

Relationship Between Career Development, Employee Engagement and Employee Performance

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Abstract

Pengembangan karier merupakan rangkaian posisi atau jabatan yang ditempati seseorang selama masa bekerja baik di lingkungan perusahaan. Pengembangan karier sebagai kegiatan manajemen SDM pada dasarnya memiliki tujuan untuk dapat memperbaiki dan meningkatkan efektivitas pelaksanaan pekerjaan oleh para karyawan agar semakin mampu memberikan kontribusi terbaik dalam mewujudkan tujuan perusahaan. Pengumpulan data pada penelitian ini menggunakan metode survey dengan menyebarkan kuesioner secara online. Pengukuran dilakukan dengan skala likert dengan skala 1 – 4 (1 = sangat tidak setuju dan 4 = sangat setuju) dengan total responden berjumlah 125 orang. 77.6% memiliki posisi non-manajerial, dan sisanya, 22.4% memiliki posisi managerial. 61.6% bekerja di divisi Sales/Marketing dan sisanya, 38.4% bekerja di divisi Support (Finance, Legal, CS, HR). 12.8% memiliki pendidikan SMA / Sederajat, 7.2% dengan pendidikan terakhir D3, 71.2% dengan pendidikan terakhir S1 dan sisanya adalah pendidikan terakhir S2. Tidak ada yang memiliki usia di bawah 20 tahun, 37.6% memiliki rentang usia 20-30 tahun, 46.4% memiliki rentang usia 31-40 tahun dan 16% dengan usia di atas 40 tahun. Hasil pengujian menyatakan bahwa pengembangan karier memiliki pengaruh positif dan signifikan terhadap keterlibatan karyawan.

Kata kunci: Karir, *Employee Engagement*, Kinerja Karyawan

Abstract

Career development is a series of positions or positions occupied by a person while working well in a corporate environment. Career development as an HR management activity basically has the goal of being able to improve and increase the effectiveness of work implementation by employees so that they are increasingly able to make the best contribution in realizing company goals. Collecting data in this study used a survey method by distributing questionnaires online. Measurements were made using a Likert scale with a scale of 1 – 4 (1 = strongly disagree and 4 = strongly agree) with a total of 125 respondents. 77.6% have a non-managerial position, and the remaining 22.4% have a managerial position. 61.6% work in the Sales/Marketing division and the remaining 38.4% work in the Support division (Finance, Legal, CS, HR). 12.8% had a high school education / equivalent, 7.2% had a D3 degree, 71.2% had a Bachelor's degree and the rest had a Masters degree. No one was under 20 years old, 37.6% had an age range of 20-30 years, 46.4% had an age range of 31-40 years and 16% were over 40 years old. The test results state that career development has a positive and significant impact on employee engagement.

Keywords : *Career, Employee Engagement, Employee Performance*

INTRODUCTION

Human Resources is a very important asset for every company, so that Every company will always try For own source Power man Whichskilled and reliable in doing his job to face the intense competition between company Which One with company Which other. No can denied

that the presence of reliable human resources is needed and sought after by every company, specifically company Which scale big, To use jack up company the become a company forefront in field.

Program development career will increase performance employee And increase chance promotion for employee so that reach level career furthermore in a manner directed. Career development is a series of positions or positions occupied by a person during period Work Good in environment company. Development career as activity management HR on basically own objective For can repair And increase the effectiveness of the implementation of work by employees so that they are increasingly able to provide the best contribution in realizing company goals. Gomes (2003) argues, from employee point of view, career development provides an overview of pathways future career in the organization and signifies long-term interests from organization to para employee. For company, development career provide some guarantees, that there will be available employees who will fill positions Which will blank in time future. So that development career own existence Which very big for company because development career is gauge measuring for employee in in do career development.

Besides That writer Also interested For do study related with involvement employees or *Employee Engagement* , because it also has an impact on performance employees, *Employee Engagement* is defined in general as the level of commitment and involvement of an employee to the organization and the values of the organization the. When an employee feels *engaged* or involved, then he or she will be aware of it his responsibilities, even he can influence and motivating his colleagues other For together reach objective business For success objective organization.

Employees who have involvement will provide attitudes and emotional connections positive with what he is doing, even they will feel able to beyond the basic duties and roles assigned to them so they can become employee Which superior than those who No engaged.

The concept of *employee engagement* was first introduced by Kahn (1990, p. 694) that is "utilise member organization For role work they Alone". He add that in the engagement "somebody behave And express self they in a manner physique, cognitive, And emotional during they do roles work they".

Career development has a positive influence on employee performance (Kakui & Gachungan, 2016; Ali, et al., 2016; And Nasution, et al., 2018). Development career show exists enhancement status a employee in something organization on track career that has been determined by the organization/company. While the research results are done by Jayusman & Siti Khotimah (2012), in where development career No influential significant to performance employee. Because exists difference the, soneed done testing repeat For clarify connection between variable development career on employee performance.

In addition, it is related to *employee engagement* based on Anitha's research results J (2013), state related with performance employee, that *employees engagement* or involvement employee Also own connection Which positive. In the study This Also explained how employee development becomes a dimension that can influence *employees engagement*.

Objective from study This is to know influence development career partially and simultaneously both on *employee engagement* and on employee performance as well influence *employees engagement* on employee performance, so that can is known factors dominant Which influence performance employee.

METHOD

Collection data on study This use method survey with spread questionnaire in a manner on line. Measurement done with scale likert with

scale 1 – 4 (1 = strongly disagree and 4 = strongly agree) with a total number of respondents 125 person.

Respondents were selected using the simple random sampling method at PT FENI HALTIM. Taking sample member population done in a manner random without notice strata that exist in the employee population of PT FENI HALTIM. Thus each unit sampling as an isolated population element obtains the same opportunities same for be a sample or to represent the population. This is done because the population is considered homogeneous, namely as employees of PT FENI HALTIM where all have the opportunity Which same for get development career.

The Career Development variable is adopted from Siagian (2015) which explains the indicators development career as following :

Table 1 : Indicator Development Career

Dimensi	Indikator
Perencanaan karier	a. Prestasi Kerja memuaskan b. Pengenalan Oleh Pihak Lain c. Kesetiaan Pada Organisasi d. Pembimbing dan Sponsor e. Dukungan para Bawahan f. Kesempatan untuk Bertumbuh

Variable Involvement Karawan (Employee engagement) adopted from Schaufeli et al. (2002).

Table 2 : Indicator Involvement Employee

Dimensi	Indikator
Semangat	a. Energy b. Ketahanan Mental c. Kemauan Upaya d. Ketekunan dalam Kesulitan
Penyerapan	a. Konsentrasi Penuh b. Menikmati Pekerjaan
Dedikasi	a. Antusiasme b. Terinspirasi c. Kebanggaan d. Tertantang

Performance Employee adopted from Keith Davis in Mangkunegara (2017) Which explain indicator Performance Employee as following :

Table 3 : Performance Indicator Employee

Dimensi	Indikator
Motivasi	a. Kecakapan kerja b. Kecermatan kerja c. Tanggung jawab dalam bekerja d. Kreatifitas e. Perbaikan hasil kerja f. Ketepatan waktu kerja
Kemampuan	a. Perilaku dalam organisasi b. Kemampuan kerjasama c. Menyelesaikan tugas tepat waktu

From all indicator the on so will poured in form questionnaireas source data study. Studies This is study quantitative with method

structural Equation Model (SEM), And processing And analysis data use devicesoft SPSS 25 for test validity and reliability.

RESULTS AND DISCUSSION

Test Description Statistics

Respondents to the questionnaire in the sample taken for research amounted to 125 people with a percentage of 67.2% male and 32.8% female. 77.6% held a non-managerial position, and the rest, 22.4% have managerial positions. 61.6% work in Sales/Marketing division and the rest, 38.4% Work in division support (Finance, Legal, CS, HR). 12.8% own education SMA / equivalent, 7.2% with last education D3, 71.2% with last education S1 and the rest is the last education S2. No one is under 20 years old, 37.6% have an age range of 20-30 years, 46.4% have an age range of 31-40 years and 16%with age over 40 year.

Analysis Model pls

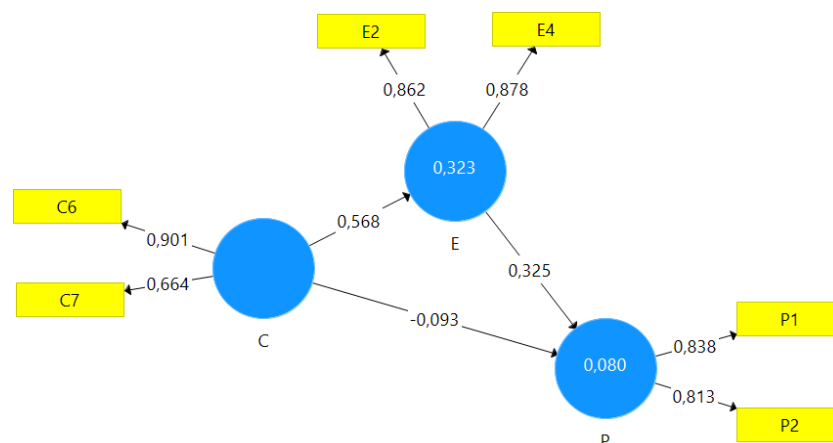
Hypothesis testing in this study uses the Partial Least Square method (PLS). PLS is an alternative method of analysis with the Structural Equation Model (SEM) which are component or variance based which are well known to the intended measurement model For confirm dimensions Which developed on A factor (variable or latent variable). The structural model is a model regarding the structure of the relationships that form or explain causality between factors. The PLS test in this study used evaluation outer model with a reflective model and evaluation of the inner model with a significance level of 5% And analyzed with program application SmartPLS (Partial Least Square).

Evaluation Measurement (Outer Model)

Evaluation of the measurement model or outer model is carried out to assess the validity and construct model reliability. Outer models with reflexive indicators are evaluated by going through convergent, discriminant and composite reliability validity as well as Cronbach alpha for blocks the indicator (Zahara, 2021)

Something indicator stated valid If mark loading factor on 0.5 (mark loading factor > 0.5) to the intended construct. Figure 2 is the result of path analysis using PLS, then the SmartPLS output obtained from the results of each loading factor indicator served on Table 3.

Based on Table 3 it is known that each indicator of the research variable many have an outer loading value > 0.5. According to Zahara, (2021), the outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements of convergent validity. Data these indicate indicators declared feasible or valid for research use and can used For analysis Furthermore.



Picture 2. Results Test loading factors

Table 3. Results Test loading factors (Source: output pls (2022))

	Indicator	Development Career	Employee Engagement	Performance employee
Development Career	C6	0.901		
	C7	0.664		
Employee Engagement	E2		0.862	
	E4		0.878	
Performance employee	P1			0.838
	P2			0.813

Evaluation internal consistency reliability done on every construct. Mark composite reliability of each construct is expected to be at least 0.7. However, on exploratory research with a composite reliability value of ≥ 0.6 is acceptable (Zahara, 2021). Results algorithm SmartPLS on composite reliability each construct is known in Table 4.

Table 4. Construct reliability and validity (Source: output pls (2022))

	Composite reliability	Average Variances Extracted (AVE)
Development Career	0.766	0.627
Employee Engagement	0.861	0.757
Performance employee	0.810	0.681

Table 4 show that category Enough Good each construct has meet the outer model reliability assessment criteria with a composite reliability value of > 0.7 . Thus the outer model analysis is continued to the outer model validation stage. validity The outer model is carried out using convergent validity and discriminant validity. Evaluation convergent validity done with see mark average variances extracted (AVE) on every construct. Hair Jr et al., (2021) state that mark AVE on every construct Which Good at least is > 0.5 . Results Algorithm SmartPLS on mark AVE summarized in Table 4. Thus, the proposed structural equation model is complete criteria convergent validity.

Influence Test kindly Direct (Direct effects)

Testing hypothesis done with test T-statistics (t-test) with level significance 5%. It is said to be significant if the T-statistics value is > 1.96 . If in this test obtained p-values < 0.05 ($\alpha 5\%$), means testing significant, And on the contrary if p-values > 0.05 ($\alpha 5\%$), means No significant. Results test influence direct each variable can seen in Table 5.

Table 5. Path Coefficients (Source: output pls (2022))

	Original sample (O)	sample Means (M)	standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Development Career > Employee Engagement	0.568	0.576	0.071	8,032	0.000
Employee Engagement > Performance employee	-0.093	-0.085	0.122	0.765	0.445
Development Career > Performance employee	0.325	0.332	0.135	2,414	0.016

Table 5 show that mark coefficient is positive on connection development career with employees engagement And development career with performance employee so that connection between variable the influential positive with mark significant p values between variables $0.000 < 0.05$ worth significant.

DISCUSSION

Influence Career development To Employee performance

Results study show that career own influence Which positive And significant to performance employee. Matter This in line with study earlier from Robbins (1996), Which It means, the more tall management And program development career in in company, matter the will have an impact positive to performance employee.

Influence Career development To *Employee Engagement*

The results of this study indicate that career development has an influence positive and significant impact on employee engagement. That is, the higher the development career in A company, matter the will make involvement employee to company productivity is getting higher. This supports research that . Judge et al. (2001) and Jaramillo et al. (2005).

Influence *Employee Engagement* To Performance Employee

The results of the last hypothesis test show that employee engagement has influence Which negative And No significant to performance employee as variable intervene. It means, involvement employee No impact whatever to performance employee in the company.

CONCLUSION

The test results state that career development has a positive influence and significant to employee engagement. Furthermore, career development have positive and significant influence on employee performance. However, research shows that employee engagement has a negative and not significant effect on performance employee as a variable intervene.

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