

# The Role of Career Planning and Career Development on Employee Performance at PT. Adira finance Ambon Branch

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This study aims to analyze the influence of career planning and career development on employee performance at PT. Adira Finance Ambon Branch. The population in this study was all 50 employees of PT. Adira Finance Ambon Branch. The sample used was a saturated sample, where the population size is the same as the sample size. The research instrument used in this study was a questionnaire. Data analysis used Multiple Linear Regression Test. The results of this study indicate that: (1) Career Planning has a significant effect on Employee Performance, (2) Career Development has a significant effect on Employee Performance.

**Keywords:** Career Planning, Career Development, Employee Performance

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## 1. Introduction

Human resources are one of the primary factors determining an organization's success in achieving its stated goals. Companies that effectively manage their human resources will have a competitive advantage over their peers. In an era of increasingly fierce business competition, organizations are required to have high-performing, competent employees who can adapt to technological developments and changing work environments.

Employee performance is a crucial aspect of a company's success. Performance is the quality and quantity of work achieved by an individual, consistent with their assigned responsibilities. High or low employee performance will impact overall company productivity. Therefore, companies need to consider factors that can improve employee performance.

One factor that influences employee performance is career planning. Career planning is a process by which individuals determine career goals and the steps they must take to achieve them. With a clear career plan, employees can understand the direction of their career development within the company. Employees with clear career goals tend to be more motivated at work and have a passion for improving their skills and achievements.

Besides career planning, another factor that influences employee performance is career development. Career development is a company's effort to improve employees' abilities, skills, knowledge, and competencies through various training programs, education, promotions, transfers, and other development. Effective career development will help employees improve their work skills so they can make maximum contributions to the company.

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PT. Adira Finance Ambon Branch is a finance company operating in the financial services sector. To carry out its operations, PT. Adira Finance requires qualified human resources to provide excellent service to customers and achieve company targets. Therefore, the company needs to pay attention to career planning and development aspects for its employees.

Based on initial observations, several issues related to employee performance at PT Adira Finance Ambon Branch were identified. Some employees felt they lacked a clear career path within the company. Furthermore, the career development opportunities provided by the company were not shared equally among all employees. This situation has the potential to reduce work motivation and impact employee performance.

Good career planning allows employees to understand their achievable career paths, thus increasing their motivation to improve their work performance. Meanwhile, career development through training and competency enhancement can help employees work more effectively and efficiently. Therefore, career planning and development are thought to influence improved employee performance. Several previous studies have shown that career planning and career development have a positive influence on employee performance. Research by Bahri and Nisa (2017) demonstrated that career planning and career development significantly impact employee performance. Another study by Sagala, Saragih, and Aprian (2019) also showed that career development positively impacts employee performance. However, previous research still shows differences in results across various industrial sectors. Therefore, this study is important to determine the extent to which career planning and career development impact employee performance at PT Adira Finance, Ambon Branch.

This research is expected to contribute to companies improving the quality of human resource management, particularly in employee career planning and development. Furthermore, the results are expected to serve as a reference for further research related to human resource management.

## **2. Literature Review**

### **Career Planning**

#### **Definition of Career Planning**

Career planning is a relatively new personnel function. Planned career planning programs are rarely implemented except in larger or more progressive organizations. Reasons for the lack of attention to career planning and development are usually based on unfounded and unrealistic assumptions, such as the belief that employees can guide their own careers and the assumption that employees are educated and trained. Another reason is the lack of funds allocated specifically for employee planning and development. Essentially, career planning aims to identify personal skills, interests, knowledge, and more; and establish specific plans to achieve specific goals (Kumar, Sushma, Ramya, 2017). According to Gary Dessler (2021), career planning is a deliberate process through which a person becomes aware of their skills, interests, knowledge, motivations, and personal characteristics; obtains information about opportunities and options; identifies career-related goals; and establishes action plans to achieve specific goals.

The benefits of career planning for individuals include the following (Kumar, Sushma, Ramya, 2017):

1. Process Planning helps individuals to have knowledge about various career opportunities, their priorities, etc.

2. Helping individuals choose a career that suits their lifestyle, preferences, family environment, scope for self-development, etc.
3. Helps organizations identify internal employees who can be promoted.
4. Internal promotions, career advancement, and transfers can motivate employees and improve employee morale.
5. Generate and increase job satisfaction.
6. Improve employee performance in the workplace by recording their potential abilities.
7. Fulfilling employee needs for appreciation.

#### **Career Planning Indicators:**

According to Kumar, Sushma, Ramya (2017) Career Planning Indicators consist of:

- 1) Recognize talent.
- 2) Pay attention to interests.
- 3) Pay attention to values.
- 4) Pay attention to personality.
- 5) Career opportunities.
- 6) Pay attention to career appearance.
- 7) Pay attention to lifestyle.

#### **Career Development**

##### **Definition of Career Development**

Career development is the progress and actions a person takes throughout their life, related to work. A career often develops from a stable, long-term job, rather than simply a single position, and refers to a series of programs designed to match an individual's needs, abilities, and career goals with current and future opportunities within an organization. Career development also refers to a lifelong series of activities (such as workshops) that contribute to a person's career exploration, formation, success, and fulfillment.

##### **Career Development Components**

In developing a career, there are four components that must be considered, including the following (Herr, Cramer, & Niles, 2004; Shaito, Fadel, 2019):

###### 1. Education

Education is the first component to consider because a successful career begins with it. Education equips employees with skills, knowledge, and attitudes relevant to the workplace. This education can be pursued both formally and informally.

###### 2. Capability

Capabilities are the raw skills required to complete a job. These can include data processing, development strategy, project management, software management, programming, or a variety of other abilities. Most employers agree that both strategic and tactical skills are essential in an organization (Owyang, 2012).

###### 3. Network

Networking is the third component of career development. Networking is crucial because it's people or groups we can rely on and help, even without being asked, when we need something in our careers. Business networks certainly require constant and ongoing development.

#### 4. Experience

The final component of career development is experience. Having a solid career track record is key to this.

#### **Career Development Indicators**

According to Hasibuan (2012:31), career development indicators consist of:

- 1) Education.
- 2) Training.
- 3) Mutation.
- 4) Job Promotion.
- 5) Working Period.

#### **Employee Performance**

##### **Understanding Employee Performance**

Employee performance is the work results achieved by an individual in carrying out assigned tasks to achieve work targets. Employees can perform well if they have high performance, which in turn results in good work. Employee performance is a determining factor in the success of an organization in achieving its goals. Performance improvements cannot be realized without good management, which can encourage institutional efforts to improve performance.

##### **Employee Performance Indicators**

According to Mathis and Jackson (2002), employee performance influences how much they contribute to the organization, including:

###### 1. Quantity of Work

This standard is carried out by comparing the volume of work that should be (standard work norms) with actual capabilities.

###### 2. Quality of Work

This standard emphasizes the quality of work produced rather than the volume of work. This quality of work includes accuracy, thoroughness, neatness in carrying out work tasks and maintaining tools, as well as possessing skills and competencies in the work.

###### 3. Time Utilization

Namely the use of work periods adjusted to company policy.

###### 4. Attendance Rate

The assumption used in this standard is that if attendance is below the established work standards, the employee will not be able to provide optimal contribution to the company.

###### 5. Cooperation

Assessment based on the involvement of all employees in achieving the set targets will influence the success of the supervised section.

### **3. Method**

#### **Type of Research**

This study employed quantitative research methods. The quantitative approach was used because the study aimed to determine the influence of career planning and career development variables on employee performance through hypothesis testing using statistical analysis.

### **Population and Sample**

The population in this study was all 50 employees of PT Adira Finance, Ambon Branch. The sampling technique used was quota sampling. This method was used because the researchers determined the number of respondents based on certain characteristics deemed representative of the study population.

### **Types and Sources of Data**

The data used in this study consists of:

1. Primary data, namely data obtained directly from respondents through distributing questionnaires.
2. Secondary data, namely data obtained from company documents, books, journals and other references that support the research.

### **3.4.Data Collection Techniques**

Data collection techniques used in this study include:

1. Observation  
Observations were conducted by observing the working conditions and activities of employees at PT Adira Finance Ambon Branch.
2. Questionnaire  
The questionnaire was given to respondents to obtain data regarding career planning, career development, and employee performance.
3. Documentation  
Documentation is carried out by collecting supporting data from the company and other relevant sources.

### **Research Variables**

This research consists of:

1. Independent variables:
  - Career Planning (X1)
  - Career Development (X2)
2. Dependent variable:
  - Employee Performance (Y)

### **Data Analysis Techniques**

Data analysis was performed using the IBM SPSS Statistics program version 26.

## **4. Results And Discussion**

### **Validity and Reliability Test Results**

The validity test results show that all question items in the career planning, career development, and employee performance variables have correlation values greater than the table's  $r$  value. Thus, all statement items are declared valid.

The results of the reliability test show that the Cronbach Alpha value for each variable is greater than 0.60 so that the research instrument is declared reliable.

### **Results of Multiple Linear Regression Analysis**

Table 1. Multiple Linear Regression Analysis Test Results  
**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constant)	7,895	2,223		3,552	.001
Per.K (X1)	.271	.125	.234	2,159	.036
Peng.K (X2)	.999	.146	.743	6,840	.000

a. Dependent Variable: Employee Performance

From the table above, the regression equation formed from this test is:

$$Y = 7.895 + 0.271 (X1) + 0.999 (X2) + e$$

The equation above can be interpreted as follows:

a. Constant Value

The constant value of 7.895 shows that the independent variables (X1 and X2) in the form of; Career Planning and Career Development are able to provide a contribution that large in influencing employee performance (dependent variable) of 7,895.

b. Value of Variable X1 (Career Planning)

The coefficient value of the Career Planning Variable (X1) is 0.271, indicating that every one unit increase in career planning will improve employee performance of 0.271 units, assuming other variables remain constant.

c. Value of Variable X2 (Career Development)

The coefficient value for the Career Development Variable (X2) is 0.999, meaning that every one unit increase in career development will improve employee performance of 0.999 units, assuming other variables are constant.

### Hypothesis Testing

#### Partial Test (t-Test)

This test aims to determine whether the independent variables in the equation influence the value of the dependent variable. The t-test is performed by comparing the calculated t-value with the t-table. To determine the t-table value, a significance level of 5% is set. The test criteria used are:

- If  $t_{count} > t_{table} (nk-1)$ , if  $p \text{ value} < 0.05$  then the independent variable has a significant effect significant to the dependent variable.
- If  $t_{count} < t_{table} (nk-1)$ , if  $p \text{ value} > 0.05$  then the independent variable has no effect
- to the dependent variable.

The t-table value with  $df = n - k - 1 = 50 - 2 - 1 = 47$  then the t-table value obtained is As much as 2,012.

Table 2. t-Test Results

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,895	2,223		3,552	.001
Per.K (X1)	.271	.125	.234	2,159	.036
Peng.K (X2)	.999	.146	.743	6,840	.000

a. Dependent Variable: Employee Performance

Source: Data Processed with SPSS 26 (2025)

Based on the partial test results (t-test) from table 4.14, the following conclusions can be drawn:

1. The Career Planning variable has a calculated t value > t table where 2.159 > 2.012 with a significance level of 0.036 < 0.05 so it can be stated that career planning has a significant effect on employee performance.
2. The Career Development variable has a calculated t value > t table where 6,840 > 2,012 with a significance level of 0,000 < 0.05 so that it can be stated that career development has a significant effect on employee performance.

**Analysis of the Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination analysis is used to determine the percentage of contribution the influence of independent variables together on the dependent variable. The results of the determination test in this study are as follows:

Table 3. Coefficient of Determination

**Model Summary**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.967 <sup>a</sup>	.934	.931	2,287

a. Predictors: (Constant), Career Development, Career Planning

b. Dependent Variable: Employee Performance

From the calculation results using the SPSS version 26 program, it can be seen that the coefficient of determination (R Square) obtained is 0.934. This means that 93.4% of employee performance can be explained by career planning and career development variables, while the remaining 6.6% of employee performance is influenced by other variables not examined in this study.

**5. Discussion**

**The Influence of Career Planning on Employee Performance**

The research results show that career planning has a significant impact on employee performance at PT Adira Finance Ambon Branch. This suggests that the better the career planning implemented by the company, the higher the employee performance.

Employees with clear career goals are more motivated to perform well because they understand the career opportunities they can achieve in the future. Furthermore, having a career plan makes employees feel valued and cared for by the company.

The results of this study are in line with research by Bahri and Nisa (2017) which states that career planning has a positive influence on employee performance.

### **The Influence of Career Development on Employee Performance**

The research results show that career development has a significant impact on employee performance. This indicates that the company's career development programs are capable of improving employee skills and work competencies.

Training, promotions, and personal development opportunities motivate employees to perform better. Employees who receive career development opportunities tend to have higher work motivation and are able to complete their work effectively.

The results of this study are in line with the research of Sagala, Saragih, and Aprian (2019) which stated that career development has a significant influence on employee performance.

### **The Influence of Career Planning and Career Development on Employee Performance**

The research results show that career planning and career development simultaneously have a significant impact on employee performance. This means that these two variables, together, can improve employee work quality.

Career planning provides employees with clear direction and goals, while career development provides support in the form of skills and competency enhancement. The combination of the two can create high work motivation, which in turn improves employee performance.

Companies that effectively manage career planning and development will have high-quality and productive human resources. Therefore, PT Adira Finance Ambon Branch needs to continuously improve its human resource development program to optimize employee performance.

## **5. Conclusion**

Based on the research results and discussion regarding the influence of career planning and career development on employee performance at PT. Adira Finance Ambon Branch, the following conclusions can be drawn:

1. Career planning significantly impacts employee performance at PT Adira Finance Ambon Branch. The better the career planning provided by the company, the higher the employee performance.
2. Career development significantly impacts employee performance at PT Adira Finance Ambon Branch. A robust career development program can improve employee skills and productivity.

Career planning and career development simultaneously have a significant impact on employee performance. Together, these two variables can increase employee motivation, competence, and work productivity.

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