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The Effect of Career Development, Job Satisfaction and Work Motivation on Employee Performance at PT Cerah Sinergi Sejahtera

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Abstract.
Objective: This study aims to determine whether career development, job satisfaction and work motivation affect employee performance at PT. Cerah Sinergi Sejahtera. The type of quantitative research aims to determine the effect of career development, job satisfaction and work motivation as independent variables and employee performance as dependent variables.
Design/Method/Approach: the method used in this study is a quantitative descriptive method with an analysis tool using multiple regression. The data used are primary data sourced from questionnaires with a sample of 54 respondents.
Discussion: The results of the analysis using the t test show that career development does not affect employee performance at PT. Cerah Sinergi Sejahtera. Job satisfaction has a positive effect on employee performance at PT. Cerah Sinergi Sejahtera. Work motivation has a positive effect on employee performance at PT. Cerah Sinergi Sejahtera. The results of the determination coefficient test of the regression model show an R Square value of 0.828. This explains that 82.8% of career development variables, job satisfaction and work motivation have an effect on employee performance at PT. Cerah Sinergi Sejahtera and the remaining 19.8% is influenced by other variables outside of this study.
Conclusion/suggestion: PT. Cerah Sinergi Sejahtera should prepare a structured career development program, including regular training, mentoring and fair promotion opportunities, this will be able to help employees to increase motivation so that employee job satisfaction can be achieved.

Keywords: Career Development, Job Satisfaction, Work Motivation, Employee Performance

JEL Classification: M42, M48 [author should add 1-3 JEL classification number, information guide for the Journal of Economics Literature (JEL) can be found at https://www.aeaweb.org/jel/guide/jel.php]

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Introduction.

In an increasingly competitive era of globalization, companies are required to continue to improve employee performance in order to remain superior in market competition. Employee performance at PT. Cerah Sinergi Sejahtera is one of the main factors that determines the success of an organization in achieving its goals and maintaining its existence. Therefore, attention to various factors that can affect employee performance is very important.

Several factors that play a major role in determining employee performance include career development, job satisfaction, and work motivation. Good career development can provide a sense of satisfaction and new challenges for employees, which in turn can improve their performance. According to Blustein (2019) in the theory of constructivist career development, career development focuses more on how individuals build their self-understanding in the context of a dynamic work environment. This shows that companies that support career development through continuous training and learning can improve employee performance. In addition, job satisfaction is very important because employees who are satisfied with their jobs tend to be more productive and loyal to the company. Meanwhile, work motivation is one of the main drivers in creating optimal performance, because motivated employees will try their best to achieve organizational goals. The latest job

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satisfaction model, namely the Job Demands-Resources Model proposed by Bakker & Demerouti (2017), proposes that job satisfaction is influenced by the balance between job demands and available resources (job resources). When employees feel they have sufficient resources to cope with their job demands, they will be more satisfied with their jobs. This satisfaction then has an impact on improving employee performance because they feel more motivated and able to meet organizational targets. 1. The latest motivation theory that is relevant to employee performance is the Self-Determination Theory (SDT) proposed by Deci and Ryan (2020). SDT emphasizes that intrinsic motivation, which comes from a sense of satisfaction in doing the job itself, has a greater influence on long-term performance than extrinsic motivation (eg, financial incentives). Employees who feel they have autonomy, competence, and connectedness in their jobs are more likely to show higher performance because they are internally motivated to achieve greater goals. The Integrated Model of Work Performance proposed by Christian, Garza, & Slaughter (2011) identifies that employee performance is influenced by internal factors (motivation, work attitude) and external factors (work environment, corporate culture). This study emphasizes the importance of the interaction between employee ability and commitment and organizational support to achieve optimal performance results. In addition, Cohen & Avrahami (2021) show that the role of leadership and organizational culture in supporting employee career development can strengthen the relationship between work motivation and performance.

Although various studies have shown a positive relationship between these factors and employee performance, many companies still face challenges in optimizing these three factors. Some companies may not fully understand how appropriate career development can improve employee performance, or how job satisfaction and work motivation can support each other to achieve organizational goals

Literatur Review

1. Employee Performance

Performance comes from the definition of performance which means work achievement or work results, but can have a broader meaning, namely not only the results but how the work process takes place. Performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and contributes to the economy (Budiasa, 2021). Saying that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Two main components that influence individual performance: task performance and contextual performance. Task performance relates to the ability to complete main work tasks, while contextual performance includes behaviors such as cooperation, commitment, and a positive attitude towards the organization. These two factors work together to shape overall performance. Motowidlo, Borman, & Schmit (1997)

2. Career Development

Blustein (2019) suggests that career development is not just a matter of finding a suitable job, but also an ongoing process in which individuals build and understand their identity in the context of work. In this theory, Blustein proposes that career development occurs dynamically, taking into account external factors (such as labor market conditions and organizational culture) and internal factors (such as personal values and individual life goals).

Along with the development of technology and changes in the world of work, competency models are increasingly being applied in career development. According to Zahari, Aizat, & Kamarul (2020), competency-based career development emphasizes the development of technical and non-technical skills that are relevant to current and future jobs. This model focuses on achieving certain competencies that will increase employee productivity and effectiveness in the long term.

3. Job Satisfaction

Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Sutrisno, 2019). Everyone who works expects to get satisfaction from their workplace (Wibowo & Utomo, 2016). Job Satisfaction will affect the productivity that managers really expect. For this reason, managers need to understand what needs to be done to create employee job satisfaction.

Job satisfaction is the overall result of the degree of liking or disliking of workers towards various aspects of their work. Based on the definition above, it can be concluded that job satisfaction is a feeling that supports or does not support an individual related to their work or their condition (Munandar, 2008).

To measure the level of Job Satisfaction in research subjects, the JSS (Job Satisfaction Survey) measuring instrument from Spector was used, which consists of 36 items, which were then adapted into Indonesian. This measuring instrument has a facet approach (aspect) of Job Satisfaction, which consists of 9 facets as follows: Salary or Wages (pay), Promotion Opportunities, Supervision/Superiors, Fringe Benefits (Allowances outside of

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salary), Contingent Rewards. Company Conditions, Coworkers, the Job Itself or Job Type and Communication (Hedissa, 2015).

Method

The method used in this study is a quantitative descriptive method with an analysis tool using multiple regression, to test the effect of independent variables on dependent variables using the t-test (partial test) and F-test (simultaneous test). The data used are primary data sourced from a questionnaire with a sample of 54 respondent

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Results and Discussion

A. Results.

From the results of the questionnaire distributed to 54 respondents, the answers were obtained and processed to obtain the following values:

Tabel 1.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.326	1.964		1.184	.242
	career development	.119	.122	.120	.970	.337
	Job Satisfaction	.281	.135	.241	2.079	.043
	work motivation	.497	.103	.592	4.816	.000
a. Dependent Variable: employee performance						

From the results of data processing, the following regression equation is obtained:

Y = 2.326 + 0.119 X1 + 0.281 X2 + 0.497 X3 + e

Where the constant value (a) is 2.326, explaining that if the variables of career development (X1), Job Satisfaction (X2) and Work Motivation are 0, then employee performance at PT. PT. Cerah Sinergi Sejahtera is 2.326. If Career Development (X1) is increased by one percent (1%) then it will increase employee performance by 11.9 percent. If job satisfaction is increased by one percent (1%) then it will increase employee performance by 28.1 percent and if work motivation is increased by one percent (1%) then it will be able to increase employee performance by 49.7 percent.

B. Discussion

The Influence of Career Development on Employee Performance.

The results of the study accepted the first hypothesis that career development on employee performance has an influence and is significant. This is evidenced by the Unstandardized B Coefficient of 0.119, the calculated t value of 0.970 <t table 2.008 and a significance value of 0.337 at a significance level of 0.05. It can be concluded that 0.337> 0.05, then Hypothesis (H1) which states "career development has a positive influence on employee performance at PT. Cerah Sinergi Sejahtera", is rejected. The results of this study are in line with research from (Franciska, Magito, and Perkasa, 2023), which shows that career development has no effect on employee performance at PT. Arta Boga Cemerlang Jakarta.

The Influence of Job Satisfaction on Employee Performance. The results of the study accepted the second hypothesis that job satisfaction on employee performance has an influence and is significant. This is evidenced by the Unstandardized B Coefficient of 0.281, the calculated t value of 2.079> t table 2.008 and a significance value of 0.043 at a significance level of 0.05. It can be concluded that 0.043 <0.05, then the Hypothesis (H2) which states "job satisfaction has a positive effect on employee performance at PT. Cerah Sinergi Sejahtera", is accepted. The results of this study are in line with research from Kusumawati & Silvianita (2024), which shows that job satisfaction has a positive and significant effect on employee performance at PT Promisco Sinergi Indonesia in Bandung

The Effect of Work Motivation on Employee Performance. The results of the study accepted the third hypothesis that work motivation has an influence and is significant on employee performance. This is evidenced by the Unstandardized B Coefficient of 0.497, the calculated t value of 4.816> t table 2.008 and a significance value of 0.00 at a significance level of 0.05. It can be concluded that 0.00 <0.05, then the Hypothesis (H3) which states "work motivation has a positive effect on employee performance at PT. Cerah Sinergi Sejahtera", is accepted. The results of this study are in line with research from Harianja & Saputro, (2024), which shows that

Vol. 10 No. 1 (2025): Edisi April 2025
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work motivation has a positive and significant effect on employee performance at the Bandung Lodaya Social Security Administration Agency in BKPSDM, South Solok Regency.

Conclusion and future direction

Conclusion.

Based on the results of the research and discussion, it can be concluded that: (1) The Career Development variable (X1) does not have a significant partial effect on the Employee Performance variable (Y). It can be concluded that Career Development does not have a positive effect on employee performance, so hypothesis 1 which states "There is an influence between Career Development (X1) on Employee Performance (Y)" is rejected. (2) The Job Satisfaction variable (X2) has a significant positive effect partially on the Employee Performance variable. It is concluded that job satisfaction has a positive effect on employee performance, meaning hypothesis 2 which states "There is an influence between Job Satisfaction (X2) on Employee Performance (Y)" is accepted. (3). The Work Motivation variable (X3) has a significant positive effect partially on the Employee Performance variable. It is concluded that work motivation has a positive effect on employee performance, meaning hypothesis 3 which states "There is an influence between Work Motivation on Employee Performance (Y)" is accepted.

Future direction (1) Structured Career Development Program: Companies should develop a clear and structured career development program, including regular training, mentoring, and fair promotion opportunities. This will help employees see their future in the company and increase their motivation. (2) Improving Job Satisfaction: Companies need to pay attention to factors that influence job satisfaction, such as the work environment, interpersonal relationships, and compensation systems. Regular employee satisfaction surveys can help identify areas that need improvement. (3). Improving Work Motivation: Companies can improve work motivation by providing appropriate incentives, rewards for good performance, and creating a supportive and inclusive work culture.

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