

The Impact of Career Development on Employee Performance

A Case Study of Cipta Pesona Pancuran Mas Developer & General Contractor

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Abstract

This study aims to explore and analyze in depth the impact of career development on employee performance within an organization or company. In today's competitive and rapidly evolving work environment, career development has become a crucial element that not only influences job satisfaction but also plays a strategic role in enhancing overall performance. A quantitative research method was employed using a survey approach to examine the relationship between career development and employee performance. Data collection was carried out through the distribution of structured questionnaires to respondents, who were employees of the company under study. The population consisted of all permanent employees, and the sampling technique used was purposive sampling. The study involved a number of respondents who met the specified criteria. The collected data were analyzed using statistical methods to assess the effect of career development on employee performance. Respondent demographics revealed that the participants were permanent employees with diverse backgrounds in terms of age, tenure, and job position. Most respondents were within the productive age range (25–40 years) and had been working at the company for more than two years. This study is subject to several limitations that should be considered when interpreting the results. Firstly, the research was conducted within a single organization Cipta Pesona Pancuran Mas Developer & General Contractor thus, the findings may not be generalizable to other industries with different characteristics. This study provides both theoretical and practical contributions to the field of human resource management. Theoretically, it reinforces the understanding that structured and continuous career development can boost employee motivation and productivity. Practically, the findings offer valuable insights for companies aiming to improve performance through strategic HR development initiatives. The novelty of this research lies in its integrated analysis of how career development, job satisfaction, and organizational commitment interact to influence employee performance, specifically within the context of a local developer and contractor company an area that has received limited scholarly attention..

Keywords

Career Development, Employee Performance, Organizational Commitment, Job Satisfaction.

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1. Introduction

In the face of increasingly complex industrial competition, strategic human resource (HR) management has become a critical success factor for organizations aiming to achieve a competitive advantage. One of the primary focuses in modern HR management is employee career development, which is considered a key instrument for enhancing both individual and organizational performance (Armstrong & Taylor, 2017). Career development reflects an organization's commitment to supporting employees' professional growth through training, career planning, and competency improvement opportunities.

Employee performance is a tangible outcome of effective HR management and plays a crucial role in achieving organizational goals. Numerous prior studies have demonstrated a significant relationship between career development and employee performance. For instance, research by Khan and Rasheed (2015) emphasized that organizational investment in career development can enhance employee motivation, job satisfaction, and loyalty, which in turn positively influences job performance. Similarly, Noe (2017) found that a structured career development process helps employees adapt to organizational changes and better prepare for work-related challenges.

In the context of construction and property service companies such as Cipta Pesona Pancuran Mas Developer & General Contractor, the implementation of a well-planned career development system becomes increasingly important. This is because the sector relies heavily on the performance of professional labor to deliver timely, high-quality, and efficient projects. Without adequate support for employee development, risks such as skill stagnation, high turnover, and declining productivity are likely to increase (Dessler, 2020).

Febrianty and Muhammad (2023) concluded that effective human resource management for Generation Z requires a technology-driven, flexible, and adaptive approach. Gen Z values digital learning, real-time feedback, work-life balance, and clearly defined career paths. Organizations that adopt digital HR practices are more likely to attract, engage, and retain Gen Z talent, thereby fostering innovation and organizational growth.

However, despite the growing recognition of the importance of career development, a gap still exists between strategic HR planning and its implementation at the operational level. Many organizations face challenges in designing career development programs that align with both individual needs and corporate objectives. Therefore, this study aims to empirically examine how career development affects employee performance, while also considering the mediating and moderating roles of job satisfaction and organizational commitment.

Using a quantitative approach and path analysis via SmartPLS, this research seeks to offer both theoretical and practical contributions to HR management, particularly within the construction and property development industry in Indonesia.

2. Literature review and hypothesis/es development

2.1.1 Career Development

Career development is one of the strategic aspects of human resource management, aimed at helping employees plan, manage, and achieve their career goals in a structured and sustainable manner. According to Noe (2017), career development is a formal process organized by an organization to enhance individual capabilities in preparation for future job responsibilities. This process involves training, retraining, mentoring, and clear career path planning.

In the context of modern organizations, career development is not only seen as a means to fulfill corporate needs but also as a reflection of the company's commitment to the growth and well-being of its employees. When employees see opportunities for advancement within the organization, they feel valued, motivated, and more emotionally engaged in their work (Armstrong & Taylor, 2020). Therefore, career development plays a crucial role in enhancing both employee loyalty and overall performance.

Previous studies have also shown that career development has a significant and positive relationship with employee performance. Employees who are given access to training, fair promotion opportunities, and proper career guidance tend to demonstrate higher levels of productivity, creativity, and job responsibility (Tansky & Cohen, 2001; Ismail et al., 2016). This is because career development gives them a sense of ownership over their work and a clear direction toward achieving their professional goals.

Moreover, career development strengthens the organization's internal capabilities. By creating a system that consistently supports individual growth, companies can reduce external recruitment costs and build an adaptive workforce ecosystem ready to face long-term business challenges. For this reason, in this study, career development is positioned as an independent variable assumed to have a direct influence on improving employee performance.

2.1.2 Employee Performance

Employee performance refers to the overall outcomes of an individual's efforts in carrying out their assigned duties and responsibilities. Performance not only reflects how well an employee completes their tasks but also their contribution to the organization's broader goals. According to Mangkunegara (2017), performance is the result of work, both in quality and quantity, achieved by an employee in accordance with their assigned responsibilities.

Employee performance is influenced by various factors such as motivation, competence, work environment, and organizational support. Robbins and Judge (2015) state that employee performance is a function of the interaction

between individual ability and work motivation. Thus, effective human resource management, including career development, has a significant impact on performance improvement.

Gibson et al. (2009) divide performance into several dimensions: (1) quantity of output, or the amount of work completed; (2) quality of output, or the standard of the work produced; (3) timeliness, or the speed and efficiency with which tasks are completed; (4) attendance, referring to frequency and consistency of presence at work; and (5) teamwork ability, or the employee's capacity to collaborate with colleagues.

Strong employee performance is essential to organizational success. This is because individual performance, when accumulated, directly affects organizational productivity, efficiency, and competitiveness. According to Mathis and Jackson (2010), high-performing employees tend to have a strong commitment to their work, display loyalty to the company, and offer creative solutions to problems.

Therefore, improving employee performance should be a primary focus of human resource management strategies. One effective approach that organizations can adopt is continuous career development to ensure that employees evolve and are prepared to face increasingly complex work challenges.

2.1.3 Organizational Commitment

Organizational commitment is a psychological attitude that reflects the extent to which employees feel attached, loyal, and willing to remain part of the organization and contribute to its goals. According to Meyer and Allen (1991), organizational commitment consists of three dimensions: affective commitment (emotional attachment to the organization), normative commitment (a sense of obligation to stay), and continuance commitment (awareness of the costs associated with leaving the organization).

In the context of career development, organizational commitment is demonstrated through the organization's dedication to providing training, promotion opportunities, and clear career progression pathways. When organizations actively support employee development, it fosters a sense of appreciation and recognition, which strengthens employees' emotional bonds with the organization. High levels of organizational commitment lead to increased loyalty and intrinsic motivation, which positively affect both individual and team performance.

Conversely, a lack of organizational commitment to career development may result in high turnover rates, low morale, and decreased productivity. Therefore, organizational commitment not only supports career development but also plays a vital role in fostering sustainable and high-quality employee performance.

2.1.4 Job Satisfaction

Job satisfaction is a pleasant or positive emotional state resulting from an individual's evaluation of their job or work experiences. According to Locke (1976), job satisfaction is the pleasurable feeling that comes from the perception that one's job or its aspects meet or exceed personal expectations. Robbins and Judge (2015) define job satisfaction as a general attitude that reflects how a person feels about their job as a whole.

In the context of career development, job satisfaction is influenced by the extent to which employees feel supported by the organization in advancing their careers through training, promotions, and clear career paths. When career development is well-implemented and aligned with employee needs, individuals tend to feel appreciated, motivated, and show higher levels of satisfaction with their work. High job satisfaction also correlates with improved performance, stronger loyalty, and reduced turnover intentions.

On the other hand, when employees feel unsupported in their career progression, it may lead to dissatisfaction, work-related stress, and decreased productivity. Thus, job satisfaction is a key element that strengthens the relationship between career development and employee performance. Organizations that foster a career-supportive work environment are more likely to boost job satisfaction, which directly contributes to overall performance improvements.

2.2 Research Framework

Operational definitions of variables serve to clearly describe each concept used in the study to ensure objective and accurate measurement. This research includes four key variables:

1. **Independent Variable (X1):** Career Development
2. **Mediating Variable (Z):** Job Satisfaction
3. **Moderating Variable (M):** Organizational Commitment
4. **Dependent Variable (Y):** Employee Performance

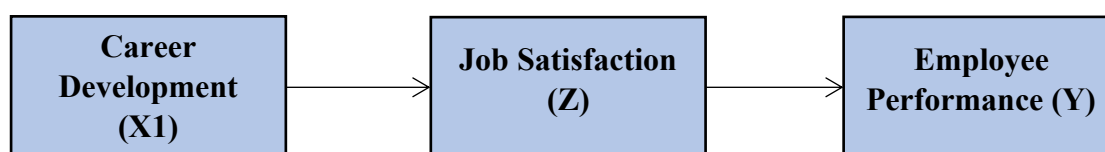


Figure 1. Research Framework

2.3 Research Hypotheses

A hypothesis is an assumption or proposition that must be tested through data or evidence obtained from research. It also serves as a guideline for researchers in collecting the necessary data (Dantes, 2012). The hypotheses proposed in this study are as follows:

1. **H1:** Career development has a positive and significant effect on employee performance.
2. **H2:** Career development positively influences job satisfaction.
3. **H3:** Job satisfaction has a positive effect on employee performance.
4. **H4:** Job satisfaction mediates the relationship between career development and employee performance.
5. **H5:** Organizational commitment moderates the relationship between career development and employee performance.

3. Methodology

This study follows a quantitative approach, as suggested by Creswell (2014). The population in this research consists of consumers who purchase imported halal food products online. The sample includes individuals in Indonesia who have made such online purchases. A total of 260 respondents were selected as the sample for this study.

3.1 Operational Definition of Variables

An operational definition is a definition expressed in specific, measurable criteria that allows for empirical testing (Blumberg et al., 2014). The operationalization and measurement of the variables used in this study are presented in **Table 1**.

Table 1. Operational Research Variables

No	Variable	Operational Definition	Indicators	Source	Skala Likert
1	Career Development (X1)	Organizational efforts to improve employee abilities and potential to achieve desired career goals.	1. Career planning 2. Training and development	Simamora (2004); Robbins & Judge (2017)	1-5
2	Work Motivation (X2)	Internal and external motivations that influence employee enthusiasm and desire to work optimally.	1. Job security 2. Social relationships	Maslow (1943); Robbins & Judge (2017)	1-5
3	Competence (X3)	The abilities and skills that employees have to carry out job duties and responsibilities effectively.	1. Communication skills 2. Problem-solving skills	Spencer & Spencer (1993); Mangkunegara (2013)	1-5
4	Employee Performance (Y)	The work results achieved by employees in carrying out their duties and responsibilities are in accordance with established standards.	1. Quality of work 2. Punctuality	Mangkunegara (2013); Bernardin & Russell (1993)	1-5

3.2 Analytical Tools

Path Analysis

This study employs the Structural Equation Modeling (SEM) method, a multivariate analysis technique that integrates aspects of factor analysis and multiple regression. SEM allows researchers to examine a series of interrelated dependence relationships between measured variables and latent constructs (variants), as well as among multiple latent constructs (Hair et al., 2019).

The measurement model (**outer model**) describes the relationship between the indicator blocks and the latent variables (Abdillah & Hartono, 2015). Construct validity and instrument reliability are assessed using this measurement model. Validity testing determines whether the research instrument accurately measures what it is intended to measure (Abdillah & Hartono, 2015), while reliability testing evaluates whether the instrument consistently measures a concept or whether respondents consistently answer the questions provided in the questionnaire or research instrument.

3.3 Respondent Demographic Characteristics

Information regarding the demographic characteristics of the respondents is presented in **Table 2** below:

Table 2. Demographic Characteristics of Research Respondents

<i>Description</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Gender</i>	<i>Male</i>		<i>37%</i>
	<i>Female</i>		<i>63%</i>
<i>Age</i>	<i>< 25 Years</i>	<i>86</i>	<i>86,1%</i>
	<i>25-34 Years</i>	<i>13</i>	<i>13%</i>
	<i>34-44 Years</i>	<i>1</i>	<i>0,9%</i>
	<i>> 44 Years</i>	<i>0</i>	<i>0%</i>

Source; Processed data 2025

The gender composition of the respondents reveals a notable imbalance, with a clear majority being female accounting for 63% of the total sample. The ratio of female to male respondents is nearly 2:1, meaning that for every 10 respondents, approximately 6 are female while only 4 are male. This may reflect a gender distribution imbalance within the target population or may suggest that women were more engaged or willing to participate in the study.

In terms of age, the majority of respondents fall under the age of 25, comprising 86.1% of the total sample. This indicates that the sample is predominantly composed of young individuals, specifically late adolescents or early adults. Respondents aged between 25 and 34 years make up only 13%, a significantly smaller proportion compared to those under 25.

Only one respondent (0.9%) falls within the 34–44 age group, and no respondents were over the age of 44. This distribution suggests that the sample primarily consists of individuals in the early stages of their productive age. The absence of participants over 44 years old indicates a limitation in data representation for older age segments, which may constrain the generalizability of the findings to older populations.

4. Results and discussion

Construct Validity Testing

In this study, validity is assessed through construct validity using SEM-PLS software. Construct validity testing in PLS consists of two main aspects: convergent validity and discriminant validity.

Convergent Validity

Average Variance Extracted (AVE) is a statistical measure used in the evaluation of convergent validity within the measurement model of latent constructs. AVE indicates the extent to which the variance of the indicators can be explained by the underlying construct, as opposed to variance caused by measurement error.

The AVE value ranges from 0 to 1. A higher AVE value indicates a greater proportion of variance in the indicators is explained by the construct, signifying good convergent validity.

According to Hair et al. (2014), an AVE value greater than 0.50 is considered acceptable, meaning that over 50% of the indicator variance is explained by the construct itself.

Table 3. Average Variance Extracted (AVE) Values

<i>Description</i>	<i>Average variance extracted (AVE)</i>
Job Satisfaction	<i>0.788</i>
Employee Performance	<i>0.762</i>
Organizational Commitment	<i>0.650</i>
Career Development	<i>0.751</i>

Source : Smart PLS 4.0

The table presented shows the **Average Variance Extracted (AVE)** values for the four constructs analyzed using SmartPLS 4.0. Below is the interpretation of each construct:

1. Job Satisfaction

AVE value: 0.788

Interpretation: Approximately 78.8% of the variance in the indicators for the job satisfaction construct is explained by the construct itself. This value is well above the minimum threshold of 0.50, indicating **excellent convergent validity**.

2. Employee Performance

AVE value: 0.762

Interpretation: About 76.2% of the indicator variance is explained by the employee performance construct, demonstrating **strong convergent validity**.

3. Organizational Commitment

AVE value: 0.650

Interpretation: The organizational commitment construct explains 65.0% of the variance in its indicators. Although lower than the first two constructs, this value still exceeds the minimum requirement and indicates **good convergent validity**.

4. Career Development

AVE value: 0.751

Interpretation: The career development construct explains 75.1% of the variance in its indicators, signifying **very good convergent validity**.

Reliability Testing

The accuracy, consistency, and stability of a measurement instrument in representing latent constructs is referred to as reliability (Abdillah & Hartono, 2015). In the context of Structural Equation Modeling using Partial Least Squares (PLS-SEM), reliability is assessed using two main indicators: Cronbach's Alpha and Composite Reliability (CR) (Hair et al., 2021). These two indicators evaluate the internal consistency of items within a construct.

Table 4. Cronbach Alpha and Composite Reliability Values

Variable	Cronbach's alpha	Composite Reliability	Information
Job Satisfaction	0.733	0.747	Reliable
Employee Performance	0.688	0.689	Not Reliable
Organizational Commitment	0.731	0.732	Reliable
Career Development	0.834	0.836	Reliable

Source: Smart PLS 4, 2025

Based on Table 4, three out of four variables meet the reliability criteria for both Cronbach's Alpha and Composite Reliability (CR). The Cronbach's Alpha values for these three variables exceed the threshold of 0.6, indicating that the constructs demonstrate good internal consistency (Hair et al., 2021). This means that the indicators for the variables Job Satisfaction, Organizational Commitment, and Career Development consistently measure the intended constructs.

Furthermore, the Composite Reliability values for these three variables also exceed the minimum acceptable value of 0.7, ranging from 0.732 to 0.836. This suggests a strong degree of reliability, reflecting solid inter-item correlations among the reflective indicators used for each construct.

However, the variable Employee Performance shows a Cronbach's Alpha of 0.688 and a Composite Reliability of 0.689, both falling slightly below the ideal threshold of 0.7. These results indicate that the indicators for this construct do not exhibit sufficient internal consistency. As such, the Employee Performance construct is classified as Not Reliable.

Discriminant Validity (Cross Loadings)

Discriminant Validity Values (Cross Loadings) represent the results of the discriminant validity test using the cross loadings method in SmartPLS 4.0. This test is used to ensure that each indicator in the model exclusively measures the construct it is intended to measure and does not exhibit stronger associations with other constructs.

In the context of PLS-SEM, an indicator is considered valid if its loading value is highest on its corresponding construct compared to its loadings on other constructs. This confirms that the indicator differentiates well between the latent variables and contributes specifically to the construct it is assigned to.

Thus, the cross loading analysis helps confirm the discriminant validity of the measurement model by demonstrating that constructs are empirically distinct from one another

Table 5. Discriminant Validity Values (Croos Loadings)

<i>Description</i>	<i>Job Satisfaction</i>	<i>Employee Performance</i>	<i>Organizational Commitmen</i>	<i>Career Development</i>
<i>M6</i>	0.673	0.601	0.795	0.567
<i>M7</i>	0.413	0.697	0.835	0.551
<i>M8</i>	0.543	0.566	0.788	0.632
<i>X2</i>	0.605	0.610	0.609	0.897
<i>X3</i>	0.503	0.704	0.627	0.824
<i>Y4</i>	0.575	0.878	0.677	0.664
<i>Y5</i>	0.453	0.868	0.671	0.626
<i>Z10</i>	0.907	0.529	0.554	0.646
<i>Z9</i>	0.868	0.520	0.644	0.482
<i>X1</i>	0.557	0.611	0.644	0.877

Source : *Smart PLS 4.0*

Each construct Job Satisfaction, Employee Performance, Organizational Commitment, and Career Development was measured by several reflective indicators (e.g., M6, X2, Y4, etc.). According to the discriminant validity criteria based on cross loadings, an indicator is considered valid if its highest loading value appears on its associated construct compared to all other constructs.

For example, indicator M6 has its highest loading value of 0.795 on the Organizational Commitment construct. This confirms its discriminant validity, as the loadings on Job Satisfaction (0.673), Employee Performance (0.601), and Career Development (0.567) are notably lower. The same applies to indicators M7 and M8, which also show their highest loadings on Organizational Commitment, with values of 0.835 and 0.788 respectively affirming the validity of these indicators for the construct.

Furthermore, indicators X2 (0.897), Z (0.824), and X1 (0.877) show the highest loading values on the Career Development construct. Although X2 and X3 display relatively strong loadings on other constructs as well, their highest values are still within the intended construct, which confirms that discriminant validity is maintained.

For the Employee Performance construct, indicators Y4 and Y5 have the highest loadings at 0.878 and 0.868 respectively well above their loadings on other constructs indicating strong discriminant validity and construct-specific measurement.

Lastly, for the Job Satisfaction construct, indicators Z10 and Z9 exhibit very strong loadings of 0.907 and 0.868, significantly higher than their loadings on other constructs. This clearly reinforces their discriminant validity and their appropriateness in measuring Job Satisfaction.

4.1 Data Analysis Results

The data in this study were analyzed using the Structural Equation Modeling (SEM) approach with the help of SmartPLS software version 3.2.9. SEM with the Partial Least Squares (PLS) method was chosen due to its ability to handle predictive models, accommodate complex models with numerous indicators, and work effectively with non-normally distributed data. This approach is also suitable for exploratory research and model development as it does not require a strong theoretical foundation. The PLS method enables the examination of relationships between latent variables without the strict assumption of multivariate normality. It also allows for the evaluation of each indicator's contribution to the measured variable through the coefficient of determination (R-Square).

Structural Model Evaluation (Inner Model)

In this study, a strong correlation was found between the indicators and their respective variables, as indicated by outer loading values above 0.7 for all indicators. These findings confirm that the indicators effectively represent their associated constructs, validating the model as a reflective one.

R-Square Value Analysis

The R-Square values obtained in this study are presented in the following table.

Table 6. R.Square and Adjusted Square

Description	R-square	Adjusted R-square
Job Satisfaction	0.412	0.406
Employee Performance	0.606	0.598
Career Development	0.523	0.518

Source; Smart PLS 4.0 2025

The R² value of 0.412 indicates that 41.2% of the variance in job satisfaction can be explained by the independent variables in the model, such as career development or work environment (depending on your model specification). This means that the remaining 58.8% is influenced by other factors not included in this model. The adjusted R² value of 0.406 suggests that after accounting for the number of predictors, the model's ability to explain job satisfaction remains relatively stable at 40.6%. This indicates that the model is not overfitted and is relatively efficient.

Employee Performance:

The R² value for this variable is 0.606, meaning that 60.6% of the variation in employee performance is explained by the variables included in the model. This represents a strong indication that the model has a high predictive capability regarding employee performance. The adjusted R² is 0.598, only slightly lower than the R², which reflects the consistency and stability of the model. This is considered a strong value, as it exceeds the commonly accepted threshold of 0.5 for a model to be considered as having good explanatory power.

Career Development:

For this variable, the R² value is recorded at 0.523, indicating that 52.3% of the variance in career development is explained by other variables in the model, such as organizational support, training, or work experience. The adjusted R² value of 0.518 further confirms that the model maintains good accuracy even after adjusting for model complexity.

Hypothesis Testing

Path Coefficient Analysis

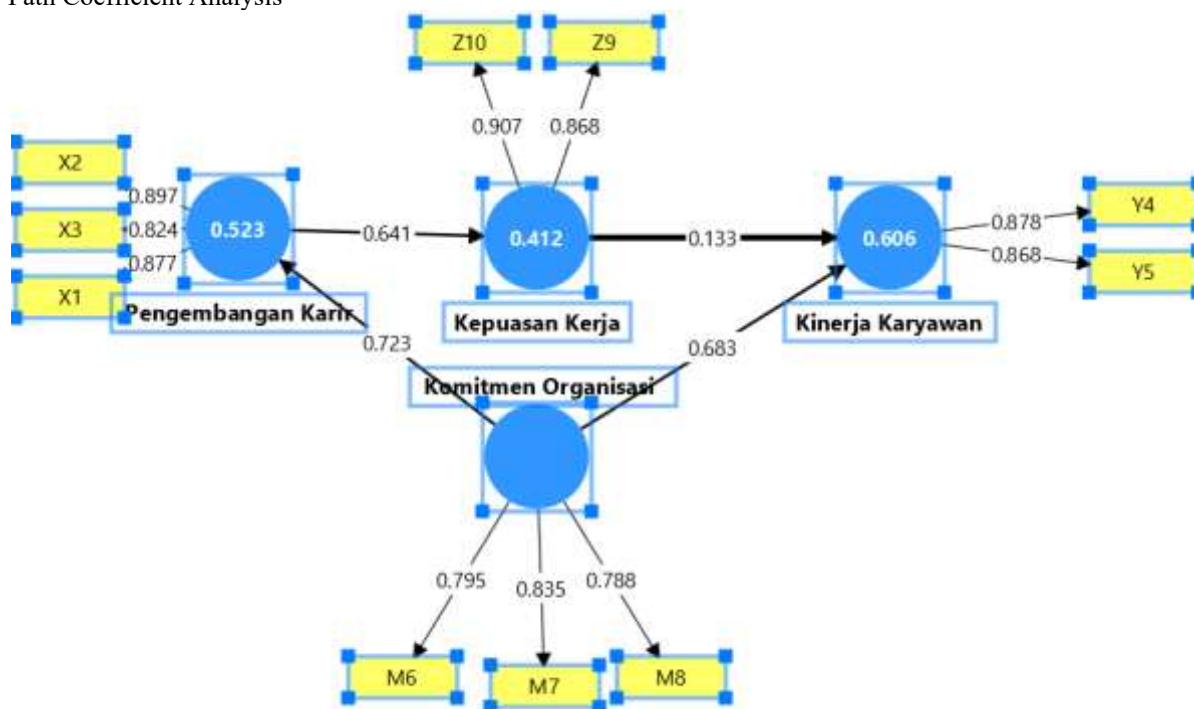


Figure 2. Path Coefficient Analysis

Table 13. Direct Effect (Mean, STDEV, T-Statistic)

Description	Path Coeffisiens	Mean sample (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P Value (P values)
Job Satisfaction -> Employee Performance	0.113	0.142	0.101	1.314	0.189
Organizational Commitment -> Employee Performance	0.683	0.678	0.098	6.960	0.000
Organizational Commitment -> Career Development	0.723	0.725	0.058	12.506	0.000
Career Development -> Job Satisfaction	0.641	0.649	0.064	10.062	0.000

Source; Smart PLS 4.0

1. Job Satisfaction → Employee Performance

Path Coefficient = 0.113

T-statistic = 1.314

P-value = 0.189 (> 0.05)

Job satisfaction has a positive but statistically insignificant effect on employee performance. This suggests that although the relationship is in a positive direction, the level of job satisfaction is not strong enough to significantly influence employee performance directly. This is indicated by the p-value greater than 0.05 and a t-statistic below 1.96.

2. Organizational Commitment → Employee Performance

Path Coefficient = 0.683

T-statistic = 6.960

P-value = 0.000

Organizational commitment has a positive and significant effect on employee performance. The higher an individual's commitment to the organization, the more likely they are to demonstrate good work behavior, discipline, and responsibility. A t-statistic greater than 1.96 and a p-value below 0.05 confirm the significance of this relationship.

3. Organizational Commitment → Career Development

Path Coefficient = 0.723

T-statistic = 12.506

P-value = 0.000

Organizational commitment strongly and significantly promotes career development. Employees with a high level of commitment to their organization tend to engage more actively in self-development and career advancement. This indicates that organizational loyalty forms the foundation for sustainable human resource development.

4. Career Development → Job Satisfaction

Path Coefficient = 0.641

T-statistic = 10.062

P-value = 0.000

Career development has a positive and significant impact on job satisfaction. This means that the better the career development opportunities provided by the company, the higher the employee satisfaction. This is an important indicator that career development programs have a direct effect on employees' work happiness.

Hypothesis Testing Overview

In the context of this study, *hypothesis testing* refers to a series of statistical procedures used to validate the relationships between variables in the model, particularly in Partial Least Squares (PLS) statistical analysis. The

testing process begins with running simulations for each proposed relationship. At the core of this testing lies the use of the *bootstrapping* method, a resampling technique executed through the SmartPLS software.

4.2 Discussion

The Effect of Job Satisfaction on Employee Performance

Based on the research findings, job satisfaction has a tangible effect on employee performance. This means that the higher the level of satisfaction experienced by employees, the better their performance in carrying out daily tasks. Employees who feel valued, supported by a comfortable work environment, and maintain positive relationships with colleagues tend to demonstrate high levels of commitment and responsibility toward their work. These findings align with Herzberg's (1959) Two-Factor Theory, which distinguishes between hygiene factors that cause dissatisfaction and motivators that drive satisfaction. In this study, motivators such as recognition, growth opportunities, and a sense of achievement were shown to be key drivers that enhance work performance. Furthermore, Robbins and Judge (2019) emphasize that satisfied employees are more likely to work efficiently, have lower absenteeism rates, and exhibit higher loyalty to the organization. In the company under study, the most satisfying aspects for employees were a conducive work atmosphere and harmonious workplace relationships. However, it is also worth noting that many respondents expressed dissatisfaction with the reward system and the availability of career development opportunities.

This suggests that job satisfaction influences not only short-term work motivation but also the long-term sustainability of employee performance. As Bakotić (2016) points out, when employees feel psychologically and emotionally comfortable at work, they are more likely to achieve their targets and contribute meaningfully to the organization. In other words, if a company aims to improve productivity, attention to job satisfaction elements such as fairness, recognition, and personal development opportunities should become a key part of its human resource management strategy. Luthans (2011) also argues that an organizational approach focused on employee well-being and satisfaction can positively impact overall performance.

The Effect of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment significantly influences employee performance. Employees who feel a sense of belonging and emotional attachment to the organization tend to exhibit greater dedication in fulfilling their responsibilities. This proves that when employees perceive themselves as an integral part of the organization, they are more motivated to give their best.

In this study, organizational commitment is viewed through three dimensions: affective, normative, and continuance commitment (Meyer & Allen, 1991). Affective commitment, which refers to an employee's emotional attachment to the organization, was found to be the most influential dimension. Employees with strong emotional bonds to their company tend to be more enthusiastic in performing their duties and more resilient under pressure. Normative commitment based on a moral obligation to stay with the organization also contributes positively, though not as strongly as affective commitment. Continuance commitment, which stems from rational considerations of the costs and benefits of leaving the organization, was the least influential in relation to performance.

These findings support the views of Robbins and Judge (2019), who note that organizational commitment fosters positive work behavior, including work enthusiasm, discipline, and a desire to grow with the company. In short, employees with high levels of commitment are more likely to maintain work quality because they feel both emotionally and professionally involved.

In the company studied, most employees demonstrated a high level of commitment, especially in the form of loyalty and a desire to stay with the organization long-term. However, some respondents indicated that unclear career paths and suboptimal internal communication were still challenges to strengthening overall commitment.

As a practical implication, management should design policies that encourage employee engagement, such as clear career development programs, recognition for contributions, and an open, supportive organizational culture. These efforts can foster genuine commitment and lead to improved overall performance.

The Effect of Organizational Commitment on Career Development

The study revealed that organizational commitment has a strong influence on employee career development. In other words, the higher the organization's commitment to its employees, the greater the opportunities and support provided for individual career growth. Organizational commitment is reflected in how the company treats its employees as long-term assets. This is demonstrated through efforts such as competency development, training programs, structured career paths, and open communication between management and employees.

Employees working in environments with high organizational commitment generally perceive substantial support for their career progression. These findings are consistent with Meyer and Allen (1991), who assert that organizational commitment not only drives employee loyalty but also creates an environment conducive to optimal potential development. In this context, commitment is not just emotional attachment but is embedded in strategic HR policies, including career development initiatives.

Robbins and Judge (2019) also highlight that organizations with strong commitment to their workforce are more likely to offer career advancement opportunities, both vertically (promotions) and horizontally (job enrichment

and cross-functional training). This has a direct impact on employee motivation and their desire to grow within the company.

In the company examined, most respondents acknowledged that organizational commitment played a significant role in providing access to training, coaching, and promotion opportunities. However, some also noted that not all departments consistently offer the same level of career support, indicating a need for standardized career development policies across the organization.

Moreover, organizational commitment fosters a supportive work climate that indirectly facilitates employee self-development. When employees feel valued and prioritized, they are more confident in participating in training programs and ready to take on new career challenges. These findings suggest that organizational commitment is a key foundation for establishing a sustainable career development system. Without a genuine commitment from the organization, career development often becomes a formality without meaningful outcomes. Therefore, management must build consistent commitment to career growth through measurable, transparent, and sustainable policies.

The Effect of Career Development on Job Satisfaction

The findings of this study indicate that career development has a significant impact on job satisfaction. In essence, the more robust the career development programs provided by the organization, the higher the level of job satisfaction among employees. This is evident from employees' enthusiasm at work, loyalty to the company, and positive perceptions of their work environment.

Career development includes the organization's efforts to provide employees with opportunities to enhance their competencies through training, promotions, coaching, and structured career planning. When employees feel that the company is invested in their future, they tend to feel valued and recognized, which in turn increases their job satisfaction.

These findings are supported by Mondy and Noe (2005), who state that systematic career development programs can strengthen employees' sense of belonging and enhance job satisfaction. Similarly, Robbins and Judge (2019) explain that one of the strongest drivers of job satisfaction is the opportunity for professional growth within the organization.

In the case of the company studied, most respondents felt they had adequate opportunities for development, both through internal training and promotion chances. However, some also mentioned that limited information about available career paths remains a challenge. This suggests that while career development is underway, improvements are needed in terms of transparency and structured planning.

5. Conclusion

5.1. Conclusion

Based on the results of the analysis and the discussions presented in the previous sections, the following conclusions can be drawn:

1. Career development has a significant positive impact on job satisfaction.
A path coefficient of 0.641 indicates that the better the career development programs provided by the organization, the higher the level of employee job satisfaction. This suggests that attention to individual growth and development can enhance both employee motivation and loyalty.
2. Job satisfaction contributes positively to employee performance, although the influence is relatively weak.
With a path coefficient of 0.133, job satisfaction still plays a role in improving performance, but it is not the main driving factor. This implies that a combination of stronger variables is needed to effectively boost productivity.
3. Organizational commitment is the most dominant variable influencing employee performance.
A path coefficient of 0.683 demonstrates that employees with high organizational commitment tend to perform better. Organizational commitment serves as a key driver in fostering loyalty and work responsibility.
4. Organizational commitment strongly influences career development.
The relationship is supported by a path coefficient of 0.723, indicating that employees with emotional attachment and a sense of responsibility toward the organization are more receptive to career development initiatives, including training, education, and promotions.
5. Career development can serve as an indirect strategy to enhance employee performance.
By improving job satisfaction and reinforcing organizational commitment, career development has the potential to create a cascading effect that strengthens individual performance over the long term.

5.2. Limitation

This study has several limitations that should be taken into account to ensure the findings are interpreted appropriately. First, the scope of the research was limited to a single company, Cipta Pesona Pancuran Mas Developer & General Contractor, which means the results may not be generalizable to other industries with different characteristics.

5.3. Suggestion

Based on the conclusions drawn from this study, several recommendations can be outlined as follows:

1. The organization is advised to enhance its career development programs in a more structured and sustainable manner, as career development has been proven to significantly influence job satisfaction and indirectly impact employee performance. Clear and transparent programs are likely to increase employee motivation and engagement.
2. Management should strengthen employees' organizational commitment through effective communication and appropriate recognition, as organizational commitment has a strong impact on employee performance. With higher commitment, employees tend to be more productive and contribute more effectively to the organization.
3. Job satisfaction, while having a positive but relatively weak influence on performance, should be given more in-depth attention, particularly by identifying the specific factors that can enhance satisfaction and make a more substantial contribution to improving employee performance.

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