



Improving Employee Performance Through Ability and Career Development

Serli Marlisa¹, Djaka Adiwinata², Enji Azizi³

^{1,2,3} Universitas Faletehan, Indonesia

Article Info

Article history:

Received: August 23, 2025;

Accepted: September 1, 2025;

Published: September 1, 2025

Keywords:

Employee Performance, Ability, Career Development

ABSTRACT

The purpose of this study is to analyze how employee performance at PT Buana Berlian Indonesia is affected by their abilities and growth. The approaches used in this study is a quantitative approach using a survey, in which data is collected using questionnaires given to 44 employees. Data analysis is carried out using Partial Least Square (PLS) based Structural Equation Modeling (SEM). Based on the significance test, ability and career development simultaneously have a positive effect on employee performance because the construct variability of ability (X1) and career development (X2) is 83%. This indicates a strong simultaneous influence as the value exceeds 0.75. The study's findings indicate that both career and ability whether in parallel, have a positive and significant impact on employees work performance. These findings highlight the importance of enhancing employee abilities and implementing structured career development plans to improve performance sustainably. Therefore, it is recommended that the company provide training and career development programs to enhance work effectiveness and employee motivation.

INTRODUCTION

In an increasingly globalized and competitive business environment, human capital is the most valuable asset for every organization. Optimal employee kinerja is the most important factor in achieving organizational goals. However, to achieve high performance, employees need more than just motivation; they also need relevant skills and enthusiasm for karir development. The skills that employees possess must always be improved in order to be able to contribute to technological advancements, market changes, and increasingly complex work tasks. In addition, karir development gives employees direction and goals, which makes them feel valued and inspired to make larger contributions to the organization.

Every organization or company has several crucial elements that support the activities involved in achieving the organization's or company's goals. Human sources is one of the key components that plays a major role in formulating strategies, executing operational procedures, and even determining the objectives of an organization or business (Samsu Rijal et al., 2025). The management of human resources in general includes the following processes: research, development, and evaluation; and the utilization of human resources to achieve individual and organizational goals. Due to this, the success of an organization is greatly impacted by activities related to human nature, which highlights the importance of individuals in observing organizational failure.

In the current state of work, businesses must adapt to changes in the workplace environment that encourage people to increase their daily activities in order to deal with various problems that arise. In light of this, businesses require the theoretical, practical, conceptual, and etiological skills of every employee at various levels. A worker is

ISSN

2301-8313 (online) DOI:

doi.org/10.21109/JRMSI.016.2.08

a valuable asset to a company because the success or failure of the company greatly affects each employee's productivity. Every organization wants its employees to have the most efficient work habits. When employees are able to produce good work, organizational productivity will also increase. The best skills that employees possess will make it easier for the organization to achieve its goals, and improving employee performance will also have a positive impact on the organization's ability to increase revenue.

Improving employee performance through skill development and career growth are connected ideas. Having the right skills helps employees do their jobs well and quickly, while career growth gives employees a reason to keep learning and reaching their full potential. Companies that combine both aspects create a productive and lasting work environment.

Employee performance is the result of the quality and amount of work an employee does in carrying out their responsibilities (Rasmulia Sembiring et al., 2020). When employees perform at their best, it helps the organization reach its goals, increases productivity, and improves the company's competitiveness. However, to achieve top performance, employees need support from both internal factors, like their own abilities, and external factors, such as the work environment.

Ability refers to a person's effort and capacity to carry out tasks effectively and successfully, leading to optimal results. One internal factor that influences employee performance is their ability, which refers to an individual's capacity to perform various job tasks (Mathis et al., 2017).

Table 1. Employee Absence of PT Buana Berlian Indonesia

No.	Month / Year (2024)	Number of employees (1)	Late (2)	Presentase Absent (2):(1) x100%
1	January – February	44	9	20 %
2	March – April	44	6	13,5 %
3	May – June	44	10	22,5 %
4	July - August	44	4	9 %
5	September – October	44	7	15,5 %
6	November- December	44	6	13,5 %

Source: PT Buana Berlian Indonesia Attendance Data (Data reprocessed).

Based on the table above, it can be concluded that employees who are late exceed 9%, especially in the months of May and June 2024, where the percentage of late employees increased to 22.5%. This indicates that employee performance is less consistent. These months coincide with the Ramadan holiday, which falls at the beginning of the period. The period after the holiday often leads to a decline in discipline due to the transition from a long break. The increasing number of late employees becomes a serious issue for various organizations. Based on initial assumptions, this phenomenon can be caused by several main factors that need to be thoroughly examined in the research. The increase in late arrivals not only disrupts company productivity but also reflects a larger systemic problem in work culture and management. It also shows a lack of adequate training for employees. The lack of training for employees is significantly related to the increase in work delays. When employees do not receive proper training, they often struggle with managing their time and work priorities.

This can lead to feelings of being overwhelmed, which in turn reduces their motivation to arrive on time. The lack of training may also reflect an organizational culture that does not prioritize employee development overall. Companies that do not invest in employee training may also neglect other important aspects of human resource management, including incentive systems for punctuality. From the data, the researcher is interested in studying performance, with the hope that the results can be implemented in the organization.

The following is data on the education levels of PT Buana Berlian Indonesia.

Table 2. Employee Education Level Data

No	Part	E S	JH S	SH S	B.A .	Total
1	Maintenance Dept		3	6	1	10
2	Staff Production		2	6		8
3	OP Printing		1	8		9
4	OP Forklif	2	4	11		17
Total		2	10	31	1	44

Source: HRD data from Buana Berlian

PT
Indonesia (Data reprocessed)

Based on the observations made by the writer from the table, it was found that there are still employees who have only completed elementary school, junior high school, and senior high school. This can have a significant impact on individuals in terms of the knowledge they possess and their abilities. Education level is one of the indicators that an organization uses to determine work performance. The quality of human resources is closely related to the placement of workers in positions that match their skills and education, so that the organization's goals can be achieved effectively. Education is a factor that an organization needs to pay attention to. Through education, it is possible to understand the knowledge and skills that a worker has. In general, it can be said that an employee's education level can reflect their intellectual ability and the type of skills they possess.

Research shows there is a gap in understanding how ability and career development affect employee performance. A study by Dewi (2021) found that ability and career development have a significant positive effect on employee performance. However, another study by Pandu Lesmana et al. (2024) suggests that ability alone does not have a positive impact on performance. Similarly, a study by Achmad et al. (2023) found that career development does not positively influence employee performance. Because of these findings and the research gap, the author wants to explore in more detail how ability and career development can improve employee performance at PT.

Therefore, the author chose the title " Improving employee performance through ability and career development on PT Buana Berlian Indonesia."

LITERATURE REVIEW

Job performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment (Colquitt et al 2016) Job performance Performance is the result of someone's effort in completing a task, which includes the quality and amount of work produced, as well as consistency in their work. Individuals who work well are considered to have high performance and are able to produce quality work. This concept emphasizes that the core of performance lies in the overall behavior of employees, which contributes to achieving organizational goals. This concept also serves as the basis for the author's research, focusing on three variables: ability, career development, and employee performance, since these variables are interconnected. It is hoped that applying dynamic ability and career development can improve overall employee performance.

Human resource management is a set of policies and activities aimed at meeting the needs of employees or human resources elements, including managing positions, recruiting, selecting, training, rewarding, and assessing employee performance (Dessler2013).

Human resources are the most important part of an organization because they are directly related to the process of achieving organizational performance (Adiwinata et al. 2022).

Human resource management is a formal system design within an organization to ensure the effective and efficient use of human talents in order to achieve organization goals.

Human resources handle various things related to strategy, external factors, internal processes, effectiveness, and more, and ensure how they can help improve organizational productivity, compete well internationally, or advance innovation within the organization. Therefore, the human resources department is officially involved in the company's global planning or at least keeps an eye on the challenges the company faces (Mathis and Jackson 2006).

According to the understanding of human resource management from the experts mentioned above, the researcher concludes that human resource management is the process of carrying out various activities thoroughly

in order to create effective and efficient personnel.

Employee Performance

Performance is a measure of how well an employee completes tasks and responsibilities in accordance with job expectations. According to Mangkunegara (2015), performance is the result of work done by an employee, regardless of quality or quantity, in carrying out tasks in accordance with the guidelines provided. The performance indicators used in this study are:

- a. Work Quality: Accuracy and neatness of the completed tasks.
- b. Work Quantity: The number of tasks completed in a given period.
- c. Timeliness: The ability to complete work within the allotted time.
- d. Effectiveness: The ability to utilize resources and achieve goals efficiently.

Ability

According to Spencer and Spencer (1993), ability is a basic characteristic of an individual that enables them to carry out tasks or work effectively. It includes both intellectual and physical capacities, and it plays a critical role in determining how well a person performs in the workplace. Indicators used to measure ability in this study are:

- a. Knowledge: Understanding of the job and company's operational procedures.
- b. Skills: Technical and interpersonal skills required to execute tasks.
- c. Work Experience: The length and diversity of experience relevant to the current position.

Career Development

Career development is the process of improving individual skills and competencies to meet future organizational needs. According to Simamora (2006), career development includes planned efforts to achieve a match between individual career goals and the organization's workforce requirements. The indicators used in this study are:

- a. Career Planning: Employee involvement in setting career goals and steps.
- b. Career Management: Organizational support through training, mentoring, or job rotation.
- c. Career Achievement: Realization of promotions or role changes aligned with competencies.

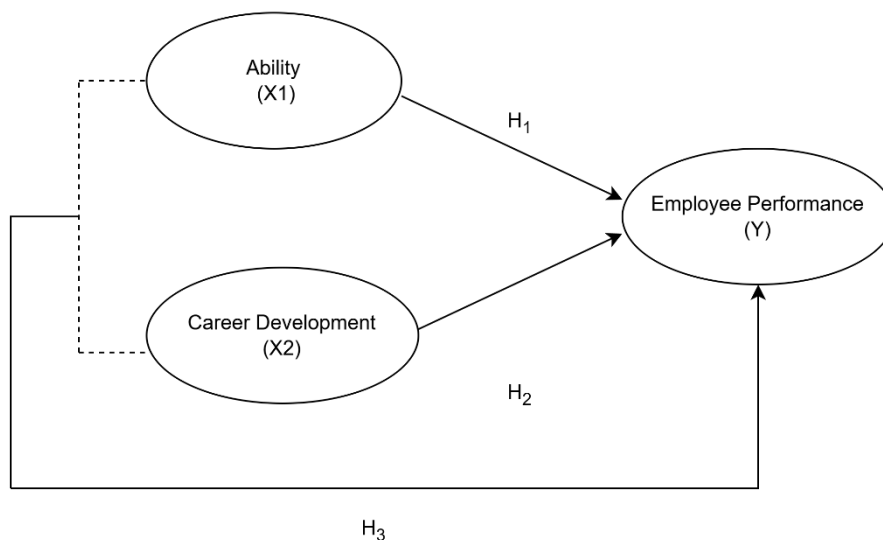


Figure 1.
Conceptual Model of the Study
Source: Authors (2025)

H1: The Effect of Ability on Employee Performance

H2: The Effect of Career Development on Employee Performance

H3: The Effect of Ability and Career Development on Employee Performance

RESEARCH AND METHODOLOGY

This study applied a quantitative approach with an associative research method aimed at examining the effect of ability and career development on employee performance. The research was conducted at PT Buana Berlian Indonesia, an automotive company operating in Indonesia. The total population consisted of 44 employees from various departments, including administration, finance, human resources, and marketing. Given the relatively small number of employees, the sampling technique used was total sampling, in which the entire population was used as the research sample.

Sample Selection Technique . The respondents were selected using a non-probability sampling method, which does not give every member of the population an equal chance of being chosen as a sample, but instead uses a complete sampling technique where all members of the population are included in the sample. (Sugiyono 2021). The reason for using the entire population as the sample is because it represents the whole population. If the population is less than 100, then all of them are used as the research sample. Therefore, the researcher selected 44 samples from the entire division.

The data collection method used in this research is a questionnaire. This method involves distributing questionnaires to gather responses from many participants in a short time. Generally, there are two main uses of questionnaires: one is distributing and completing them directly by respondents, and the other is using them as a guide for interviews that involve respondents using a Likert scale. When measuring a concept, researchers use an instrument that consists of several statements, which respondents answer using a rating scale from 1 to 5. In some cases, the Likert scale may use other odd-numbered points such as 7 or 9. The results from each respondent's answers to each statement are then summed up to determine an individual's score, which is called a summated rating scale. An example of a 5-point Likert scale used to measure agreement is as follows.

Table 1. Questionnaire Scores Based on Likert Scale

Strongly Disagree	Don't Agree	Disagree	Agree	Strongly Agree
1	2	3	4	5

Source: Unggul Purwohedhi, (2022)

In this study, to analyze the data, the researcher used the Structural Equation Modelling (SEM) program, which was operated through the SmartPLS statistical software package. SEM version 3.0 from 2023 combines factor analysis and regression analysis. According to (Ghozali, 2021), PLS (Partial Least Square) is a powerful analytical method often called soft modelling because it removes the assumptions of OLS (Ordinary Least Square) regression, such as the requirement for multivariate normal distribution of data and the absence of multicollinearity issues among exogenous variables. This is because PLS uses bootstrapping, a method of random replication. By using bootstrapping, SmartPLS does not require a minimum sample size, so SmartPLS can be used even with a small research sample.

RESULT AND DISCUSSION

Result

Data analysis was carried out in two stages using the partial least squares-structural equation modeling (PLS-SEM) program. The results show the outer loading value of each item along with the results of reliability and convergent validity tests. The average variance extracted (AVE) and outer loading values are used as the basis for testing convergent validity. All measuring instruments used in this study have met the requirements of convergent validity because the outer loading value for each item is greater than 0.5, the AVE value for each latent variable is greater than 0.5 and the composite reliability (CR) value for all latent variables has also exceeded 0.7, which confirms the reliability of the measuring instrument. The test results can be seen in the table below, as follows:

Model PLS

In this study, ability and career development will be analyzed on employee performance using Partial Least Squares (PLS) analysis. Because employee performance is measured using four indicators with a total of five statements, the ability variable has three indicators with three statements, and employee performance has three indicators with four statements. The PLS model estimated in this study is as follows.

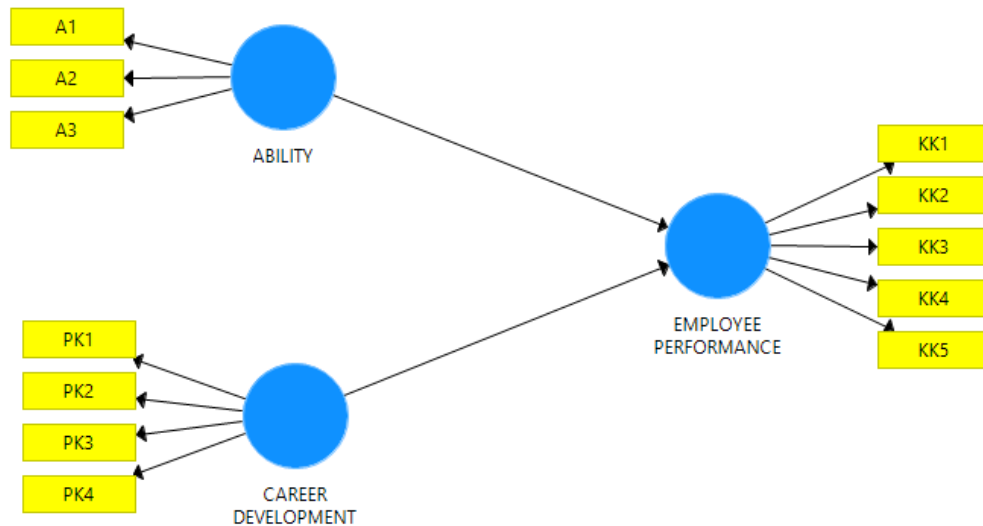


Figure 1. Model *PLS*

Convergent Validity Test

Convergent validity testing is analyzed by examining the loading values of each indicator against the respective construct. In confirmatory research, the minimum value for contribution is 0.7, while for exploratory research, it is 0.6. Because this research is confirmatory, the minimum value applied to evaluate the convergent validity of each indicator is 0.7. The PLS model estimation results are presented below:

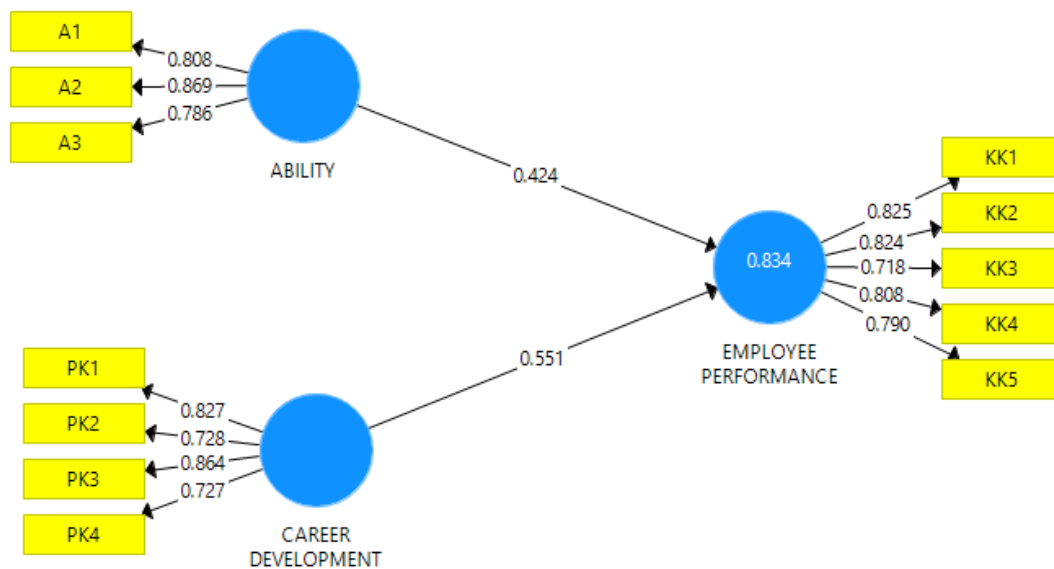


Figure 2. PLS Model Estimation Results (Algorithm)

According to the model estimation results shown in figure 4.5, every indicator has a loading factor over 0.7, indicating that the indicators are valid for reducing the construction since they can be used in research. The loading factor for each indicator related to its construction is shown in the following table:

Table 1. Indicator Loading Factor Values

	A	CD	EP
A1	0.869		
A2	0.808		
A3	0.786		
CD1		0.864	
CD2		0.827	
CD3		0.728	
CD4		0.727	
EP1			0.825
EP2			0.824
EP3			0.808
EP4			0.790
EP5			0.718

Source: SmartPLS output, data processed in 2025.

Validity is also assessed by looking at the average variance extracted (AVE) for each construct in addition to analyzing the loading factor of each indicator. A model is considered to have convergence validity if each construction has an AVE value greater than 0.5.

Table 2. Nilai AVE

	<i>Average (AVE)</i>	<i>Variance</i>	<i>Extracted</i>
Ability	0.675		
Career Development	0.622		
Employee Performance	0.631		

Source: SmartPLS output, data processed in 2025.

The analysis results in the table above indicate that all construct have an AVE value above 0.5, indicating good convergent validity.

Discriminant Validity

The purpose of discriminan validation is to ensure that every concept in every latent variable differs from other variables. If the average variance extracted (AVE) for each construct is greater than the correlation between the construct in question and other constructs, then that model has good discriminant validity. The results of the discriminant validity check are as follows :

Table 3. Discriminant Validity

	ABILITY	CAREER DEVEL...	EMPLOYEE PE...
ABILITY	0.822		
CAREER DEVELOPMENT	0.749	0.789	
EMPLOYEE PERFORMANCE	0.837	0.869	0.794

Source: SmartPLS output, data processed in 2025.

The results of the discriminant validity test in the table above indicate that all constructs have a root mean squared variance extracted (AVE) value above the correlation value with other latent constructs. Therefore, it can be concluded that the model has good discriminant validity.

Construct Reliability Test

Construction quality can be assessed using Cronbach's Alpha and Composite Reliability for each individual construction. A construct is considered to have a high level of reliability if it Cronbach's Alpha value is less than 0.7 and its composite reliability value is more than 0.70.

Table 4. Cronbach's Alpha and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
<i>Ability</i>	0.759	0.862
Career Development	0.798	0.868
Employee Performance	0.853	0.895

Source:

output, data processed in 2025.

SmartPLS

If a construct has a composite reliability of at least 0.70 and a Cronbach's alpha of at least 0.60, it might be considered to be good. The above-mentioned SmartPLS results indicate that every construct has a composite reliability value of at least 0.70 and a Cronbach's alpha value of at least 0.60. As can be seen from the above table, each variable has the following Cronbach's alpha and Composite reliability values: (X1) performance with a composite reliability score of 0.862 and Cronbach's alpha of 0.759, (X2) improvement with a composite reliability score of 0.868 and Cronbach's alpha of 0.798, and (Y) work performance with a composite reliability score of 0.895 and Cronbach's alpha of 0.853. Therefore, it can be concluded that the construct has good reliability, meeting the minimum required value limit.

Predictive Relevance

Q2 Predictive Relevance In PLS analysis, Q2 shows how well the model can predict. A model with a Q2 value of 0.02 has weak predictive relevance, a Q2 value of 0.15 shows moderate predictive relevance, and a Q2 value of 0.35 indicates strong predictive relevance.

Table 4. Q2 Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
ABILITY	132.000	132.000	
CAREER DEVELOPMENT	176.000	176.000	
EMPLOYEE PERFORMANCE	220.000	112.661	0.488

Source: SmartPLS output, data processed in 2025.

The results of the analysis show that the Q2 value of the model with employee performance variables is 0.488, this indicates that the PLS model has strong predictive relevance.

Goodness of Fit Model Test

The goodness of fit for the PLS model is assessed using the SRMR value. A PLS model is considered to meet the goodness of fit criteria if the SRMR value is less than 0.10. If the SRMR value is below 0.08, the model is considered to have a perfect fit. The results of the PLS model goodness of fit test in table 4.6 show that the SRMR value of the model is 0.094. Since this value is below 0.10, the PLS model is considered to fit well and is therefore suitable for testing the research hypotheses.

Table 5. Goodness of Fit Model Test Results

	Saturated Model	Estimated Mo...
SRMR	0.094	0.094

Source: SmartPLS output, data processed in 2025.

F-Square

In PLS analysis, the f-square value (f^2) indicates the magnitude of the partial effect of each predictor variable on the endogenous variable. According to Cohen (1988), the f-square value obtained can be classified as having a small effect ($f^2 = 0.02$), a medium effect ($f^2 = 0.15$), and a large effect ($f^2 = 0.35$). The following is the f^2 value for each exogenous variable in the endogenous variable:

Table 6. Partial Effect Size (f^2)

	ABILITY	CAREER DEVEL...	EMPLOYEE PE...
ABILITY			0.477
CAREER DEVELOPMENT			0.805
EMPLOYEE PERFORMANCE			

Source: SmartPLS output, data processed in 2025.

Based on the results obtained, career development is the variable that contributes the most to employee performance, with a score of 0.805, categorized as large.

R Square

Table 7. R Square

	R Square	R Square Adjus...
EMPLOYEE PERFORMANCE	0.834	0.826

Source: SmartPLS output, data processed in 2025.

Based on the results the adjusted R-square analysis shown in the adjusted R-square value for the employee's work variable is 0.834, indicating that the model using the employee's work variable as an endogen has a high prediction accuracy. As the R-square value increases, the structural model also becomes more favorable since the larger proportion of variable in the construct endogen variable Y may be explained by the construc eksogen variables X1 and X2 (Ghozali,2016). With this model, the variable of ability and employee performance can explain 83% of the variation in a work. Because of this both of these variable have a significant impactt on increasing employee productivity. The remaining 17% can be explained by other variables such as work motivation, teamwork, workdiscipline, and the work environment, which can influence employee performance.

Hypothesis Testing

Table 8. Significance Test

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
ABILITY -> EMPLOYEE PERFORMANCE	0.424	0.411	0.106	3.995	0.000
CAREER DEVELOPMENT -> EMPLOYEE PERFORMANCE	0.551	0.565	0.104	5.279	0.000

Source: SmartPLS output, data processed in 2025.

The results of the significance test output are consistent with the SmartPLS data. Therefore, the results and discussion of this research are still guided by the results of the analysis and hypothesis testing carried out in Table 7.

Discussion

H1: The Effect of Ability on Employee Performance

The first hypothesis shows test that ability influences employee performance at PT. Buana Berlian Indonesia. This is evidenced by a p value of $0.000 < 0.05$, indicating influence of ability. These results align with research conducted by Rosmala Dewi (2021), Veronika (2023), and Herry Arianto (2020), which found that ability significantly influences employee performance.

H2: The Effect of Career Development on Employee Performance

The second hypothesis test shows that career development influences employee performance at PT. Buana Berlian Indonesia. This is evidenced by a p value of $0.000 < 0.05$, indicating an influence of career development. This aligns with research conducted by Manoppo (2021), Rima Ronia (2020), and Pratiwi (2022), which found that career development influences employee performance.

H3: The Effect of Ability and Career Development on Employee Performance

Tests of the third hypothesis indicate that ability and career development simultaneously employee performance, explaining 83% of the variability in the Ability (X1) and Career Development (X2) constructs. This indicates a strong simultaneous influence, as the value is above 0.75. This aligns with research conducted by Rosmala Dewi (2021), which states that ability and career development influence employee performance.

CONCLUSION

- Based on the significance test, the ability variable has a significant positive effect on employee performance because the p-value is $0.000 < 0.05$. The better the employee's ability in terms of knowledge, experience, and skills, the better their performance will be.
- Based on the significance test, career development has a positive effect on employee performance because the p value is $0.000 < 0.05$. The better career development programs such as training and promotion pathways, the more directly they impact the improvement of employee performance at PT. Buana Berlian Indonesia.
- Based on the significance test, ability and career development simultaneously have a positive effect on employee performance because the construct variability of ability (X1) and career development (X2) is 83%. This indicates a strong simultaneous influence as the value exceeds 0.75. Therefore, if ability and career development are improved together, it will significantly impact employee performance. The remaining 17% can be explained by other variable such as work motivation, teamwork, work discipline, and work environment, which may also affect employee performance.

PT. Buana Berlian Indonesia, it is recommended that the company improve the educational quality of its employees by providing support for continuous education. This can be done through equivalency education programs (such as Package C or diploma programs) for employees with only elementary or junior high school education, to enhance their intellectual and cognitive abilities. Collaborations with both formal and non-formal educational institutions can also be considered to facilitate this process.

Additionally, the company should provide regular and structured training programs. Soft skill training such as time management, communication, and technical operational skills will help improve employee competencies and productivity. These training programs should be specifically tailored to the company's operational needs and the development potential of its workforce. Furthermore, the company needs to establish a clear and transparent career development system. Participation in training programs and the achievement of work targets should be used as key indicators in the employee promotion process to encourage growth and merit-based advancement.

Future researchers, it is advisable to conduct a more in-depth exploration of the research problems to be studied, to ensure a comprehensive understanding of the topic. This should be supported by reviewing references from books or previous research that share similar variables or methodological approaches. Moreover, future researchers working on similar topics are encouraged to include additional variables that were not covered in this study, and to further develop theories and conceptual frameworks related to ability, career development, and employee performance to enrich the literature in this area.

For the university, it is recommended to provide clearer and more structured formats and guidelines for final project writing. This will help students avoid confusion during the thesis writing process and prevent potential misunderstandings between different academic supervisors. The university should also expand access to relevant literature, scientific journals, and provide training in data analysis tools such as SPSS or PLS, in order to support students in conducting high-quality and methodologically sound research.

REFERENCES

- Achmad, Farida, Susanti Widhiastuti, and Jhoni Iskandar. 2023. "The Effect of Competence and Career Development on the Performance of Functional Officials with Work Motivation as an Intervening Variable." *Journal*, 12(1).
- Adiwinata, Djaka, Suhroji Adha Irawan, and Hero Wirasmara Kusuma. 2022. "Influence of Organizational Culture and Work Environment toward Lecturer Performance with Intrinsic Motivation as Intervening Variables." *International Journal of Business, Economics & Management* 5(4): 287–296. <https://doi.org/10.21744/ijbem.v5n4.1981>.
- Armstrong, Rofinus Neto. 2006. "Implementation of Agricultural Human Resource Management to Create Superior Farmers for Achieving Food Security." *Journal*, 2.
- Colquitt, Jason A., Jeffery Lepine, and Michael Wesson. 2016. *Organizational Behavior: Improving Performance and Commitment in the Workplace*.
- Dessler, Gary. 2013. *Human Resource Management*. 13th ed. Boston: Prentice Hall.
- Dewi, Rosmala. 2021. "The Effect of Work Ability, Motivation, and Career Development on Employee Performance at PT. Bina Buana Semesta." *Journal*, 16(1).
- Gaho, Yasozanolo. 2023. "The Influence of Career Development and Motivation on Employee Performance." *Journal*, 7(1).
- Ghozali, Imam. 2016. *Multivariate Analysis Application with IBM SPSS 23 Program (8th Edition)*. Semarang: Diponegoro University Publishing Agency.
- Ghozali, Imam. 2023. *Partial Least Squares: Concepts, Techniques, and Applications Using SmartPLS 4.0*.
- Herry Arianto, L.W. n.d. "The Influence of Work Ability and Work Motivation on Employee Performance at the Pasuruan District Office."
- Manoppo, Indra D., Rosalina A. M. Koleangan, and Yantje Uhing. 2021. "Effect of Training and Career Development on Employee Performance at PT. Unilever Indonesia Tbk in Manado."
- Mathis, Robert L., and John H. Jackson. 2006. *Human Resource Management*.
- Mathis, Robert L., John H. Jackson, Sean Valentine, and Patricia A. Meglich. 2017. *Human Resource Management: Ability*. 15th ed. Boston, MA: Cengage Learning.
- Nuriyah, Sinta, Nurul Qomariah, and Trias Setyowati. 2022. "The Effect of Career Development, Work Environment, and Work Discipline on Employee Performance at Padang Public Health Center." *Journal*, 6(1).
- Lesmana, Pandu, Kosasih, Sumeidi Kadarisman, Vip Paramarta, and Farida Yuliaty. 2024. "The Effect of Work Ability, Work Motivation, and Work Environment on Employee Performance at PT. VIO Resources." *Media Bina Ilmiah* 18(7): 1705–1716. <https://doi.org/10.33758/mbi.v18i7.696>
- Pratiwi, A.A. Putu Agung Ni Komang Ayu Ega. 2022. "The Influence of Work Discipline and Career Development

- on Employee Performance at PT. BPR Sari Sedana Sanglah Denpasar." *Journal*, 3(1).
- Rahayu, Ayu Aviola. 2022. "The Effect of Motivation and Compensation on Employee Performance through Job Satisfaction as an Intervening Variable.
- Rahayu, Epa Dui, Ida Ayu Made Er Meytha Gayatri, and Yesi Indian Ariska. 2023. "The Influence of Work Discipline and Work Motivation on Employee Performance at the Bengkulu Provincial Community and Village Empowerment Office (DPMD)." *Jurnal Multidisiplin Dehasen (MUDE)* 2(1). <https://doi.org/10.37676/mude.v2i1.3599>.
- Sembiring, Rasmulia, Winarto, and Novita Surtana Rouli Sianipar. n.d. "The Influence of Work Culture and Commitment on Employee Performance (A Case Study on Nurses at Government-Owned Hospitals)." *Jurnal Ilmiah Methonomi*, 6(1).
- Rijal, Samsu, Djaka Adiwinata, and Mira Nurhikmat. 2025. "The Influence of Work Environment and Training on the Performance of Employees at the Banten Class II Land Transportation Management Office." *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce* 4(1): 85–100. <https://doi.org/10.30640/digital.v4i1.3834>.
- Ronia, Rima Aflatul, Andi Nu Graha, and Dianawati Suryaningtyas. 2020. "The Effect of Career Development and Rewards on Employee Performance at PR. Trubus Alami." *Jurnal Riset Mahasiswa Manajemen* 6(1). <https://doi.org/10.21067/jrmm.v6i1.4462>.
- Rohmana, Mamat, Samsu Ijal, Handika Putra, Maya Bakti Tutuarima, Vally Adha Dwianto, Nur Marlina Sari, Alyanida Eka Putri, et al. 2024. *Planning and Evaluation of Human Resource Performance*. Djaka Adiwinata, Irawan.
- Umar, Semarang, Muhammad Syafi'i A. Basalamah, Abdul Rahman Jannang, and Marwan Man Soleman. 2022. "Employee Performance and The Effects of Work Discipline and Individual Ability, With Organizational Supervision as a Moderator." *Jurnal Manajemen Bisnis* 9(1): 23–33. <https://doi.org/10.33096/jmb.v9i1.61>.
- Sinollah, Kholid Zarkasih, and M. Tody Arsyianto. 2020. "Analysis of the Influence of Work Motivation, Work Ability, and Career Development on the Performance of Lecturers and Employees." *Jurnal Ekonomi Manajemen* 6(1): 31–39. <https://doi.org/10.37058/jem.v6i1.1494>.
- Robbins, Stephen P., Filoshopia Yasni, Noverinda Maharani, Siti Daniah Watiningsih, and Veronika Trevesia. 2017. "Efforts to Improve Employee Performance at PT. Putra Gemilang Prima." *Journal*, 2(8).
- Robbins, Stephen P., and Timothy A. Judge. 2013. *Organizational Behavior*.
- Sugiyono. 2021. *Digital Book – Quantitative Research Methods*.
- Tamaya, Veronika, and Maria Modesta Missi Mone. 2023. "The Effect of Teamwork and Work Ability on Employee Performance at the Community and Village Empowerment Agency of Sikka Regency." *Jurnal Projemen UNIPA* 9(2): 1–17. <https://doi.org/10.59603/projemen.v9i2.41>.
- Putra, Wirabuana Sandiyudha, Maat Pono, and Wahda. 2023. "The Effects of Work Stress and Work Motivation on Employee Performance." *Ilomata International Journal of Management* 4(3): 329–339. <https://doi.org/10.52728/ijjm.v4i3.811>.