

**THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE
WITH INCENTIVES AS A MODERATING VARIABLE**

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Abstract

This research is quantitative research with an exploratory approach, namely research that uses previous research as the main source for finding novelty in the research carried out. Of course, these studies are closely related to Career Development, Employee Performance and Incentives. This research uses primary data or data obtained from objects directly using a digital questionnaire instrument to obtain them. The digital questionnaire contains 5 choices of strongly agree, agree, neutral/average, strongly disagree, disagree, and so on for 300 CFC employees spread throughout Indonesia. Researchers analyzed these data using the smart PLS 4.0 analysis tool. The result in this research show the Career Development variable has a positive relationship and a significant influence on the Employee Performance variable because the P-Values results are positive and are below the 0.05 significance level, namely 0.008. The researcher's assumption, as stated in the questionnaire, is that employee career development that continues to improve can make the vision and targets given by the company easier to achieve. In the end, research on employee performance also increased. Apart from that, in the second row of the third table the path coefficient also shows that the second hypothesis in the research can also be proven if the Incentive variable can strengthen the influence of the Career Development variable on Employee Performance. This is due to the more incentives the company gives to employees, the more enthusiastic the employees will be at work, the more focused they will be at work, and in the end it can increase career development and improve employee performance. Based on these results, the first and second hypotheses in this research can be proven.

Keywords: *Career Development, Employee Performance ,Incentives*

1. INTRODUCTION

The opinion of Andrew J. Dubrin in (A. P Mangkunegara 2006)states that career development is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. According to career development (Career Depeloment) is a condition that shows an increase in a person's status in an organization on the career path that has been determined in the organization concerned. However, the career development of each member of the organization is not the same because it depends on various previous factors (Samsudin 2015).

According to (Marwansyah 2012)career development is self-development activities undertaken by a person to realize their personal career plans. Meanwhile, according to (Supriyanto 2019), career development is personal improvements that a person makes to achieve a career plan. The goals of career development stated by Andrew J. Dubrin in (A. P Mangkunegara 2006)are as follows: a. Helps in achieving individual and company goals b. Shows the relationship between employee welfare c. Help employees realize their potential abilities d. Strengthen the relationship between employees and the company e. Proving social

responsibility f. Help strengthen the implementation of company programs g. Reduce turnover and staffing costs h. Reducing professional and managerial obsolescence i. Activate analysis of all employees j. Activate thinking (view) over a long period of time. Thus, through career development, employees are encouraged or motivated to be able to carry out their duties effectively and efficiently. Because the more effectively and efficiently employees work, the greater the possibility of the organization/company achieving its business goals optimally.

(Anwar Prabu Mangkunegara 2013) career development basically has the following benefits: 1. Increasing employee abilities. Career development will further increase employee intellectual abilities and skills that can be contributed to the organization. 2. Increasing the supply of capable employees. The number of employees with higher abilities than before will increase, making it easier for the leadership (Management) to place employees in more appropriate jobs.

Ahmad (Tohardi 2011), suggests that there are five factors that influence an employee's career, including: 1. The attitude of superiors, colleagues and subordinates. People who excel at work but are not liked by the people around them where they work, then such people will not Get support to achieve a better career. For this reason, if you want your career to run smoothly, a person must take care of themselves, maintain good relations with everyone in the company. Good relationships with superiors, subordinates and co-workers. 2. Experience Experience in this context is related to the class level (seniority) of an employee, although up to now it is still widely debated. However, several observers believe that when promoting seniors they do not only consider experience but there is a kind of reward for service to the company. 3. Education Education is a requirement to sit in a position, so it can be said that education influences the smoothness of a person's career. By looking at someone more objectively, the more educated someone is, the better they are, or in other words, highly educated people will also have better thoughts, even though in reality this is not always true. 4. Achievement Achievement can occur from accumulated experience, education and a good work environment. However, good performance is certainly a strong effort from within a person, even though there are limitations in education, experience and support from co-workers. The influence of achievement in determining career path will be more clearly visible if the indicators or standards for occupying a particular position are predominantly based on achievement. 5. Fate Fate plays a role, even though the portion is very small, experts even say that the factor of fate influences success only by 10%. We have to believe that there is a factor of fate that influences it, because in reality there are those who excel but never get the opportunity to be promoted.

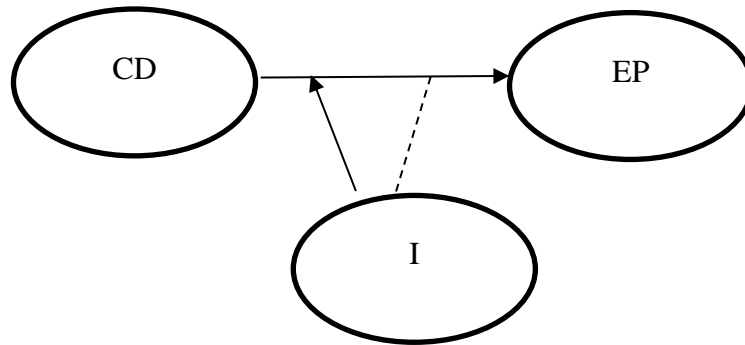
Apart from influencing factors, there are also factors that researchers believe can be influenced by an employee's career development, namely employee performance. There are several opinions expressed by scientists regarding performance. Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements (Huda and Farhan 2019). Performance is a function of motivation and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (Danang Saputro 2022)

Mangkunegara quoted in (Winda Meidina and Netty Laura 2022) explains that performance is the result of work achieved by a person in carrying out tasks both in quality and quantity, according to the responsibilities given to him which are based on skill, experience, seriousness and punctuality. Meanwhile, (Shyreen A et al. 2022) states that performance is a description of the level of achievement of an activity/program/policy in realizing an organization's goals, objectives, vision and mission as stated in the formulation of an organization's strategic scheme.

There are a number of studies (Sutono and Hidayat 2023); (Sudaryana 2020); (Julianita 2018); (Putri et al. 2018) dan (Sari 2020) which show a positive relationship and a significant influence on employee performance. Different from the five studies above, this research adds the Incentive variable as a moderating variable which will strengthen the influence of the Career Development variable on Employee Performance.

2. RESEARCH METHODS

Figure 1
Model



Noted:

CD: Career Development

EP: Employee Performance

I: Incentive

Based on the results from the picture above, it can be concluded that the career development variable can have a positive relationship and a significant influence on employee performance. In fact, there are a number of previous studies that discuss similar things, namely research (Sutono and Hidayat 2023); (Sudaryana 2020); (Julianita 2018); (Putri et al. 2018) dan (Sari 2020) concluded that the Career Development variable has a positive relationship and has a significant influence on the Employee Performance variable. In contrast to a number of studies above, this study adds an incentive variable as a moderating variable which researchers believe can influence employee work enthusiasm to improve their career development which ultimately has a good impact on employee performance (Jonathan Sarwono 2016). This research is quantitative research with an exploratory approach, namely research that uses previous research as the main source for finding novelty in the research carried out (Sugiyono 2019). Of course, these studies are closely related to Career Development, Employee Performance and Incentives (Manzilati 2017). This research uses primary data or data obtained from objects directly using a digital questionnaire instrument to obtain them. The digital questionnaire contains 5 choices of strongly agree, agree, neutral/average, strongly disagree, disagree, and so on for 300 CFC employees spread throughout Indonesia (Nabila Khaerumuda and Hotman Tohir Pohan 2023). Researchers analyzed these data using the smart PLS 4.0 analysis tool with the hypothesis below (Depitra and Soegoto 2018).

Hypothesis:

H1: The Influence of Career Development on Employee Performance

H2: Incentive Can Moderates The Influence of Career Development on Employee Performance.

3. RESULT AND DISCUSSION

Validity Test

In the initial stage using the smart PLS 4.0 analysis tool, whether the data used is primary data or secondary data, it must go through a validity test stage which aims to ensure that each question item in the digital questionnaire contains 5 statements, namely the statements strongly agree, agree, normal. /so-so, disagree, and disagree must be valid first. The following are the results of the validity test in this research (Ghozali 2016):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Career Development (X1)	Career Development can make your vision easier to achieve	0.844
	Career Development can make employee performance increase over time	0.849
	Career Development can make Company targets easy to achieve	0.851
	Career Development is necessary for every employee	0.867
	Career Development can make employees smart at work	0.829
	Career Development can make employees stay at work for a long time	0.878
Employee Performance (Y)	Employee performance can be influenced by employee career development	0.902
	Employee performance can be influenced by incentives provided by the Company	0.905
	Employee performance can be influenced by employee enthusiasm for work	0.916
	Employee performance can be influenced by the more often the company targets are achieved	0.922
Incentive (Z)	Great incentives can increase employee enthusiasm at work	0.989
	Large incentives can make employee development increase rapidly	0.998

	Large incentives can make employees' needs met and they become more focused at work	0.976
	Fulfilled incentives can increase employee performance	0.959

Validity Test > 0.70

Reliability Test

The 14 question items whose validity researchers have proven have been successfully tested. The 14 question items consist of 6 Career Development question items, 4 Employee Performance variable question items, and 4 Incentive variable question items. The next stage is a reliability test to ensure that the variable is also reliable in order to reach the next stage, namely the Path Coefficient. The following are the results of the reliability test in this research (Sarstedt et al. 2014)

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Career Development	0.889	0.849	Reliable
Employee Performance	0.923	0.882	Reliable
Incentive	0.977	0.936	Reliable

Path Coefisien

The final and long-awaited stage is also the final stage in this research, namely the Path Coefficient. The Path Coefficient is intended to determine the direction of the positive or negative relationship in this research as well as to prove each of the hypotheses that the researcher formulated in the research. The path coefficient results in this research are as follows(Hair 2010):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	CD->EP	0.008	Accepted
Indirect Influence	I* CD->EP	0.000	Accepted

Significant Level < 0.05

The arguments and assumptions that the researcher proposed in the introduction and research methodology section can be proven in the third table of Path Coefficients above. The results of the three Path Coefficients in the research show that the Career Development variable has a positive relationship and a significant influence on the Employee Performance variable because the P-Values results are positive and are below the 0.05 significance level, namely 0.008. The researcher's assumption, as stated in the questionnaire, is that employee career development that continues to improve can make the vision and targets given by the company easier to achieve. In the end, research on employee performance also increased. These results are in line with research (Sutono and Hidayat 2023); (Sudaryana 2020); (Julianita 2018); (Putri et al. 2018) dan (Sari 2020). Apart from that, in the second row of the third table the path coefficient also shows that the second hypothesis in the research can also be proven if the

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4. CONCLUSION

The arguments and assumptions that the researcher proposed in the introduction and research methodology section can be proven in the third table of Path Coefficients above. The results of the three Path Coefficients in the research show that the Career Development variable has a positive relationship and a significant influence on the Employee Performance variable because the P-Values results are positive and are below the 0.05 significance level, namely 0.008. The researcher's assumption, as stated in the questionnaire, is that employee career development that continues to improve can make the vision and targets given by the company easier to achieve. In the end, research on employee performance also increased. These results are in line with research (Sutono and Hidayat 2023); (Sudaryana 2020); (Julianita 2018); (Putri et al. 2018) dan (Sari 2020). Apart from that, in the second row of the third table the path coefficient also shows that the second hypothesis in the research can also be proven if the Incentive variable can strengthen the influence of the Career Development variable on Employee Performance. This is due to the more incentives the company gives to employees, the more enthusiastic the employees will be at work, the more focused they will be at work, and in the end it can increase career development and improve employee performance. Based on these results, the first and second hypotheses in this research can be proven.

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