
THE INFLUENCE OF CAREER DEVELOPMENT AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE

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Abstract

In an increasingly competitive era of globalization, career development and organizational support are important factors in improving employee performance. This study aims to analyze the effect of career development and organizational support on employee performance in manufacturing companies in Cirebon. A quantitative approach with an associative design was used in this study. The research sample consisted of 98 employees from a population of 4,000 employees of PT Arteria Daya Mulia, who were selected by a simple random sampling method. The results revealed that career development has a positive and significant influence on employee performance. Employees who have access to training, seminars, and promotion opportunities tend to have higher work motivation. In addition, organizational support also has a significant impact on improving employee performance. Support in the form of attention from superiors, a conducive work environment, and policies that encourage professional growth are proven to increase employee loyalty and productivity.

Keywords: Career Development, Organizational Support, Employee Performance

INTRODUCTION

Human resources represent a critical asset for any organization, thus requiring strategic efforts to enhance employee job satisfaction, encouraging them to remain committed and perform to their fullest potential. Career development is one of the most effective ways to ensure that employees remain satisfied with their work and motivated to achieve their best performance (Kartono & Ningsih, 2019). Capable and productive career development is closely linked to business operations. Employee performance is shaped in part by the organization. If the company fulfills its responsibilities and functions well, employees will feel comfortable and eager to work. Employees with various social statuses perform their duties mindfully (Alfiana, 2020).

Rewards can improve employee performance, which will result in better performance in the future (Yona, 2023). In addition, performance may be described as the comparison of results achieved with roles and labor per unit time. Output, efficiency, and effectiveness are some examples of performance that are often associated with productivity. Consistent with the previous definition of performance, human resources are very important to the company. Therefore, companies must prioritize human resources. By setting rules and policies that can improve employee performance, such as through education and training, clear career development, a pleasant work environment, and rewards. Because employees have received education and training that is certainly related to carrying out their work through these processes, it is expected that they will maximize the responsibility for their work. Although in essence, employees have the right to career development, a good working environment, and motivation. Companies must also support employees' efforts to achieve predetermined goals (Umra Syitah et al., 2019).

Employee performance can be hindered by various factors, such as poor work discipline or low quality of work. However, career development initiatives and organizational support can mitigate these issues by creating an environment where employees feel valued, engaged, and motivated (Sukmarwati et al., 2018).

Table 1. Employee Performance Indicator Achievement Report Period 2024

Performance Category	Number of Employees	Percentage (%)
Very good	45	30%

Good	85	56,67%
Less Good	20	13,33%
Total	150	100%

Source: PT Arteria Daya Mulia, 2024

Table 1 illustrates the performance of employees in an organization categorized into three main groups: excellent, good, and poor performers. Of the 150 employees evaluated, 45 employees (30%) were in the "Excellent" category, indicating their significant contribution to the achievement of organizational targets. The majority of employees, 85 people (56.67%), fell into the "Good" category, indicating that most employees met the predetermined performance standards. Meanwhile, only 20 employees (13.33%) are classified in the "Not Good" performance category, because there are employees who still lack discipline, such as attendance that is not in accordance with the regulations in the company. This data highlights that 70% of employees have yet to reach excellent performance standards, revealing a clear opportunity for improvement through strengthened career development programs and increased organizational support. By addressing these areas, the company can better motivate employees to elevate their performance levels and contribute more effectively to organizational success (Saputra, 2024).

Career development gives employees the opportunity to broaden their horizons, improve their skills, and boost productivity in the workplace. A person's level of satisfaction with their job in a company is greatly influenced by their career development. To achieve career growth, the organizational structure must be effectively designed to clearly allocate tasks and responsibilities (Hamid et al., 2021).

Table 2. Position Promotion of Cirebon Manufacturing Company Period 2024

No.	Division	Total	Previous Position	Current Position	Percentage of promotion
1.	Net	2	Operator	Deputy Team Leader	3.33%
		3	Deputy Team Leader	Team Leader	
2.	Yarn	2	Operator	Deputy Team Leader	2,67%
		2	Team Leader	Coordinator	
Total		9 People		6%	

Source: PT Arteria Daya Mulia, 2024

The data in Table 2 shows information about employee promotions at PT Arteria Daya Mulia for the period 2024. This table shows the number of employees who were promoted, the division in which they work, their previous position, and their current position. Two employees in the Net division were promoted to deputy team leader, and three other employees were promoted to team leader. In total, five employees in the Net division were promoted (3.33%). In addition, in the Yarn division, two employees were previously Operators and are now Deputy Team Heads. In addition, two others who were previously Squad Heads are now promoted to Coordinators. The total number of employees promoted in the Yarn division is four (2.67%). Overall, the number of employees who have been promoted in both divisions is nine (6%) (Saputra, 2024).

Seeing this, organizational support in enhancing employee career pathways may exert an indirect influence on their performance. This organizational support refers to the organization's efforts to provide attention, facilities, and policies that support employee development. An employee's perception of organizational support can be identified through his behavior and attitude, where the employee will try to work well according to his responsibilities and duties. In addition, employees will also show commitment to achieving organizational goals as a form of response to the support provided (Ekowati & Finthariasari, 2021).

Real phenomena in career development and organizational support can be observed through several issues, such as the difficulty of obtaining information, career progression may be hindered by several factors, including misalignment between career expectations and job realities, discrepancies between employee competencies and organizational demands, and interdepartmental transfers prompted by various organizational considerations. Moreover, obstacles such as seniority-based systems or limited rapport with superiors may further impede career development (Kartono & Ningsih, 2019).

Previous studies (Marpaung et al., 2019) It was revealed that career development positively and significantly impacts employee performance. This finding is also consistent with previous research by (Bolung et al., 2021) that career development has a very strong and positive relationship with employee performance. The findings of this study show

parallels with earlier research, especially in relation to how career development and organizational support influence employee performance.

Table 3. Organizational Support in the Form of Training Period 2024

Type of Training	Training Objectives	Training Materials	Duration (Hour)	Frequency of Training (Per Year)	(%)
Occupational Safety and Health (OHS) Training	Raise awareness about occupational safety and reduce the risk of accidents in the workplace.	Use of personal protective equipment (PPE), emergency procedures, handling hazardous materials.	4	3	21,43%
Quality Control Training	Improve product quality and reduce defects in the production process.	Inspection techniques, Six Sigma, Statistical Process Control (SPC), root cause analysis.	3	2	14,29%
5S Training (Sort, Set in Order, Shine, Standardize, Sustain)	Improve organization and cleanliness in the workplace to create a more efficient working environment.	Application of 5S principles in the production area, the importance of cleanliness and order.	2	4	28,57%
Training to Improve Operator Competence	Help operators understand and optimize the use of machinery and equipment so that production runs faster and smoother.	- Operate the machine according to the operating standards. - Daily and periodic maintenance to maintain engine performance. - Identification and repair of minor damage.	3	3	21,43%
Training to Enhance the	- Equip squad leaders and	- Basic			

Capabilities of Deputy Squad Chiefs and Squad Leaders	deputies with the skills to effectively lead and motivate teams.	principles of effective leadership. - Techniques to motivate team members to achieve production targets.	3	2	14,29%
	- Taught how to manage a team to achieve production targets efficiently.				

Source: PT Arteria Daya Mulia, 2024

The table above shows various training programs to improve employee competencies. 5S training has the highest frequency (4 times per year, 28.57%), emphasizing the importance of work order and cleanliness. OHS and Operator Competency Training is held 3 times per year (21.43%), showing a focus on safety and production efficiency. In addition, Quality Control and Leadership Training were held 2 times per year (14.29%), highlighting the importance of product quality and managerial skills. Overall, this training strategy aims to improve safety, efficiency, and leadership to support the company's productivity (Saputra, 2024).

An initial survey conducted at PT Arteria Daya Mulia showed that career advancement often faces various obstacles that can hinder achievement. Employee indiscipline is one of the problems that often arise. One of the main factors that hinders employee productivity and career advancement is unscheduled absences or incomplete work attendance. In addition, there is a tendency that some employees leave their tasks to others, so there is no clear responsibility for the employee (Umra Syitah et al., 2019).

The research gap refers to the existence of a void or an area that is still poorly understood in a particular topic or field of study, which provides an opportunity for researchers to fill these gaps through research. Therefore, despite the growing recognition of career development and organizational support as key factors in employee performance, there remains a lack of in-depth studies focusing on their combined effects within the context

of PT Arteria Daya Mulia. This study aims to fill this gap and explore the relationship between these factors and employee performance in a manufacturing setting.

From the issues previously outlined, the researcher is motivated to explore how employee performance is shaped by factors such as career development and organizational support. Therefore, this study aims to: 1) Determine the extent to which career development influences employee performance at PT Arteria Daya Mulia; 2) to find out whether organizational support affects employee performance at PT Arteria Daya Mulia company; and 3) to find out whether career development and organizational support affect employee performance at PT Arteria Daya Mulia company (Umra Syitah et al., 2019).

REVIEW OF LITERATURE

Career Development

Career development is a strategic process that not only benefits employees by helping them understand their strengths and interests but also aligns these personal attributes with the evolving human resource needs of an organization. This alignment is essential in today's dynamic business environment, where adaptability and continuous improvement are crucial to maintaining competitiveness. When managed effectively, career development contributes significantly to increasing employee productivity and overall organizational performance (Maulana et al., 2024).

Career development is a process carried out by companies to plan their employees' careers. This process includes planning, implementing, and monitoring employees' careers (Dedy & Alfandi, 2022). Career development includes a variety of lifelong activities, such as workshops, that help individuals explore, solidify, achieve success, and reach their career goals (Rulianti & Nurpribadi, 2023).

Another opinion delivered by Rivai states that career development is an ongoing process, involving evaluation, planning, and improvement of skills to maximize one's professional potential. These activities include formal education, training, mentoring, and practical work experience designed to help individuals understand their strengths and weaknesses, explore various career paths, and achieve long-term career goals. Organizations often support employee career development through internal training programs, constructive

performance appraisals, and providing opportunities for promotion or lateral roles that expand experience and responsibilities (Rivai, 2020).

This aligns with the findings of Jayusman and Khotimah, who argue that development is generally linked to enhancing the intellectual or emotional capabilities required to perform tasks more effectively. The primary objective of career development programs is to align employees' needs and aspirations with the career opportunities currently available in the organization, as well as those that may arise in the future (Firman, 2021). According to Busro in the book *Human Resource Management*, three main dimensions in career development are very important, namely: 1) Career Clarity, 2) Self-development, and 3) Work Quality Improvement. These dimensions will determine whether someone can develop their career or not (Busro, 2018).

As stated by the experts referenced, career development is defined as a process that supports employees in strategizing their career paths within their areas of expertise. The primary goal of career development is to ensure that both employees and the organization reach their optimal potential. This implies that despite the existence of a well-structured and realistic career plan, achieving success remains unattainable without the proper implementation of career development strategies (Maulana et al., 2024).

Organizational Support

The prosperity of a company or organization is highly dependent on the support provided to its employees. This support includes various aspects, ranging from providing adequate work facilities, policies that support employee welfare, to sustainable career development programs. Effective organizational support fosters a positive work atmosphere, enabling employees to feel appreciated and recognized, motivated, and have the opportunity to grow. Organizational support is not only a supporting factor, but also an important foundation for the long-term sustainability and competitiveness of the company.

According to Hayati, organizational support is the level at which employees believe their contributions are valued and their well-being is cared for. When employees feel supported, they are more likely to identify with the organization and form a positive relationship, which in turn motivates them to work towards organizational goals and expect recognition for their performance (Diah & Nugraheni, 2021).

According to Neves & Eisenberger, employees or individuals in the organization need to develop strong beliefs to assess the organization's readiness to reward their work efforts. This award can increase and meet employees' needs to be valued and recognized. This is the essence of organizational support for its employees (Wahyuni et al., 2020); (Untari et al., 2021)

Another opinion conveyed by research, according to Purnawati, states that organizational support refers to the way individuals structure and interpret their sensory experiences to derive meaning from their surroundings. Support from the organization to employees can also be shown through providing feedback and performance evaluations. Employees who feel that their superiors are willing to give praise or positive feedback when they meet work targets, and feel that they get positive support from superiors, will be able to work very well in the company (Karlinda et al., 2022).

According to Eisenberger, there are three dimensions in measuring organizational support: 1) Job Conditions and Organizational Rewards, 2) Supervisor Support, and 3) Fairness (Apriliani & Wati, 2023).

According to the experts' definition, organizational support can be understood as the way employees perceive the level of recognition the organization gives to their efforts and the attention it pays to their welfare. This support extends beyond mere recognition of employee accomplishments, but also includes attention to skill development, work environment comfort, and overall employee well-being. Thus, organizational support not only serves as an acknowledgement of employee contributions, but also as a form of care that is able to create a positive and productive work environment.

Employee Performance

There are instances where organizations or agencies struggle to implement the plans they have established. Although the company may have effectively planned its goals, either through internal strategies or with assistance from external consultants, even the most well-thought-out plans can falter without strong employee performance. The quality of employee performance plays a critical role in achieving organizational objectives and overall success (Maulana et al., 2024).

Performance refers to the actual behavior demonstrated by each individual, reflecting their work accomplishments in line with their role within the organization. Overall, performance is the result or achievement of one's work in the context of the company (Syarif et al., 2022). According to Mangkunegara, employee performance refers to the work produced by an employee, evaluated based on the quality and quantity of their tasks, in line with the responsibilities entrusted to them (Jannah, 2021).

According to Budiyanto and Mochklas, employee performance is the result achieved by employees in carrying out their duties in accordance with the criteria that apply to certain jobs. Employee performance success within an organization is largely determined by how well individuals and teams carry out their respective duties. Performance can also be used as an indicator to assess whether an activity has run in accordance with expectations and plans (Alazhar et al., 2024). These findings are consistent with the study conducted by Timpson that employee performance as the achievement of certain tasks measured against the results achieved at this time. known standards for obtaining competence, cost, and speed (Ubani et al., 2024).

According to Gordon, employee performance encompasses both the actions taken and those neglected by individuals, influencing their overall contribution to the organization. This includes measurable factors such as the quantity and quality of output, attendance, and collaborative behavior. These views are aligned with the findings of Mathis and Jackson, who suggest that performance results from a synergy of ability, effort, and organizational support. Consequently, if any of these elements are diminished or missing, the resulting performance may decline or cease altogether (Rahman & Kistyanto, 2019).

Bangun defines performance as the outcome of tasks carried out by an individual in accordance with the demands of their role, often referred to as performance standards. These standards represent the expected level of task completion and serve as benchmarks against the set objectives. Similarly, Eko Sudarso describes performance as the work output achieved by an individual within an organization to meet predetermined goals. This output must align with job-specific metrics and also comply with the organization's ethical standards and norms (Sudarso, 2024).

Referring to the dimensions of employee performance delivered by (Mangkunegara, 2017), Employee performance can be evaluated through four key dimensions: (1) quality of work, (2) quantity of work, (3) dependability, and (4) attitude. Based on the aforementioned expert opinions, employee performance refers to measurable outcomes in both the quantity and quality of task completion within a defined timeframe, while still complying with the rules and ethics to achieve company goals (Maulana et al., 2024).

RESEARCH METHOD

His study employed a quantitative methodology grounded in the positivist paradigm, which emphasizes objectivity, measurability, and the use of structured tools for data collection and statistical hypothesis testing (Sugiyono, 2019). The quantitative approach was chosen to ensure the systematic analysis of data and to produce replicable and generalizable findings.

Furthermore, an associative research approach was applied to examine the relationship between key variables in this study. Specifically, the research investigates the influence of career development (independent variable) and organizational support (independent variable) on employee performance (dependent variable). This approach is suitable for exploring the strength and direction of these relationships using quantitative data (Pardamean, 2022). The rationale behind selecting these variables lies in the study's objective: to determine how internal organizational strategies contribute to enhancing employee performance, particularly within the context of PT Arteria Daya Mulia. By clarifying these relationships, the study aims to provide actionable insights for improving HR practices in similar organizational settings.

Population and Sample

The population in this study consisted of 4,000 production employees at PT Arteria Daya Mulia. Using Slovin's formula with a 10% margin of error, 100 employees were selected as respondents. This margin was considered sufficient to balance accuracy and feasibility. The study used probability sampling with a Simple Random Sampling technique, where each employee had an equal chance of being selected. This method helps reduce selection bias and is easy to implement. However, it may not fully capture the diversity

within the employee population, such as differences in tenure or job roles. Despite this limitation, it was chosen due to the relatively homogeneous nature of the production workforce and practical constraints.

Slovin's formula was employed to estimate the appropriate sample size based on a predefined error tolerance with an error rate of 10% (Wiratna Sujarweni, 2014). The equation is outlined as follows:

$$n = \frac{N}{1+N(e)^2}$$

Description

n : sample size

N: population

E : percentage allowance for non-attachment due to sampling error, sample still wanted

Operational Variables

Table 4. Operational Variables

Variables	Dimensions	Indicator	Scale
<i>Career Development</i> (Busro, 2018)	1. Career Clarity	a. Clear promotion	Likert
		b. Opportunity to become head/leader or deputy head/leader	
		c. Opportunities to occupy certain positions according to the existing organizational structure	
	2. Self-development	a. Opportunities to participate in several trainings	
		b. Continuing education opportunities	
		c. Opportunities to attend seminars/discussions/workshops	
		d. Opportunities to attend various competency courses to obtain certificates of expertise	
	3. Work quality improvement	a. Improved discipline	
		b. Loyalty	
		c. Increased motivation among employees	
<i>Organizational Support</i> (Apriliani & Wati, 2023)	1. Fairness	a. Recognition of employee contributions.	Likert
		b. Recognition of extra effort put in by employees.	

	2. Supervisor Support	<ul style="list-style-type: none"> a. Attention to employee grievances and welfare. b. Concern for employee job satisfaction. 	
	3. Organizational Rewards and Job Conditions	<ul style="list-style-type: none"> a. Organizational pride in employee success. 	
<i>Employee Performance</i> (Mangkunegara, 2017)	1. Quality of work	<ul style="list-style-type: none"> a. Accuracy b. Thoroughness c. Skills d. Hygiene 	Likert
	2. Work quantity	<ul style="list-style-type: none"> a. Output needs to be considered too, not just routine output b. How fast to get the job done 	
	3. Reliability	<ul style="list-style-type: none"> a. Following instructions b. Initiative c. Be careful d. Crafting 	
	4. Attitude	<ul style="list-style-type: none"> a. Attitude towards the company b. Attitude towards other employees c. Attitude towards work d. Cooperation 	

Instrument Test

According to (Ghozali & Latan, 2015) instrument test refers to two models. The outer model is tested through Convergent Validity, AVE, and CR or Cronbach's Alpha (CA) to ensure internal consistency. While the inner model is tested through R-Square, Hypothesis Test, and Q2 Predictive Relevance.

1. Outer Model

The outer model is part of the measurement model in Partial Least Squares (PLS) analysis, which functions to examine how each indicator reflects its respective latent construct. The outer model is employed to assess both validity and reliability in describing the measured construct.

a. Convergent Validity

Convergent Validity is a test to assess the quality of research instruments, which shows how consistently the indicators in a construct describe the concept being measured. In confirmatory research, a *loading factor* value of >0.70 is required,

to ensure that the tested construct has strong reliability and provides solid empirical evidence of the underlying theory. In contrast, a loading factor value of 0.50-0.60 is considered sufficient.

b. Average Variance Extracted (AVE)

AVE quantifies the proportion of variance in the observed variables that is attributable to the latent construct, indicating its level of convergent validity by its indicators compared to the variance caused by errors. An AVE value > 0.50 indicates that more than 50% of the indicator variance can be explained by the measured construct is regarded as having achieved acceptable convergent validity, both in confirmatory and exploratory research.

c. Composite Reliability (CR)

Composite Reliability is a measure used to assess the internal consistency of indicators in measuring latent constructs. In confirmatory research, a CR or CA value of > 0.70 is considered ideal because it shows a high level of consistency between indicators in one construct, so that the research results can be relied upon to support the theory being tested.

2. Inner Model

The inner model is part of the structural model in Partial Least Squares (PLS) analysis, which explains the relationship between latent constructs, both as independent and dependent variables. The inner model describes how these constructs affect each other based on hypotheses formulated within this research.

a. R-Square

The R-squared value indicates the proportion of variance in the endogenous variables that is accounted for by the exogenous variables within the PLS model. The R^2 value indicates the predictive power of the model, with the following interpretations: $R^2 > 0.67$ is considered strong, $0.33 < R^2 \leq 0.67$ moderate, and $R^2 \leq 0.33$ weak. Higher R^2 values suggest that the model demonstrates a stronger explanatory capability relationship between constructs, although in exploratory research aimed at developing theory, lower R^2 values are acceptable.

b. Hypothesis Test

To evaluate the acceptance or rejection of the hypothesis, the p-value sig. The level serves as a key reference. Rather than relying on theoretical statistical assumptions, measurement estimates and standard errors are derived from empirical data through the bootstrapping technique. In this study, a hypothesis is considered accepted if the p-value < 0.05 ; otherwise, it is rejected when the p-value > 0.05 .

c. Q2 Predictive relevance

If $Q^2 > 0$, the model is considered to have adequate predictive relevance. Conversely, a value < 0 implies insufficient predictive accuracy.

Data Source

In this research, both primary and secondary data were employed. Primary data is defined as firsthand information obtained directly by researchers to fulfill specific research objectives. Conversely, according to Abdul Halim Hanafi, secondary data refers to data that was previously collected and published by others, though it remains original. In other words, secondary data comes from secondary or tertiary sources, so it is not as authentic as the authenticity of primary data (Dewi et al., 2023).

Data Analysis

This data will be analyzed using a quantitative methodology through the application of PLS-SEM 3.0, which facilitates the analysis of relationships between latent variables. It is considered part of the second generation of multivariate statistical techniques (Ghozali & Latan, 2019).

RESULTS AND DISCUSSION

Respondent Characteristics

Table 5. Respondent Characteristics

Characteristics	Category	Frequency	Percent (%)
Gender	Male	67	68,37%
	Female	31	31,63%
Age	18 - 24 years	42	42,86%

Characteristics	Category	Frequency	Percent (%)
	> 24 Years	56	57,14%
Education	HIGH SCHOOL	91	92,86%
	D3	6	6,12%
	S1	1	1,02%
Length of Service	< 4 Years	63	64,29%
	> 4 Years	35	35,71%

Considering the characteristics of the data provided, the study included a total of 98 respondents, with the majority being male, as many as 67 people. Most respondents are over 24 years old and have a high school education level. Additionally, the majority of the respondents have less than 4 years of tenure with the company. This shows that most respondents are still in the early stages of their work.

Outer Model

a. Convergent Validity

Table 6. Convergent Validity

	Career Development	Organizational Support	Employee Performance
X1.1	0.858		
X1.10	0.886		
X1.2	0.906		
X1.3	0.831		
X1.4	0.846		
X1.5	0.817		
X1.6	0.866		
X1.7	0.901		
X1.8	0.812		
X1.9	0.851		
X2.1		0.929	
X2.2		0.878	
X2.3		0.859	
X2.4		0.864	

X2.5	0.855
Y.1	0.840
Y.10	0.838
Y.11	0.769
Y.12	0.791
Y.13	0.744
Y.14	0.767
Y.2	0.700
Y.3	0.748
Y.4	0.844
Y.5	0.700
Y.6	0.702
Y.7	0.846
Y.8	0.865
Y.9	0.801

Based on Table 6, the factor loading value is > 0.7 which suggest that the construct under evaluation displays a high level of precision, so it can be said to be valid. In addition, factor loading in the range of 0.5 to 0.6 is considered sufficient and acceptable in the development stage.

a. Average Variance Extracted (AVE)

Table 7. Average Variance Extracted (AVE)

	AVE
Career Development	0.736
Organizational Support	0.770
Employee Performance	0.616

The table above states that each construct has a different AVE value on Career Development of 0.736, which indicates a good ability to explain the variance of the measured indicators. Organizational Support has the highest value, which is 0.770, indicating a stronger exploratory power. Meanwhile, Employee Performance has an AVE value of 0.616, which is relatively lower and requires more attention in its measurement. Overall, the AVE

values of these three constructs are good, with Organizational Support as the strongest construct.

b. Composite Reliability

Table 8. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Career Development	0.960	0.960	0.965
Organizational Support	0.925	0.925	0.943
Employee Performance	0.951	0.954	0.957

Based on table 8, the composite reliability values of the three variables studied, namely Career Development, Organizational Support, and Employee Performance. Career Development has the highest reliability with CA 0.960 and CR 0.965, indicating an excellent level of reliability. Organizational Support has a CA of 0.925 and a CR of 0.943, which is also classified as reliable although slightly lower. Employee Performance showed a CA of 0.951 and a CR of 0.957, reflecting a high level of reliability. Overall, the reliability of all variables is strong, confirming that the research instruments are trustworthy.

Inner Model

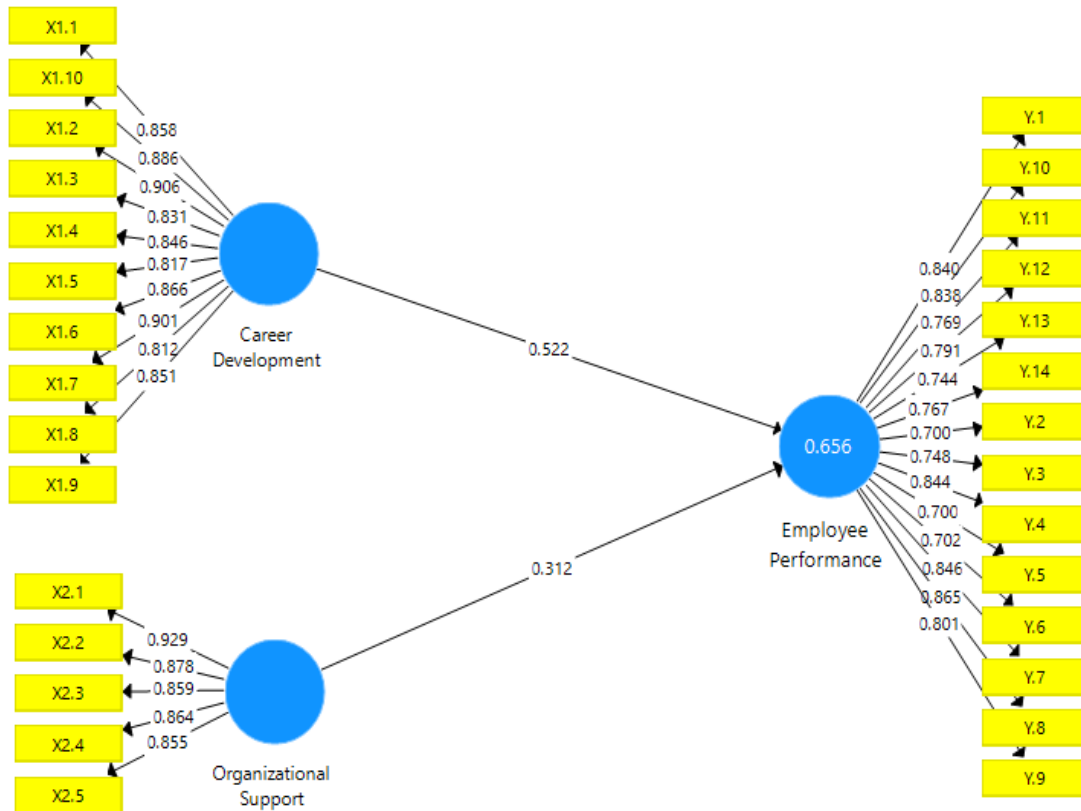
a. R-Square

Table 9. R Square Test

	R Square	R Square Adjusted
Employee Performance	0.656	0.649

According to the data analysis, the R Square value of 0.656 reveals that the three independent variables explain 65.6% of the variance in employee performance, which represents a moderate level of influence. Additionally, the Adjusted R Square value of 0.649 shows that approximately 64.9% of the variation in employee performance is explained, after considering the number of variables in the model. This shows that the model has a good level of explanation of the dependent variable and is quite accurate in describing association among the independent variables and employee performance.

The quantitative model in SEM PLS analysis is presented in the figure below:



Path coefficient image

a. Hypothesis Test

Table 10. Hypothesis Test

	Variables	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	“Career Development - > Employee Performance”	0.522	0.513	0.147	3.555	0.001
H2	“Organizational Support -> Employee Performance”	0.312	0.323	0.150	2.078	0.040
H3	“Career Development and Organizational Support -> Employee Performance”	0.656				

According to the results shown in Table 6, career Development has a direct effect on Employee Performance with a path coef of 52.2%, while Organizational Support shows a

direct impact of 31.2%. The partial t-test results indicate that the t value is $>$ t table value (1.966), meaning that both Career Development and Organizational Support significantly influence Employee Performance on their own. The simultaneous influence of the two variables on Employee Performance reaches 65.6%, which shows that Career Development and Organizational Support together contribute to improving Employee Performance.

b. Q2 Predictive relevance

Table 11. Q2 Predictive relevance test

	SSO	SSE	Q ² (=1-SSE/SSO)
Career Development	980.000	980.000	
Organizational Support	490.000	490.000	
Employee Performance	1.372.000	849.808	0.381

Based on the results displayed in Table 11, the Q² value is 0.381, which is greater than 0. This shows that this study has good quality and is relevant in predicting Employee Performance based on the independent variables that have been studied.

Discussion

According to this study, career development significantly and positively influences employee performance at PT Arteria Daya Mulia. The relationship between career development and employee performance is confirmed with a T-table value of $3.555 > 1.96$ and a p-value of $0.001 < 0.05$, indicating the significance of these results. This indicates that a more robust career development program by the company leads to greater improvements in employee performance, which is consistent with prior research (Rokmah et al., 2024)

Career development, which includes aspects such as training, promotion, mentoring, and professional growth opportunities, plays an important role in increasing employee motivation and commitment. When companies show interest in employees' career development, they feel valued and supported. This, in turn, strengthens their loyalty and engagement at work. Motivated and engaged employees tend to be more productive and effective in carrying out tasks, which contributes to improving overall organizational performance. This is in line with research (Febrian et al., 2024), which shows that career development has a significant and positive effect on employee performance. Because

employees need knowledge, expertise, and skills that continue to develop to work optimally and face various positions during their careers, career development is an important aspect in improving the quality of human resources in the organization.

The results of this study indicate that organizational support positively and significantly affects employee performance, as the T-table value of 2.078 (>1.96) and the p-value of 0.040 (<0.05) confirm the significance of this finding. Organizational support is essential for employees to effectively perform their duties. Organizations that are able to create a comfortable work environment and encourage mutual support between employees will increase job satisfaction. This type of support may manifest as attention from leaders towards their employees or as a means of effective communication. When employees perceive that their efforts are valued and supported by the organization, they are more likely to be motivated to enhance their performance. Support at work is a crucial factor for employees in achieving work goals. Therefore, the greater the support provided by the organization, the more effective the improvement of employee performance (Fristya & Suhermin, 2024). These findings align with the study by (Karlinda et al., 2022), which indicates that the support provided by the organization has a meaningful and positive effect on employee performance.

Career development and organizational support serve a vital function in improving employee performance. Through training, promotion, and mentoring, career development helps employees improve their skills and motivation. Meanwhile, organizational support, such as leadership care and provision of adequate facilities, creates a comfortable work environment and increases employee satisfaction. When these two aspects run in harmony, employees will be more productive, loyal, and contribute optimally in achieving organizational goals. Research by (Arifah & Rizky, 2024) confirms that career development and organizational support can provide encouragement, job satisfaction, and increase employee performance productivity, so that the company can continue to grow and achieve its goals.

CONCLUSION

This study demonstrates that both career development and organizational support significantly and positively affect enhancing employee performance at PT Arteria Daya Mulia. Career development programs, such as training, promotion, and mentoring, play a role in increasing employee motivation and productivity by providing them with opportunities to grow and feel valued. Meanwhile, organizational support, which includes attention from leadership, adequate work facilities, and supportive policies, contributes to increasing employee satisfaction and loyalty. The combination of these two factors overall has an impact on improving employee performance, thereby increasing the effectiveness and efficiency of company operations.

To strengthen this strategy, the company needs to develop career development programs by providing more training, seminars, and promotion opportunities that are more transparent and equitable. In addition, management should be more active in providing support to employees through attention to their welfare, appreciation for performance, and building better communication between leaders and employees. Policies related to work discipline also need to be tightened to increase the sense of responsibility and labor productivity. Periodic evaluation of the effectiveness of the programs implemented is an important step so that the strategies implemented remain aligned with the needs of employees and company goals. By implementing these steps, organizations can foster a more conducive work environment, increase employee loyalty, and encourage the achievement of more optimal performance.

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