3 percent), Singapore (82.7 percent), Thailand (80.1 percent), and Vietnam (80 percent) [1].

Usually this program will involve employees who are more prominent among other employees. Even so, there are also companies that carry out job enrichment for all employees who are in one level in order to equalize their development opportunities. One of the causes of the decline in productivity levels and also a decrease in employee performance levels is due to the Covid-19 in Indonesia. The government's efforts to break the chain of the spread of Covid-19 have been carried out with various policies. This condition affects the career development of employees because the declining market demand makes the company terminate the employment relationship of its employees. This condition has an impact on the work comfort of employees who are always afraid of being fired every day. Employees' fears about career development will have an impact on their performance. Mangkunegara (2013).

Career development during the pandemic is a serious matter that must be considered by the company, because otherwise it will affect the performance of its employees so that the company's goals will be disrupted in achieving it. [3] It can be seen that several factors can affect employee performance, namely: employee abilities, employee skills and knowledge. Employees' abilities, skills and knowledge at work will be used optimally if they feel comfortable at work. A sense of comfort in work is obtained when they feel they have a clear and profitable career development. [4] Career development can be defined as a formal and continuous effort that is oriented towards increasing and increasing its level. In line with that, it was also conveyed by Supendy and Harsum (2018) based on the results of their research it is known that employees who get career development well are compared to employees who get career development in the inappropriate category.

Employees will have good career development if they are supported by a company that has a good career development system. Career development that is properly regulated by the company will be able to help the career development of its employees. A good career development is if it is carried out in stages and continuously. A good company is to help clearly what employees need to do to be able to improve their careers. On the other hand, the enthusiasm and insight of employees to develop is no less important. Even though the company has a good career development system, it is still not able to develop the careers of its employees if the employees themselves do not have strong motivation to develop their careers.

Andrew explained that employee career development is an activity on the employment side that can help employees work at a clear level. Employee career development should be formulated carefully and wisely, where everything is done with careful consideration by taking into account the interests of employees as well as the interests of the company. If the career development system is carried out clearly, employees can develop their potential to the fullest and the company will be able to achieve its goals. The development program is a form of guarantee for improving the welfare of employees. The training, experience and learning received by employees are the capital to achieve and reach higher positions. This of course also affects the increase in employee salaries. Increased employee welfare also affects employee performance and loyalty to your company. So that they can make a greater contribution to the progress of the company.

Companies can carry out employee career development by providing training. Training is a common program in developing the workforce. The form can be training within the company, for example by using trainers from the company itself or outside the company. While training outside the company for example by sending employees to certain agencies or training institutions. Employee career development can also be done through education. Work motivation that comes from within becomes the strength to work more optimally. Career development programs will make employees have a better level of confidence, because they are given the trust to develop their potential. Self-motivation will thrive if you give employees the opportunity to grow. Employees with high work motivation will produce achievements, maximum work results, high loyalty and great contributions to the company.

Career development is one of the company's focuses to provide opportunities for employees to be able to explore their potential. Through a planned career development program, employee motivation and work productivity will increase as well as the level of job satisfaction. This will encourage the performance and contribution of employees to be better.

In the end, this program will have an impact on the progress of a more progressive company. As well as retaining employees who have the potential to contribute greatly to the company. Career development should be carefully planned and prepared by the HR department. It is intended that the results are in accordance with the desired target of the company and employees.

Priansa (2017) explain that the three stages of career development that generally occur in the current company as follows:

1. The start of a career in the company

The initial stage of a career begins when a new employee at a company joins through a series of recruitment and selection processes. At this stage, new employees are of course still in the learning

stage about the company, so new employees begin to adapt and make themselves comfortable at work first.

2. Mid-career in the company

This stage is marked by new experiences, special assignments, further transfers and promotions, offers from other companies, opportunities and higher career paths. At this stage, employees begin to have high competence and skills.

3. End of career in company

This stage is often referred to as the final stage of a career in the company because employees eventually enter retirement. Employees who have not prepared for retirement well will tend to experience psychological and behavioral shocks, because they feel they are no longer needed than when they worked. Several things related to the individual career development of an employee are as follows:

a. Job performance

In improving and developing an employee's career apart from the rules from the company, on the other hand it is also influenced by the competence of the employee himself. Employee career progress is also highly dependent on the employee's performance. On the other hand, good performance is based on a guarantee for a clear career development from the company. Career advancement generally lies in performance and achievement.

b. Exposure

Career advancement can also be developed through exposure. Exposure is understandable (and expected to be kept as high as possible). Knowing what to expect from promotions, transfers or other career opportunities by engaging in conducive activities. With exposure, good employees may get the opportunities they need in order to achieve their career goals. The promotion of corporate social responsibility through involvement in professional associations and non-profit community groups, such as Kadin, and other civic-initiated groups.

c. Networking (networking)

The network will support the existing exposure outside the company. Personal as well as professional contacts, especially through professional associations in Indonesia, will give someone a better contact. Then if an employee's career is deadlocked or dismissal pushes someone into the part-time group, then these contacts can help one's goal of leading to job opportunities.

d. Resignations

If the company where an employee works does not provide many career opportunities and it turns out that outside the company there are large enough opportunities to have a career, to achieve the goals of his career will resign.

e. Organizational loyalty

People place career loyalty above company loyalty. Low levels of corporate loyalty are common among recent college graduates and professionals.

f. Mentors and sponsors

Most employees know that a mentor can help accelerate their career development. The supervisor becomes a person who is able to provide advice or suggestions so that it can accelerate career development.

g. Subordinates who have key roles (key subordinates)

A successful manager is due to the presence of subordinates who help him. Subordinates have the knowledge and skills needed to support the manager's duties, or they may play a key role in assisting managers in carrying out their duties.

h. Opportunities for growth

This provides opportunities for employees to grow and develop according to their careers. In addition, groups outside the company can help a person's career.

i. International experience

International experience is one of the prerequisites for occupying several positions in the company.

Performance is defined as the work of employees both in quality and quantity achieved by employees in carrying out their duties in the Company in accordance with what has become their responsibility. Performance is the result of each task or work that has been completed by employees so that it can be seen how much contribution they make to the company.

To measure the performance of employees can be used several indicators regarding performance criteria are as follows:

1. Quality
Quality is the level of the process or result of completing an activity that is almost perfect.
2. Quantity
Quantity is the amount produced in accordance with the target or which exceeds the previously set target.
3. Timeframe
Working time limits both in terms of minimum and maximum that must be met.
4. Cost suppression
The costs incurred in each activity with reference do not exceed the costs that have been previously determined..
5. Supervision
This means that supervision is very necessary in order to control employee activities so that they do not run away from what has been planned or determined. A job without supervision will affect a person's performance. What is certain is that without supervision, the results of the work will certainly give bad results, even worse than expected.
6. Relations between employees
The relationship between employees will create a comfortable working atmosphere and in collaboration become mutually supportive resulting in good performance.

2. METHOD

The type of research used is quantitative, namely data that in the form of numbers or numbers Sources of data used are from respondents through questionnaires. The population in this study were staff and managers at the head office of CV Anggara Prima, totaling 99 people. In this study, the number of samples was determined using the expert opinion of Krejcie and Morgan [12]. The population in this study was 99 people, so the number of samples used in this study was 80 people. The sampling technique used is randomly.

The following is the operational definition of the variables and indicators used in the study:

1. Independent Variables

The indicators used to measure the career development variable (X) are as follows:

- a. Job performance
- b. Exposure
- c. Network work
- d. Resignations
- e. Organization Loyalty
- f. Mentors and sponsors
- g. Subordinates
- h. Opportunities to grow
- i. International experience

2. Dependent Variable

The indicators that used to measure employee performance variables (Y) are as follows:

- a. Quality
- b. Quantity
- c. Punctuality

- d. Cost effectiveness
- e. The need for supervision
- f. Relationships between individuals

In this study, data collection was carried out through questionnaires sent to respondents. The measurement scale uses a Likert scale, where respondents determine their level of agreement with a question or statement by choosing one of five scale options. The data analysis used in this research is descriptive analysis.

The equation model in the simple linear regression test in this study is:

$$Y = a + bX + e$$

Information:

$$Y = a + bX + e$$

Y = Dependent Variable

X = Independent Variable

a = constant

b = regression coefficient.

3. RESULTS AND DISCUSSION

Presentation of Respondent Identity Data

Presentation of data in the form of questionnaire results that have been distributed to 80 respondents consisting of personal data of respondents processed using the statistical program on SPSS 25. Respondents taken in this study were employees. Data for each respondent is classified based on characteristics such as gender, age, division and length of service of employees. The following table of respondents' self-identity is presented in tabular form as follows:

Table 1. Respondent's Gender

No	Gender	Number of employees	Persentase
1	Man	39	49
2	Woman	41	51
		80	100

Table 1 illustrates that employees who become research respondents are more women than man.

Instrument Test

a. Validity test

Table 2. Validity test

Variable	Indicator	R value count	r value table	Information
career development	Job performance	0.733	0.443	Valid
	Exposure	0.506	0.443	Valid
	Network work	0.691	0.443	Valid
	Resignations	0.518	0.443	Valid
	Loyalty to the organization	0.654	0.443	Valid
	Mentors and sponsor	0.539	0.443	Valid
	Subordinates who have key roles	0.682	0.443	Valid
	Opportunities to grow	0.651	0.443	Valid
International experience	0.698	0.443	Valid	

employee performance	Quality	0.781	0.443	Valid
	Quantity	0.775	0.443	Valid
	Punctuality	0.785	0.443	Valid
	Cost effectiveness	0.743	0.443	Valid
	The need for supervision	0.547	0.443	Valid
	Relationships between individuals	0.725	0.443	Valid

Source: Data Processing SPSS V. 25

From the table above, we can all see from the evidence that the value of calculated r is greater than the r table with a value of (0.443) and for the level of significance, the value is below 0.05. So, we can all know that all statement items are declared valid.

b. Reliability test

Table 3. Reliability test

Variable	Indicator count	Cronbach's Alpa
career development	9	0.754
employee performance	6	0.780

Source: Data Processing SPSS V. 25

Based on the results of the reliability test calculation, we can all know that all the question items on the career development variable and employee performance variable have a cronbach value that is alpha > 0.60 so it can be said that all statements on the questionnaire are reliable.

c. Normality Test

Table 4. Normality Test

N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.17444886
Most Extreme Differences	Absolute	.066
	Positive	.062
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data Processing SPSS V. 25

Based on the results of the calculation of the normality test with SPSS, we all know that the significance value of 0.200 is more than 0.05, so the data can be called normally distributed..

d. Hypothesis testing

1) T Test

Table 5. Coefficients Table

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Error Std.	Beta		
1	(Constant)	8.771	2.324		3.775	.000
	Career Development	.438	.061	.631	7.185	.000

a. Dependent Variable: employee performance

Source: Data Processing SPSS V. 25

In this study, this t-test was conducted to test the hypotheses that had been prepared previously. In testing the hypothesis by calculating the t table. The provision in this t test is that if $t_{count} > t_{table}$, the results of this study can be stated that the independent variable in the form of career development (X) has a positive and significant effect on the dependent variable in the form of employee performance (Y).

Based on the results of calculations using SPSS, the output table shows the significance value (Sig) of the employee performance variable (X) of 0.000. Thus the value of Sig 0.000 is less than a probability of 0.05 or 5%, it means that the first hypothesis is accepted. This is because the t-count value of the career variable is 7.185, which is greater than the t-table value of 1.988.

2) Coefficient of Determination Test

Table 6 Coefficient of Determination Test

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.631 ^a	.398	.391	2.18834
a. Predictors: (Constant), career development				

Source: Data Processing SPSS V. 25

From the results of this study which was processed using SPSS, in the table above it is known that the correlation value (R) is 0.631. From the results of this study, it is shown that the coefficient of determination (R Square) is 0.398. Thus it can be interpreted that there is an influence of the independent variable (Career Development) on the dependent variable (Employee Performance) of 39.8%.

Based on the results of the calculation of the data in this study, the table above shows a constant (a) of 8.771 and the value of Career Development (b) a regression coefficient of 0.438, thus the regression equation can be made as follows:

$$Y = a + bX + e$$

$$Y = 8771 + 0.438X + e$$

Based on the results of this study, it can be seen in table 5 which means that the constant is 8771, meaning the consistency value of the Employee Performance variable is 8.771. Based on the results of the calculation of data analysis in this study, it shows that the regression coefficient of X is 0.438 so it can be said that if there is an additional unit of employee Career Development value, the Employee Performance value increases by 0.438. In this study, the results of the data analysis showed that there was a positive sign in the regression coefficient value so that it could be interpreted that if there was an increase in employee career development, employee performance would also increase.

DISCUSSION

The following will be explained based on the results of research through data analysis obtained the following results:

In this era of globalization, more and more companies are operating on an international scale. Thus, in order to compete in today's pace of business growth, organizations and employees must continually expand their knowledge and understanding of different cultures and traditions; and develop skills. Many companies organize their business on a project and customer basis, rather than function specialization. Therefore, employees need to have broad interpersonal skills. Modern organizations are required to provide development opportunities for employees regardless of background, gender, ethnicity or age so that they can have the same opportunity to develop. Because of the things that have been mentioned above, career planning and development is an important part of an organization. To achieve maximum results, an organization must understand the relationship between development, training and career. Thus, it can be interpreted that there is a positive and significant influence of career development on employee performance at CV Anggara Prima. This means that if career development is carried out systematically and appropriately, it will be able to improve employee performance at CV Anggara Prima. Good career development based on the results of this study will be able to make employees have good performance as well. The CV Anggara Prima company that carries out a series of good career

development processes for its employees will be able to improve the performance of its employees so that it will have the potential to increase work productivity.

The career development of employees at CV Anggara Prima is able to improve the performance of their employees. Employee career development will also increase the knowledge, expertise and skills possessed by employees at work. This condition will have a positive impact on the ability of employees to complete their work, which means that this condition has a positive impact on the performance of their employees. The results of the research that have been carried out are in accordance with the results of previous research conducted by Yusup and Rohmat [13]. This is also in line with the results of Bachtiar's research [14] which previously explained that career development for employees can increase employee motivation so as to improve employee performance. To be able to develop his career, an employee must be able to recognize his passion or interests & talents. By understanding passion, productivity, creativity, and innovation, an employee will be more developed because he is doing what he likes. Passion itself is an important aspect from within that must be explored for career development. If talent, interest and enthusiasm have not been found, it will affect performance to be less good. As for companies, it will be easier to map employees and identify potential to be developed.

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