

The Effect of Career Development on Performance through Employee Engagement as an Intervening Variable

M. Musthabiq Dzikril Malik¹, Toni Herlambang², Mohammad Thamrin³, Eko Budi Satoto⁴

^{1,2,3,4}Muhammadiyah University of Jember, Indonesia



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ABSTRACT

Objective: This research is intended to analyze the influence of career development on employee engagement and employee performance, analyze the influence of employee engagement on employee performance, and analyze the role of employee engagement in mediating career development on employee performance. **Method:** This research uses explanatory research. The population in this study were all sub-district employees in Jember Regency who in taking samples applied the Saturated Sample method/Census Method, the data analysis technique used in this research was path analysis using the SEM (Structural Equation Modeling) model or Structural Equation Model with the Warp PLS 7.0 program. **Results:** The research results show that career development influences employee engagement. Career development influences employee performance. Employee engagement influences employee performance. And, career development influences employee performance through employee engagement. **Novelty:** This research uses a model of the effect of career development on employee performance by involving employee engagement as intervening. Thus, this model is the answer to the existing research gap related to employee performance.

INTRODUCTION

Human resources are essentially a type of capital and have an important role in an organization's operational activities. Humans as one of the components of an organization are a determining resource for achieving organizational goals [1]. Every organization, both private and government, definitely has various goals to achieve. It is a common understanding that the success of an organization in achieving its goals depends greatly on the human resources it has. In other words, human resources are a determinant of the survival of an organization in the future. Human resources function as a driver of other organizational resources. Therefore, it is very important for an organization to be able to manage human resources with optimal performance, so that it can maintain survival and achieve organizational goals [2].

Performance is the implementation of a job and the improvement of that work in accordance with one's responsibilities so that the results can be achieved as expected [3]. This definition shows that performance is emphasized more on the process, where during the implementation of the work improvements are made so that the achievement of a job or performance can be optimized. Employee performance in government agencies is always linked to accountability. In general, accountability is related to the system of institutional checks and balances in an administrative system. Internally, accountability is related to employee ethical, professional and practical guidelines in carrying out responsibilities assigned according to the standards and ideals of a profession. Meanwhile, externally accountability is a form of responsibility for the resources or

authority given or handed over to the employee, for example fiscal accountability, legal accountability, program accountability, outcome accountability, and process accountability [4].

Employee engagement can influence employee performance. [5] defines employee engagement as positive employee behavior towards the organization and organizational values. Engaged employees are physically, cognitively and emotionally connected to their role at work [6]. According to [7], employee engagement is the extent to which a person is committed, dedicates himself and is loyal to the organization, superiors, work and co-workers. [8] defines engagement as a measurement of employees' emotional and intellectual commitment to the organization and its success and believes it to be a measurement outcome and describes how employees behave as a result of their interactions with the organization. According to [9], engagement is a state of positive, fulfilling, outlook on working conditions that is characterized by strength, dedication, and absorption. They say that engagement is a more persistent and comprehensive state of mind and feeling, not just focused on individual objects or certain behavior. Strength refers to a high level of energy and mental resilience when working, a willingness to put in serious effort at work and perseverance in the face of difficulties.

Several previous studies which stated that employee engagement can influence an employee's performance include [9]–[12]. According to [13] states that employee engagement has a significant influence on employee performance. In other research with the same research theme, namely the influence of employee engagement on employee performance, the results showed that organizational commitment had no effect on performance. According to [14], [15] states that employee engagement does not have a significant effect on employee performance.

Maximum employee performance is also supported by good career development. Career development is a personnel activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the maximum [16]. Career development can be defined as a formal and ongoing effort that focuses on developing better employees. Individuals who want their careers to develop must work as hard as possible, namely by showing good performance. Meanwhile, leaders as parties who facilitate employee career development should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance [17]. [18]–[23] state that career development has a significant influence on employee performance. The inconsistency of research which states that career development has no effect on performance includes [24]–[26]. Career development can influence employee engagement. This can be seen from several previous studies which state that career development can influence employee engagement [27]–[29]. Other research with the same theme [30], [31] found that career development had no effect on employee engagement.

Based on the presentation of empirical theory and research gaps and supported by data that researchers obtained from sub-district employees in Jember Regency, this

research is aimed at analyzing the influence of career development on employee performance through employee engagement as an intervening variable.

RESEARCH METHOD

This research uses explanatory research, namely a type of research that aims to analyze the relationship or influence between variables through hypothesis testing [32]. The population in this study were all sub-district employees in Jember Regency. In taking samples, the Saturated Sample Method/ Census Method is used, namely a technique for determining a sample with all members of the population selected as samples [33].

A research variable is an attribute or trait or value of a person, object or activity that has certain variations determined by the researcher to be studied and conclusions drawn [33]. Based on the description of the problems discussed previously, the variables in this research include dependent variables, independent variables and intervening variables. Operational measurements of these variables can be seen in Table 1.

Table 1. Identification of measurement research variables.

No	Variables	Indicator
1	Career Development (X)	a. Education background b. Training c. Work experience [27]
2	Employee Engagement (Z)	a. Strenght b. Dedication c. Absorption [34]
3	Kinerja Pegawai (Y)	a. Quantity b. Quality c. Punctuality d. Presence e. Ability to teamwork [5]

Based at the theoretical framework, the data analysis technique used in this research is path analysis using the SEM (Structural Equation Modeling) model or Structural Equation Model with the Warp PLS 7.0 program. SEM is a set of statistical techniques that allow testing a series of relatively complex relationships simultaneously [35].

RESULTS AND DISCUSSION

Results

Respondent Descriptive Statistics

The research respondents were 135 sub-district employees in Jember Regency.

Table 2. Respondent demographic descriptive statistics.

	Criteria	Frequency (peoples)	Percentage (%)
Age	a. < 30 years old	31	23,0
	b. 30 – 50 years old	69	51,1
	c. > 50 years old	35	25,9

	Total	135	100,0
Gender	a. Male	82	60,7
	b. Female	53	39,3
	Total	135	100,0
Education Level	a. Senior High School	22	16,3
	b. Diploma	44	32,6
	c. Bachelor	57	42,2
	d. Postgraduate	12	8,9
	Total	135	100,0
Work Experience	a. < 5 years	26	19,3
	b. 5 - 10 years	77	57,0
	c. > 10 years	32	23,7
	Total	135	100,0

Source: Data processed

Structural Equation Modeling (PLS-SEM) Analysis Results

The SEM-PLS model test results can be presented in the following Figure. 1

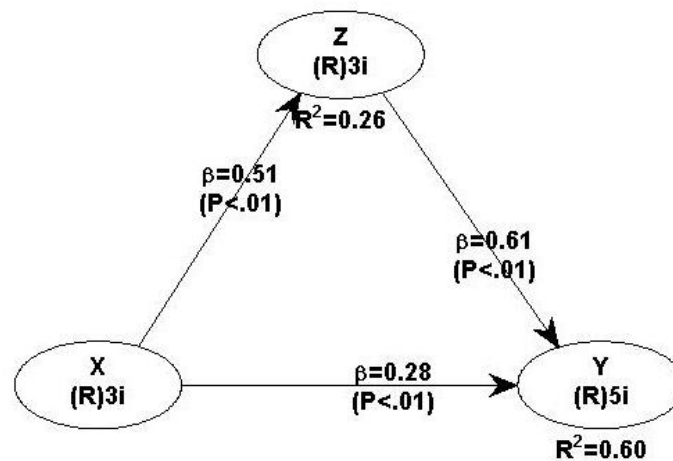


Figure 1. SEM-PLS model test result.

Direct Effect Test Results

The test results obtained a fit model, then each path coefficient can then be interpreted which represents the direct effect. Detailed direct influence testing is presented in the following Table 3.

Table 3. Direct effect test result.

Effect		Estimate	S.E.	P	Result
Career Development →	Employee engagement	0,509	0,076	<0,001	H1 accepted
Career Development →	Employee performance	0,277	0,081	<0,001	H2 accepted
Employee engagement →	Employee performance	0,605	0,075	<0,001	H3 accepted

Source: Data processed

The results of the direct effect test show that career development has a significant effect on employee engagement. Career development has a significant effect on employee performance. And, employee engagement has a significant effect on employee performance.

Indirect Effect Test Results

An indirect relationship occurs between the exogenous latent variable career development (X) and the endogenous latent variable dependent on employee performance (Y) and the endogenous intervening variable employee engagement (Z). A summary of the indirect effect of these variables can be seen in the following Table 4.

Table 4. Indirect effect test result.

Effect	Estimate	S.E.	P	Result
Career development → Employee engagement → Employee performance	0,308	0,057	<0,001	H4 accepted

Source: Data processed

The results of the indirect effect test show that employee engagement plays a role as an intervening variable in the relationship between career development and employee performance. Thus, career development has a significant effect on employee performance through employee engagement as an intervention.

Analysis of the Coefficient of Determination (R²)

Testing at this stage is by looking at the R-square value. In this case, the R-square value describes the variation in changes in exogenous variables that can be explained by endogenous variables. The test results related to the R-square value can be seen in the following Table 5.

Table 5. R-Square value.

Variables	Variables Name	R-square
Z	Employee engagement	0,259
Y	Employee performance	0,604

Source: Data processed

Based on Table 5, the R-square value of the employee engagement construct is 0.259 and the R-square value of the employee performance construct is 0.604. An R-square of 0.259 can be interpreted as meaning that 25.9% of the variability in changes in employee engagement can be explained by the career development variable. An R-square of 0.604 can be interpreted as meaning that 60.4% of the variability in changes in employee performance can be explained by career development and employee engagement variables.

Summary of Research Hypothesis Testing Results

After analyzing the data using SEM-PLS, the following is a summary of the results of research hypothesis testing. The results of hypothesis testing as explained in the

previous sub-chapter relate to the direct effect of exogenous variables on endogenous variables as well as the indirect effect of exogenous variables on endogenous variables involving intervening or mediating variables.

Table 6. Summary of hypothesis testing results.

No	Research Hypothesis	Conclusions
1	Career development has a significant effect on employee engagement	H ₁ accepted
2	Career development has a significant effect on employee performance	H ₂ accepted
3	Employee engagement has a significant effect on employee performance	H ₃ accepted
4	Career development has a significant effect on employee performance through employee engagement	H ₄ accepted

Source: Data processed

Discussion

The Effect of Career Development on Employee Engagement

The research results show that career development has a significant effect on employee engagement. This means that if career development gets better, it will increase employee engagement.

Career development is one of the main factors that can increase employee engagement. By paying serious attention to career development, organizations not only help employees grow, but also ensure they remain emotionally engaged and productive in supporting business goals. According to research [27]–[29] shows that career development effects employee engagement.

The Effect of Career Development on Employee Performance

The research results show that career development has a significant effect on employee performance. This means that career development is considered effective in improving employee performance.

Career development is a personnel activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the maximum [16]. Career development can be defined as a formal and ongoing effort that focuses on developing better employees. Individuals who want their careers to develop must work as hard as possible, namely by showing good performance. Meanwhile, leaders as parties who facilitate employee career development should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance [17]. This finding is in line with [18]–[23] which states that career development has a significant effect on employee performance.

The Effect of Employee Engagement on Employee Performance

The research results show that employee engagement has a significant effect on employee performance. This means that if employee engagement is higher, it will cause employee performance to be better.

[5] defines employee engagement as positive employee behavior towards the organization and organizational values. Engaged employees are connected physically, cognitively, and emotionally to their role at work [6]. According to [7], employee engagement is the extent to which a person is committed, dedicates himself and is loyal to the organization, superiors, work and co-workers. When employees feel involved, they tend to display positive organizational behavior, which in turn, will improve structural employee performance. Employee engagement has a positive relationship with employee performance. The higher the employee engagement, the employee performance will increase, for example the employee's dedication to an agency so that they can place their interests above personal interests. These findings support previous research which states that employee engagement can effect an employee's performance, including [9]–[12]. According to [13] states that employee engagement has a significant effect on employee performance.

The Effect of Career Development on Employee Performance with Mediation of Employee Engagement

The research results show that career development does not have a significant effect on employee performance as mediated by employee engagement. Referring to these results, it can be stated that employee engagement plays a role as an intervening variable in the relationship between career development and employee performance. This means that the better career development will be followed by better employee engagement and ultimately will increase employee performance.

Career development can take the form of training programs, mentorship, internal promotions, or strategic project assignments. Organizations that invest in employee career development not only increase engagement, but also boost overall business performance. These findings support the results of research [27] which shows that career development effects performance through employee engagement.

CONCLUSION

Fundamental Finding : Based on the descriptions that have been expressed in the discussion, several conclusions can be drawn as the findings of this research, namely that career development has a significant effect on employee engagement. Population career development has a significant effect on employee performance. Employee engagement has a significant effect on employee performance. Career development has a significant effect on employee performance through employee engagement as an intervention.

Implication : The findings of this research highlight the importance of career development in enhancing employee engagement and performance. Organizations should prioritize structured career development programs to improve overall employee outcomes. **Limitation :** The research object is only limited to sub-district employees in

Jember Regency, so generalization of the results has not been achieved. Further research can be carried out with broader objects (regional or national). The next limitation relates to this research only examining the effect of career development on employee engagement and employee performance. **Future Research** : Future research should formulate and develop models related to factors that effect employee engagement and employee performance. Future research can test other variables and use different approaches to obtain better findings.

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M. Musthabiq Dzikril Malik

Muhammadiyah University of Jember, Indonesia

***Toni Herlambang (Corresponding Author)**

Muhammadiyah University of Jember, Indonesia

Email: toniherlambang@unmuhjember.ac.id

Mohammad Thamrin

Muhammadiyah University of Jember, Indonesia

Email: mohammadthamrin@unmuhjember.ac.id

Eko Budi Satoto

Muhammadiyah University of Jember, Indonesia

Email: ekobudisatoto@unmuhjember.ac.id
