



# Career Development and Its Contribution to Increased Employee Productivity

Intri Ayu Murti<sup>1\*</sup>, Syamsul Hadi<sup>2</sup>, Didik Subiyanto<sup>3</sup>

<sup>1,2,3</sup>Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

\*Corresponding author. Email: [intriayumurti09@gmail.com](mailto:intriayumurti09@gmail.com)

## ABSTRACT

This study aimed to investigate the role of career development in employee productivity using a quantitative method with a purposive sampling technique. A questionnaire was distributed to 73 respondents using Slovin's formula. Instrument testing was conducted using SPSS version 26, which included validity and reliability tests. Indicator tests, model fit tests, and hypothesis tests were performed using SmartPLS. The results of this study indicated that career development had a significant positive effect on employee productivity. When career development was effectively implemented, it increased employee productivity. This study provided new insights into the relationship between career development and employee productivity, as research on these variables was still limited. Appropriate career development enhanced employee productivity. Management that provided opportunities for employees in career development increased job satisfaction, ultimately improving employee productivity..

**Keywords:** *Career Development, Employee Productivity, Work Employee Productivity, Job Satisfaction.*

## 1. INTRODUCTION

Employee productivity resulted from various factors influencing how work was performed and how efficiently the outcomes were achieved. Productivity also played a strategic role in enabling businesses to remain capable and adaptive amidst various competitive challenges. This was marked by the emergence of numerous competitors, requiring a company to stay resilient. A company can operate effectively when its employees perform their duties and functions to the best of their abilities, achieving its objectives. The Total Productivity Theory explained that this theory focuses on the definition of productivity, measured in the context of an entire organization or economic sector, including factors such as technology, human capital, and management. Work productivity was the ability to produce goods or services from each employee's various resources and skills. Increased employee productivity certainly positively impacted the company, and the opposite was also true. Employee productivity in an organization was one of the goals that had to be achieved, as low employee productivity would affect the attainment of organizational objectives [1]. Companies need to focus on the value and quality of human resources to maximize profits and ensure the success of their goal of increasing productivity.

One way to improve employee productivity was through career development. Career development was crucial for employees as it could inspire them to enhance their productivity [2]. Management systematically planned career development for its employees, provided opportunities for career growth fairly and transparently, and motivated employees to perform better. It stated that an organization could be successful if its management planned career development appropriately and accurately. Career development was the responsibility of an organization to prepare its employees with specific qualifications to fill required positions or roles, ensuring that when the need arose, qualified individuals were already available [1]. Employees whom the company gave opportunities for career development were able to realize their potential and become more engaged with the company's vision, mission, and goals. As a result, employee productivity increased, which, in turn, boosted the company's overall productivity. Maryatmi, in her book *"Well-Being in the Workplace,"* stated that an organization could provide job satisfaction to its employees by offering clear career development opportunities and job security [4].

The relationship between career development and employee productivity shows a significant positive effect, as indicated in the studies [1],[5]. However, differing results are found in the study [6], which states that career development does not positively affect employee productivity. These differing research results reflect the phenomenon occurring at PDAM Tirta Handayani in Gunungkidul Regency. The management conducts training

to develop employee competencies, but the process is neither fair nor equitable. Each year, the same employees are selected for training, the training topics are not aligned with the participants' job descriptions, and the same trainers are repeatedly used, resulting in no significant improvement in training outcomes because the knowledge and perspectives provided remain unchanged. The training topics, participants, and trainers stay the same each year. Management does not offer fair and transparent career development opportunities. No clear qualifications or criteria were established by management for open recruitment, whether internal or external. There is no succession planning to prepare for future vacant positions. Leadership selection is not based on skills or competencies but rather on personal preferences, leading to the appointment of individuals without evaluating their capability or suitability for the role. This inconsistency in findings highlights the need for further research to verify the influence of career development on employee productivity, thereby contributing empirically to the body of knowledge. This research will be conducted at PDAM Tirta Handayani in Gunungkidul Regency.

PDAM Tirta Handayani in Gunungkidul Regency is a regional government-owned enterprise providing clean water services to the people of Gunungkidul. Its service area encompasses most of Gunungkidul. With such a vast service coverage, stabilizing employee productivity is essential to deliver maximum customer service. Employees at the forefront of customer interaction must possess strong communication skills and effective problem-solving abilities to meet customer needs. Employees who receive proper training will become more skilled in handling field challenges and resolving issues. These skills will enhance employee productivity. Management that provides opportunities and trust for employees to work responsibly encourages them to develop their potential and become more attuned to the company's vision and mission. Employees given career development opportunities will compete fairly, strive to perform well, and work to showcase their potential and abilities to achieve objective assessments from their supervisors. As a result, their productivity increases, positively impacting the company's overall productivity.

## 2. LITERATURE REVIEW

### 2.1. Career Development

Career development is the results or achievements that an individual obtains from work experience and is a lifelong process encompassing growth and change starting from childhood, after formal career education in school, maturation, progressing toward adulthood, and continuing until retirement [7]. [2] career development is an individual's enhancement to achieve a career plan. In general, the career development process begins with evaluating employee performance. [3] Divide career development into two aspects: internal and external. The external element includes a series of tasks and responsibilities that an individual undertakes, while the internal aspect refers to the values, aspirations, motivations, and perceptions in an individual's career. [3] Divide career development into two components: the internal component, which includes an individual's assessment of their career and job satisfaction, and the external component, which includes salary, promotion, and more. Indicators of career development [8] are: (1) Career management, which includes organizational policies on employee career development, promotion opportunities for high-performing employees, greater career development opportunities for employees with higher education, and promotion opportunities for qualified employees. (2) Career planning includes training to improve work quality, work experience to enhance contribution to the company, flexible work relationships with supervisors and colleagues, and opportunities for self-development through training.

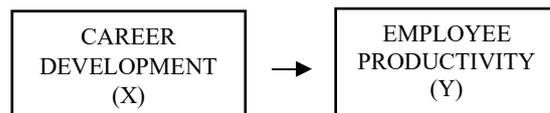
Career development aims to align employee needs and goals with the current and future career opportunities available within the company [9]. Increasing career development opportunities can be achieved by providing training and courses to enhance employee competencies, offering internship programs for employees eager to develop themselves, and allowing employees to try different jobs from their daily tasks to discover their interests and talents. [10] explain that career development aims to improve the effectiveness and efficiency of employees' work performance, thereby delivering satisfactory results to achieve organizational goals. Maryatmi, in her book titled "*WEL-BEING di Dunia Kerja*," highlights that the purpose of career development is to enhance employee satisfaction, improve the quality of employee performance through diverse challenges and experiences, boost loyalty and motivation, and identify which training and development programs should be implemented [4]. [4] emphasizes the benefits of career development, which include enhancing skills and increasing the number of competent employees.

## 2.2. *Employee Productivity*

[11] Work productivity is the ratio between output (results) and input, where an increase in productivity indicates potential improvements in efficiency (time, materials, labor), work systems, production techniques, and employee skill levels. [12] Work productivity is the ability to produce goods or services using various resources and the skills each worker or employee possesses. [3] Identify factors that can influence employee productivity. Individual factors include motivation, mental development, health, and individual abilities. Organizational factors include management style, education, culture, and performance evaluation. Organizational environment factors include organizational support, job clarity, and the work environment. [13],[14] outline indicators of employee productivity as follows: Ability and skills: an employee's productivity depends heavily on their skills and professionalism at work. Skills are closely related to an individual's ability to perform or complete technical tasks, enabling employees to work productively. Achieved results: These are tangible outcomes that can be felt by the individual or others, requiring all employees to strive to improve their results. Work enthusiasm: This can be measured by the improvement in work methods and results achieved compared to previous days. Self-development: Challenges faced can serve as motivation for self-development. Employees' aspirations can act as a driving force, helping them overcome challenges and achieve those aspirations. Efforts to overcome challenges include improving personal abilities and developing self-quality to work better, more efficiently, and more effectively, ultimately enhancing employee productivity. Quality: This is a benchmark for assessing work results and reflects employee performance. Efficiency: This is the ratio between achieved results. Efficiency involves the relationship between input and output, an aspect of productivity that significantly impacts employees.

## 2.3. *The influence of career development on employee productivity*

Clear and fair career development provided through objective and transparent assessments by management can foster motivation among employees to perform better. Employees will unleash their potential and capabilities while actively contributing to achieving the organization's vision, mission, and goals. As a result, employee productivity increases, enhancing overall organizational productivity. Work productivity is a key factor in organizational stability, and productivity improvements will likely occur when employees possess the necessary competencies. Career development is one effective means of enhancing work productivity. It is crucial for employees, as it can further inspire them to increase their productivity [2]. [5] Indicates that career development has a significant positive impact on employee productivity at PT. Kadeka. Similarly, the study by [1] also reports that career development significantly affects employee productivity. Based on these findings, hypothesis H1 can be proposed: career development positively influences employee productivity.



*Figure 1. Conceptual Framework*

## 3. METHOD

The type of data used in this study is primary data collected through questionnaires. The questionnaires employed a Likert scale ranging from 1 to 5. Once the research instrument was prepared, instrument testing was conducted using SPSS version 26, which included validity and reliability tests. The validity test was performed by correlating individual item scores with the total item scores [15]. Two-sided testing was applied with a significance level of 0.05. The items were considered valid if they significantly correlated with the total score. Bivariate Pearson correlation analysis was used for the validity test. The significance was determined if the two-sided p-value was below 0.05 or the Pearson correlation coefficient (r) exceeded the critical r-table value. Reliability testing utilized Cronbach's Alpha with a significance level 0.05 [15]. An instrument is deemed reliable if the alpha value exceeds the product-moment correlation value. Reliability indicates the stability and consistency of an instrument in measuring a concept, helping to assess the precision and suitability of a measurement [16]. In this study, reliability

testing was conducted using Cronbach's Alpha with SPSS (Statistical Package for Social Sciences) version 26. Cronbach's Alpha is the standard used to describe the relationship between the created scale and all variable scales. An instrument is considered reliable if it has a Cronbach's Alpha value greater than 0.60.

### 3.1. Indicator Test

The outer or measurement model's indicator test assesses the relationship between the indicators and their construct variables. This test provides the output for model validity and reliability, measured by the following criteria: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity is evaluated based on the correlation between the indicator scores and their respective constructs. An individual indicator is considered valid if it has a correlation value above 0.50. If an indicator does not meet this criterion, it should be discarded. Discriminant Validity is assessed through cross-loading between the indicators and their constructs. An indicator is deemed valid if its correlation with its construct is higher than with other constructs. A construct is considered reliable if the composite reliability value exceeds 0.70.

### 3.2. Model Fit Test

The results of the model fit test, with an estimated SRMR value of <0.10, indicate that the value is considered acceptable as a goodness of fit measure for PLS-SEM, making it suitable for avoiding model misspecification.

### 3.3. Hypothesis Test

In the PLS method, the significance values (P-value) and t-table values determine whether to accept or reject a hypothesis. The parameter coefficient values and t-statistic significance values can be observed using the SmartPLS application to assess significance. According to the hypothesis acceptance or rejection criteria,  $H_a$  and  $H_o$  are accepted if the t-statistic significance value is > 1.96 and the P-value is < 0.05 at a 5% significance level ( $\alpha = 5\%$ ).

## 4. RESULTS AND DISCUSSION

The descriptive data of the respondents provide information about the characteristics of the respondents who participated in the study. The respondents in this research are classified based on several categories, including gender, age, employment status, and length of service.

The classification of respondents by gender is presented in Table 1 below:

**Table 1. Respondents by Gender**

Category	Number	Percentage
Male	48	65.7 %
Female	25	34.3 %
Total	73	100 %

Source: Primary Data Processed, 2024

Based on Table 1, the majority of respondents in this study are male, totaling 48 individuals, corresponding to a percentage of 65.7%. In contrast, the female respondents amount to 25 individuals, accounting for 34.3%.

The classification of respondents by age in this study is presented in Table 2 below:

**Table 2. Respondents by Age**

Category	Number	Percentage
51 – 60 years	7	9.6 %
41 – 50 years	21	28.8 %

31 – 40 years	27	36.9 %
21 – 30 years	15	20.6 %
< 20 years	3	4.1 %
Total	73	100 %

Source: Primary Data Processed, 2024

Based on Table 2, most respondents in this study fall within the age range of 31–40 years, totaling 27 individuals, corresponding to a percentage of 36.9%. The next largest group is the age range of 41–50 years, with 21 individuals accounting for 28.8%. In contrast, the smallest percentage is in the age group of <20 years, consisting of 3 individuals, representing 4.1%.

Table 3 below presents the classification of respondents based on employment status at PDAM Tirta Handayani in this study:

**Table 3. Respondent Employment Status**

Category	Number	Percentage
Permanent Employees	36	49.3 %
Central Daily Labor Employees	7	9.5 %
Contract Employees	4	5.6 %
Outsourced Employees	15	20.5 %
Honorary Employees	6	8.2 %
Candidate Employees	5	6.9 %
Total	73	100 %

Source: Primary Data Processed, 2024

Based on Table 3, the majority of respondents in this study are permanent employees, totaling 36 individuals, which corresponds to a percentage of 49.3%. In contrast, the smallest number and percentage of respondents are those with a contract status, amounting to 4 individuals, representing 5.6%.

The classification of respondents based on length of service in this study is presented in Table 4 as follows:

**Table 4. Respondents by Length of Service**

Category	Number	Percentage
> 30 years	2	2.7 %
21 – 30 years	8	10.9 %
11 – 20 years	31	42.4 %
5 – 10 years	10	13.8 %
< 5 years	22	30.2 %
Total	73	100 %

Source: Primary Data Processed, 2024

Based on Table 4, the majority of respondents in this study have a length of service between 11 and 20 years, totaling 31 individuals, representing 42.4%. In contrast, the smallest number and percentage correspond to those with more than 30 years of service, totaling two individuals, representing 2.7%.

## 4.1. Instrument Test

### 4.1.1. Validity Test

#### 1. Career Development Variable (X)

Based on the validity test results conducted using SPSS version 26, Table 5 presents the findings from the questionnaire regarding the Career Development Variable:

**Table 5. Validity Test Career Development Variable (X)**

State ment	Pearson Correlatio n	Signifikans i (2-tailed)	Remark
X1.1	0.670	0.000	Valid
X1.2	0.752	0.000	Valid
X1.3	0.767	0.000	Valid
X1.4	0.683	0.000	Valid
X1.5	0.679	0.000	Valid
X1.6	0.711	0.000	Valid

Source: Primary Data Processed, 2024

Based on Table 5 above, the validity test for the Career Development Variable (X), which includes six statements, shows that the correlation values exceed the critical value of 0.2303 with a significance level 0.000. This indicates that all questions in this variable are valid.

#### 2. Employee Productivity Variable (Y)

Based on the validity test results conducted using SPSS version 26, Table 6 presents the findings from the questionnaire regarding Employee Work Productivity.:

**Table 6. Validity Test for Employee Productivity Variable (Y)**

Statement	Pearson Correlation	Signifika nsi (2- tailed)	Remark
Y2.1	0.546	0.000	Valid
Y2.2	0.680	0.000	Valid
Y2.3	0.538	0.000	Valid
Y2.4	0.620	0.000	Valid
Y2.5	0.693	0.000	Valid
Y2.6	0.692	0.000	Valid
Y2.7	0.713	0.000	Valid
Y2.8	0.602	0.000	Valid
Y2.9	0.554	0.000	Valid
Y2.10	0.615	0.000	Valid
Y2.11	0.667	0.000	Valid
Y2.12	0.462	0.000	Valid

Source: Primary Data Processed, 2024

Based on Table 6 above, the validity test for the Employee Productivity Variable (Y2), which includes 12 statements, shows that the correlation values exceed the critical value of 0.2303 with a significance level of 0.000. This indicates that all questions in this variable are valid.

4.1.2. Reliability Test

The reliability testing was conducted using the Cronbach Alpha method. The Cronbach Alpha method assesses the reliability of instruments whose scores are derived from a range of values or a scale. The decision criteria for the reliability test are as follows:

- Cronbach's alpha > 0.60 is considered reliable.
- Cronbach's alpha < 0.60 is considered unreliable.

After analysis and calculation using SPSS software, this study's reliability values (Cronbach's alpha) are presented in Table 7 below:

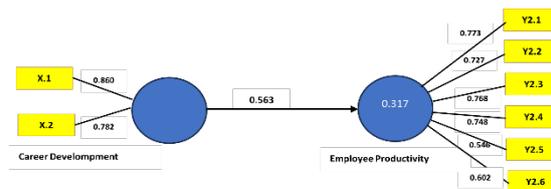
**Table 7. Reliability Test**

Variable	Alpha Value	Critical Value	Remark
Career Development (X)	0.802	0.60	Reliabel
Employee Productivity (Y)	0.845	0.60	Reliabel

Source: Primary Data Processed, 2024

Based on Table 7 above, it is evident that the Cronbach's alpha values for the two variables in this study exceed 0.60. Since these values are greater than 0.60, it can be concluded that the questionnaire measurement instrument used in this study is reliable and meets the reliability testing criteria.

4.1.3. Inferential Analysis



**Figure 2. Research Model Output**

The figure above presents this study's model analysis results, showing the research variables along with their indicators.

1. Convergent Validity Test

The results of the outer loadings in the convergent validity test are presented in Table 8 below:

**Table 8. Outer Loadings**

	Career Development (X)	Employee Productivity (Y)
X.1	0.860	
X.2	0.782	
Y.1		0.773
Y.2		0.727
Y.3		0.768
Y.4		0.748
Y.5		0.546
Y.6		0.602

Source: Primary Data Processed, 2024

Based on Table 8, the output results indicate that all loading factor values exceed 0.70, which suggests that all indicators in this study are valid, except for indicators Y.5 and Y.6.

2. Discriminant Validity Test

Below is Table 9, which presents the results of the cross-loadings in the discriminant validity test.

**Table 9. Cross Loadings**

	<b>Pengembangan Karir (X)</b>	<b>Produktivitas Karyawan (Y)</b>
X.1	0.878	0.522
X.2	0.759	0.383
Y.1	0.432	0.765
Y.2	0.497	0.771
Y.3	0.360	0.785
Y.4	0.419	0.773

Source: Primary Data Processed, 2024

Based on Table 9 above, the output results of the cross-loadings indicate that all constructs exhibit good discriminant validity.

3. Composite Reliability and Cronbach’s Alpha Test

The results of the reliability test for composite reliability and Cronbach’s Alpha are presented in Table 10 below:

**Table 10. Reliability Test**

	<b>Cronbach’s Alpha</b>	<b>Composite Reliability</b>
X	0.525	0.804
Y	0.778	0.856

Source: Primary Data Processed, 2024

Based on Table 10, it can be concluded that the Career Development Variable (X) is unreliable due to a Cronbach’s Alpha value of less than 0.70, while the Employee Work Productivity Variable (Y) is considered reliable as it has a Cronbach’s Alpha value greater than 0.70.

4. Model Fit Test

The model fit test was conducted by comparing the estimated output from SmartPLS with the specified criteria. The results are explained in Table 11 below:

**Table 11. Model Fit Test Results**

<b>Fit Summary</b>	<b>Cut Off</b>	<b>Estimation</b>	<b>Explanations</b>
SRMR	< <b>0,10</b>	0.111	Not good
d_ ULS	<i>Output Confidence Interval (CI) Greater Than Original Sample (OS)</i>	1.286	Not good
d_ G	<i>Output Confidence Interval (CI) Greater Than Original Sample (OS)</i>	0.462	Not good
<i>Chi-Square</i>	$\chi^2_{Statistic} < \chi^2_{Table}$	178.739	Not good
NFI	<i>Close to 1</i>	0.486	Good

Based on Table 11 above, it was explained that the data processing results using SmartPLS version 4 showed that the SRMR value ( $0.111 > 0.10$ ) was not good as it exceeded the specified cut-off value. The output for  $d\_ULS$  had a value of 1.286, which was also not good. The production for  $d\_G$  had a value of 0.462, indicating it was not good, and the Chi-Square output had a value of 178.739, which was also interpreted as not good. However, the NFI output (close to  $1 = 0.486$ ) was considered good as it approached the value of 1. The model fit output indicated that the SRMR value was 0.114, which meant that the research model was not fit because the SRMR value did not meet the criteria, as  $0.114 > 0.10$ .

## 5. Hypothesis Test

The results of the Path Coefficient test in the hypothesis testing are presented in Table 11 below:

**Tabel 11. Path Coefficient**

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standar Deviation</i>	<i>T Statistic</i>	<i>P Values</i>
X => Y	0.560	0.581	0.084	6.699	0.000

Source: Primary Data Processed, 2024

Based on Table 11 above, it can be concluded that the Career Development Variable (X) has a positive and significant effect on Employee Work Productivity (Y). This is evidenced by the Path Coefficient test results, which indicate a P-value of  $0.000 < 0.05$ , suggesting that this study's hypothesis is accepted.

## 6. The Influence Of Career Development On Employee Productivity

This research aimed to analyze career development's effect on employee productivity at PDAM Tirta Handayani in Gunungkidul Regency. Based on the data analysis conducted, it was found that career development had a significant positive impact on employee productivity. This meant that employees provided with support and opportunities to develop their careers were motivated to work better, fully utilizing their abilities and competencies and contributing to realizing the company's vision, mission, and objectives. This undoubtedly led to increased employee productivity, which positively affected the company's overall productivity. Management that offered career development opportunities fairly and transparently and conducted objective evaluations encouraged employees to engage in healthy competition in their career advancement efforts.

The findings of this study aligned with Motivation Theory, which included Maslow's Hierarchy of Needs, McGregor's Theory X and Theory Y, and Herzberg's Hygiene-Motivation Theory, all of which addressed employees' needs, motivations, and perceptions regarding their work that influenced productivity. [17] Career development involves personal improvements made by individuals to achieve their career plans. Generally, the career development process begins with evaluating employee performance. [3] Career development can be categorized into two aspects: internal and external. The external aspect encompassed a series of tasks and responsibilities undertaken by an individual, while the internal aspect referred to values, aspirations, motivations, and perceptions related to one's career. Additionally, [3] further divided career development into two components: the internal component, which included individual assessments of their careers and job satisfaction, and the external component, which encompassed salary, promotions, etc.

Work productivity was a crucial factor that stabilized and enhanced a company's condition when carried out by competent and productive human resources. One effective way to improve work productivity was through career development, as it was essential for employees to foster inspiration and enhance their work productivity [2]. Maryatmi, in her book "Well-Being in the Workplace," stated that an organization could provide job satisfaction to its employees by offering clear career development opportunities and job security [4]. The ability of an organization to provide career development opportunities and job security added value to the company in the future as it faced business competition, relying on the quality of its human resources. The objective of career development was to enhance the position of employees within the organization to create a positive impact on them. Companies were advised to design effective career development programs to assist their employees in their career paths while aligning with their responsibilities within the organization [2].

## 5. CONCLUSION

Based on the research findings, career development affects the work productivity of employees at PDAM Tirta Handayani Gunungkidul. A company that designs career development programs for its employees by providing fair opportunities, conducting objective and transparent evaluations, and establishing clear qualifications as criteria for employees to participate in career development programs can encourage employees to compete transparently and strive to utilize their full potential to meet the qualification standards set by the company.

Career development provided to employees through training and competency development in their respective fields can also enhance their work abilities. Training conducted fairly and evenly can uncover employees' potential and discover new talents that can be aligned with their respective duties and responsibilities. As a result, employee productivity increases, thereby boosting the company's overall productivity.

## 6. SUGGESTIONS

Based on the analysis and conclusions of this study, it is recommended that the company develop a structured and sustainable career development plan involving employees in the planning process to enhance their engagement and motivation. The company should implement a mentoring program that allows employees to receive guidance from supervisors or more experienced colleagues, enabling them to learn and grow more rapidly. Additionally, the company is encouraged to establish a fair and transparent performance evaluation system to ensure that all employees have equal development opportunities. Further research should explore other factors influencing work productivity, such as work environment, job satisfaction, intrinsic and extrinsic motivation, and organizational commitment.

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