The Effect of Career Development and Job Satisfaction on Employee Performance at PT. Pupuk Sriwidjaja Division Operational Unit P-1B Palembang

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Keywords	ABSTRACT
Career development, job satisfaction, employee performance	*This research aims to analyze the influence of career development and job satisfaction on employee performance at PT. Pupuk Sriwidjaja Palembang. The data collection technique in the research used a questionnaire with 121 employees at PT. Pupuk Sriwidjaja Palembang as respondents. Data analysis uses multiple linear regression with model testing. The research results show that career development has a positive and significant effect on employee performance at PT. Pupuk Sriwidjaja Palembang. Job satisfaction has a positive and significant effect on employee performance at PT. Pupuk Sriwidjaja Palembang.*

INTRODUCTION

The development of industry continues to change following the times, both in terms of trade, manufacturing and services, accompanied by increasingly advanced technological sophistication, making competition in business increasingly stronger. With so many changes, organizations must have reliable and professional human resources who are sensitive to change, so that the organization can maintain its existence in the business world, otherwise it will automatically be eliminated from the business world. This is supported by the statement of Erm aya (2001) in Fathoni (2006:10), that a company or organization will not be able to run or survive if it does not have supporting components or human resources.

Hasibuan (2016) human resources is the art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. According to Yusuf (2016), the definition of human resources can be divided into two, namely micro and macro. The definition of human resources at a micro level is individuals who work and are members of a company or institution and are usually referred to as employees, laborers, employees, workers, workers and so on. Meanwhile, the macro definition of human resources is the population of a country who have entered the workforce, both those who are not yet working and those who are already working. In organizations, the most important thing is how to utilize existing human resources. According to Bintoro and Daryanto (2017: 15), "Human resource management, abbreviated as HRM, is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally. So that the joint goals of the company, employees and society can be achieved optimally. "

Employees are a resource owned by the organization, they must be employed effectively, efficiently and humanely (Husna Atiqah, 2011). Employees are central figures in organizations and companies. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. The performance of a company's employees can increase, one of

which can be influenced by the career development of the employees themselves and how employees get job satisfaction at the same time.

According to Siagian (2015:68) career development is personal changes that a person makes to achieve a career plan. According to Widodo (2015:53) Career development is a series of activities throughout life that contribute to the exploration, consolidation, success and fulfillment of a person's career. Where career development is a formal approach taken by an organization to ensure that people in the organization have the appropriate qualifications, abilities and experience when needed

Apart from career development, factors that influence employee performance are employee job satisfaction with the organization or company. According to Yusuf (2015) job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. According to Kaswan (2017) job satisfaction is a driver of employee and organizational results because job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. A person who has a high level of job satisfaction has positive feelings towards his or her job, and vice versa, someone who has a high level of job satisfaction. Low job satisfaction has negative feelings towards one's job.

This research was carried out at PT. Pupuk Sriwidjaja Palembang, which is located on Jl. Mayor Zen, Palembang 30118, is a company that was founded as a pioneer producer of urea fertilizer in Indonesia on December 24 1959 in Palembang, South Sumatra, under the name PT. Pupuk Sriwidjaja (Persero). Pusri started business operations with the main aim of implementing and supporting government policies and programs in the economic and national development sectors, especially in the fertilizer and other chemical industries. The vision of PT Pupuk Sriwidjaja itself is to become a superior agro-industrial company in Asia, while its mission includes providing integrated agribusiness products and solutions, providing added value to stakeholders in a sustainable manner, and encouraging the achievement of food independence and national prosperity.

PT. Pupuk Sriwidjaja Palembang Operational Division has a total of 679 employees. Consisting of 121 P-1B Units, 131 P-III Units, 142 P-IV Units, 107 P-IIB Units, 44 PV Units, and 134 P-VI Units. Information P = Factory/Pusri, B = Parts.

Based on research conducted during preliminary studies and interviews with operational division employees, HR staff at PT. Pupuk Sriwidjaja Palembang and observations relevant to the previous background. Several important problems that occur with employees of the Human Resources Department of PT. Pupuk Sriwidjaja Palembang, such as, the career development process is not well programmed, still contains nepotism, employees who have completed undergraduate education have difficulty adjusting to class. Some employees are incomplete in completing tasks and reports. In completing tasks and reports, there are still things that do not meet expectations, task completion times are ineffective, and it is still difficult for employees to fulfill targets set by the company. Then assignments are given that are not appropriate because an employee resigns and there is no replacement, so they are delegated to another employee where the employee is not in their field or job description and is even outside their educational background.

Employees need training to improve their performance. Training is an activity of a company which aims to improve and develop the attitudes, behavior, skills and knowledge of employees in accordance with the wishes of the company concerned (Nitisemito, 2004: 86). Training seeks to fill the gap between job abilities and the abilities required by the job, where the job can be a current or future job. Because carrying out effective training can make employees master their jobs well and be able to survive in tough competition. The following is data on PT. Pupuk Sriwidjaja employees who took part in training in 2022 based on position level.

Then there is an unfavorable relationship among co-workers. This was obtained from the results of a job satisfaction survey conducted on all PT. Pupuk Sriwidjaja employees based on co-worker dimensions. By giving a questionnaire or employees can directly input it themselves and it is approved by the PT HR team.

Based on the table above, according to Afandi (2018), coworkers are one of the factors that influence job satisfaction. Apart from that, the supervision carried out by PT. Pupuk Sriwidjaja by monitoring employee attendance and attendance lists with the aim of improving employee performance itself, is felt to be still not optimal because the rate of increase in employee attendance levels is relatively slow. This is because the lack of working hours is caused by employees who are not there, absent

without explanation, sick without notification, and coming and going home not according to working hours which results in low employee performance for the company, so that improving attendance performance is still quite difficult. This condition identifies that employee performance still needs improvement in terms of time discipline. Which is expected to increase from current conditions.

The aim of this research is to analyze the influence of career development and job satisfaction on the performance of PT. Pupuk Sriwidjaja Palembang employees.

It is hoped that this research can be used as material for consideration and input into decision making related to career development, job satisfaction and employee performance at PT. Pupuk Sriwidjaja Palembang.

Some research previously carried out by: Siska Fitriani (2013), Siti Untari (2015), I Wayan Mudiharta Utama (2012), Edrick leonardo (2015), Mamik Eko Supatmi (2013), Putu Yudha (2013), Suprapto (2014), Mariana Adharianti (2012), Didik Hadiyanto (2012), Mardiani and Dewi (2015), Dimas Okta Ardiyansah (2016), Untung Sriwidodo and Agus Budi Haryanto (2013), Endang M (2012), Tsai (2011), Widodo (2014), Lok & Crawford (2004), Ostroff Cheri (1999), H. Muhammad Arifin (2014), Sultana et al. (2012), Ndulue et al. (2016), Balozi & Abdullah (2014), Farooq & Khan (2011), Akbar, M. (2017), Fathia et al. (2018), Mosadeghrad & Ferdosi (2013).

METHODS

The location of the research will be carried out at PT. Pupuk Sriwidjaja Palembang. In this study the scope of the problem to be discussed is the influence of career development, job satisfaction and employee performance at PT. Pupuk Sriwidjaja Palembang. The population in this research is all employees within the PT. Pupuk Sriwidjaja Palembang operations division, totaling 679 people.

Table 1
Operations Division employees

No	Operations Department	Amount
1	P-1B	121
2	P-III	131
3	P-IV	142
4	P-IIB	107
5	PV	44
6	P-VI	134
	Amount	679

Source: Head of HR Section of PT. Pupuk Sriwidjaja Palembang

The sample in the purposive research was all employees of PT. Pupuk Sriwidjaja Palembang, P-1B unit operations division, totaling 121 people, using a purposive sampling technique. Because outside of the P1-B unit, most of it consists of non-permanent/contract employees whose future careers are gone.

Collection technique in this research is written directly to respondents using a questionnaire. The data obtained will be entered into statistical tools, namely validity tests, reliability tests and normality tests using the SPSS version 21.0 statistical program which can provide information on the level of significance produced between the variables Career Development, Job Satisfaction and Employee Performance.

RESULTS
A. Instrument Test
1. Validity test

Validity tests are carried out to measure whether the indicators or questionnaires for each variable are valid or not. The test was carried out by comparing the $_{calculated\ r}$ and r $_{table}$ using the SPSS version 25 program. Next, data validity was tested using a two-sided test with a significance level of 5%.

This validity test was carried out on 121 respondents, so r $_{table}$ df = n-2 with a $_{significance\ level\ of}$ 5%, df = 121 – 2 = 119, then r $_{table}$ = 0.179. The validity level of the indicator or questionnaire can

be determined if r $_{count}$ > r $_{table}$ = valid and r $_{count}$ < r $_{table}$ = invalid. The results of the validity test can be seen in full in the table below using the $_{calculated\ r}$ and r $_{table}$ Ghozali (2019: 52), as follows:

Table 2
Validity Test Results

Variable	Items	r $_{count}$	r $_{table}$	Information
Career development (X $_1$)	Item 1	0.235	0.179	Valid
	Item 2	0.432	0.179	Valid
	Item 3	0.415	0.179	Valid
	Item 4	0.243	0.179	Valid
	Item 5	0.358	0.179	Valid
	Item 6	0.510	0.179	Valid
	Item 7	0.195	0.179	Valid
	Item 8	0.298	0.179	Valid
	Item 9	0.373	0.179	Valid
	Item 10	0.321	0.179	Valid
	Item 11	0.406	0.179	Valid
	Item 12	0.397	0.179	Valid
	Item 13	0.256	0.179	Valid
	Item 14	0.290	0.179	Valid
	Item 15	0.165	0.179	Invalid
	Item 16	0.319	0.179	Valid
	Item 17	0.298	0.179	Valid
	Item 18	0.577	0.179	Valid
Job Satisfaction (X $_2$)	Item 1	0.521	0.179	Valid
	Item 2	0.200	0.179	Valid
	Item 3	0.433	0.179	Valid
	Item 4	0.203	0.179	Valid
	Item 5	0.275	0.179	Valid
	Item 6	0.089	0.179	Invalid
	Item 7	0.066	0.179	Invalid
	Item 8	0.129	0.179	Invalid
	Item 9	0.377	0.179	Valid
	Items 10	0.462	0.179	Valid
	Item 11	0.138	0.179	Invalid
	Item 12	0.471	0.179	Valid
	Item 13	0.222	0.179	Valid
Employee performance (Y)	Item 1	0.063	0.179	Invalid
	Item 2	0.303	0.179	Valid
	Item 3	0.410	0.179	Valid
	Item 4	0.310	0.179	Valid
	Item 5	0.297	0.179	Valid
	Item 6	0.202	0.179	Valid
	Item 7	0.354	0.179	Valid
	Item 8	0.212	0.179	Valid
	Item 9	0.193	0.179	Valid
	Items 10	0.222	0.179	Valid
	Item 11	0.310	0.179	Valid
	Item 12	0.252	0.179	Valid

Source: SPSS Output Results Version 25, 2022

Based on table 3, it is known that the validity test results show the $_{calculated\ r\ value}$ for each variable item of career development, job satisfaction and employee performance, some of the statement items are declared valid. Career development variable (X $_1$) from 18 statement items

obtained 17 items declared valid while item 15 declared invalid. The job satisfaction variable (X_2) from the 13 statement items obtained 9 items which were declared valid while items 6, 7, 8, and 11 were declared invalid. Employee performance variable (Y) from 12 statement items, 11 items were declared valid, while item 1 was declared invalid. Therefore, re-testing is carried out by eliminating invalid ones so that valid results are obtained as follows:

Table 3
Validity Test Results

Variable	Items	r_{count}	r_{table}	Information
Career development (X1)	Item 1	0.235	0.179	Valid
	Item 2	0.432	0.179	Valid
	Item 3	0.415	0.179	Valid
	Item 4	0.243	0.179	Valid
	Item 5	0.358	0.179	Valid
	Item 6	0.510	0.179	Valid
	Item 7	0.195	0.179	Valid
	Item 8	0.298	0.179	Valid
	Item 9	0.373	0.179	Valid
	Item 10	0.321	0.179	Valid
	Item 11	0.406	0.179	Valid
	Item 12	0.397	0.179	Valid
	Item 13	0.256	0.179	Valid
	Item 14	0.290	0.179	Valid
	Items 15	0.319	0.179	Valid
	Item 16	0.298	0.179	Valid
	Item 17	0.577	0.179	Valid
Job Satisfaction (X2)	Item 1	0.521	0.179	Valid
	Item 2	0.200	0.179	Valid
	Item 3	0.433	0.179	Valid
	Item 4	0.203	0.179	Valid
	Item 5	0.275	0.179	Valid
	Item 6	0.377	0.179	Valid
	Item 7	0.462	0.179	Valid
	Item 8	0.471	0.179	Valid
	Item 9	0.222	0.179	Valid
Employee Performance (Y)	Item 1	0.303	0.179	Valid
	Item 2	0.410	0.179	Valid
	Item 3	0.310	0.179	Valid
	Item 4	0.297	0.179	Valid
	Item 5	0.202	0.179	Valid
	Item 6	0.354	0.179	Valid
	Item 7	0.212	0.179	Valid
	Item 8	0.193	0.179	Valid
	Item 9	0.222	0.179	Valid
	Items 10	0.310	0.179	Valid
	Item 11	0.252	0.179	Valid

2. **Reliability Test**

Reliability testing is used to determine the level of reliability of the variables used in research. As for the criteria the test is if *the Reliability Coefficient* (Alpha) value is > 0.60 (Cronbach's Alpha > 0.60), then the variables and items being measured can be trusted. Or relied on (Ghazali, 201 9:53). The SPSS Version 25 test results can be seen in table 4.8, namely:

Table 4
Reliability Test Results

Variable	Cronbach's Alpha	Reability Standards	Information
Career Development (X$_1$)	0.707	0.600	Reliable
Job Satisfaction (X$_2$)	0.634	0.600	Reliable
Employee Performance (Y)	0.626	0.600	Reliable

Source: SPSS Version 25 Output Results, 2022

Based on table 4, it is known that the *Cronbach's Alpha value* for all variables is greater than 0.600, so it can be concluded that the indicators or questionnaires used for the career development, job satisfaction and employee performance variables are all said to be reliable and trustworthy as variable measuring tools.

B. Method *Of Successful Interval* (MSI)

Method of Successive Interval (MSI) analysis is used to convert ordinal scale data into interval scale. *Method of Successive Interval (MSI)* according to Sugiyono (2013:25). MSI testing in this study uses *Microsoft Excel.*

C. Classic assumption test

Before testing multiple linear regression analysis regarding the research hypothesis, it is necessary to do this first a test of classical assumptions on data.

D. Multiple Linear Regression

Multiple Linear Regression is used to determine whether there is an influence on career development (X$_1$) and Job Satisfaction (X$_2$) towards Employee performance (Y) multiple analysis techniques are used. The results of the multiple linear regression test using SPSS Version 25 are as follows:

Table 5
Multiple Linear Regression Test Results

Coefficients [a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Beta
1	(Constant)	40,049	4,337	
	Career development	,183	,044	,354
	Job satisfaction	.116	,050	,196

a. Dependent Variable: Work_Performance

Source: SPSS Version 25 Output Results, 2022

Based on table 5, a multiple linear regression equation can be made as follows:

Y = 40.049 + 0.183X$_1$ + 0.116X$_2$ + *e*

Based on the multiple linear regression equation, it is known that the constant value of the employee performance variable is 40.049, the coefficient value of the career development variable is 0.183 and the coefficient value of the job satisfaction variable is 0.1 16.

E. Correlation Test (r)

The correlation test (r) aims to determine the relationship between the independent variable and the dependent variable. The results of the correlation test using SPSS version 25 are as follows:

Table 6
Data Correlation Test Results

correlations		Career development	Satisfaction_ Work	Performance_ Kary
Career development	Pearson Correlation	1	,196 *	,393 **
	Sig. (2-tailed)		.031	.000
	N	121	121	121
Job satisfaction	Pearson Correlation	,196 *	1	,266 **
	Sig. (2-tailed)	.031		,003
	N	121	121	121
Work_Performance	Pearson Correlation	,393 **	,266 **	1
	Sig. (2-tailed)	.000	,003	
	N	121	121	121

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 25 Output Results, 2022

Based on table 6, it is known that the correlation value of the career development variable with employee performance is 0.393, so the closeness of the relationship between the two is considered low. The correlation value of job satisfaction and employee performance is 0.266, so the close relationship between the two is considered low.

F. Coefficient of Determination (R^2)

Coefficient of determination (R^2) used to find out how much contribution the independent variable makes to the dependent variable. The results of the coefficient of determination test (R^2) can be seen below :

Table 7
Data Determination Coefficient Test Results

Model Summary [b]				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.437 [a]	.391	,178	.778

a. Predictors: (Constant), Job_Satisfaction, Career_Development
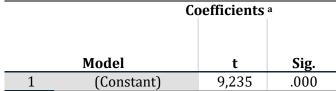b. Dependent Variable: Performance_Kary

Source: SPSS Output Results Version 25, 2022

Based on table 7, the *R Square* value (the coefficient of determination (R^2) is 0.391 means that career development and job satisfaction contribute 39.1 % to employee performance, while the remaining 61.9% is explained by other variables not included in the study, such as leadership attitude, work environment, work discipline, and employee communication (Hasibuan 2017).

G. t test

The t test is used to test the significance of the influence between the Career Development variables (X$_1$) and Job Satisfaction (X$_2$) partially influences the variable (Y), namely Employee Performance*.* The t test results can be seen in table 7, namely :

Table 8
Hypothesis Test Results t

Coefficients [a]			
	Model	t	Sig.
1	(Constant)	9,235	.000

Career development	4,196	.000
Job satisfaction	2,324	,022

a. Dependent Variable: Work_Performance

Source: SPSS Version 25 Output Results, 2022

Based on table 8, the results of the t hypothesis test between the independent variables on the dependent variable are as follows:

1. Career development has a significant effect on employee performance at PT. Pusri Division Ops. Unit P-1B. This is because the probability value of work development is less than 0.05 (0.000 < 0.05). This means that the first hypothesis states that career development has a positive and significant influence on employee performance at PT. Pusri Division Ops. P-1B units accepted.
2. Job satisfaction influences employee performance at PT. Pusri Division Ops. Unit P-1B. This is because the probability value of job satisfaction is less than 0.05 (0.022 < 0.05). This means that the second hypothesis states that job satisfaction has a positive and significant influence on employee performance at PT. Pusri Division Ops. P-1B units received.

H. Model Test (F Test)

The F test is used to test the significance of the influence of the variables Career Development (X_1) and Job Satisfaction (X_2) together on the variable (Y), namely Employee performance.

Table 9
F Test Results

ANOVA [a]

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	16,877	2	8,438	13,951	,000 [b]
	residual	71,371	118	.605		
	Total	88,248	120			

a. Dependent Variable: Performance_Kary
b. Predictors: (Constant), Job_Satisfaction, Career_Development

Source: SPSS Output Results Version 25, 2022

Based on table 9, the results of the F hypothesis test between the independent variables on the dependent variable are as follows:

Based on the Anova table above, it can be seen that the value or significance is 0.000 < α = 0.05 , meaning the third hypothesis states that career development and job satisfaction have a positive and significant influence on employee performance. At PT. Pusri Division Ops. P-1B units received, so it can be concluded that Career Development and Job Satisfaction have a positive and significant influence on Employee Performance at PT. Pusri Division Ops. Unit P-1B.

Discussion of Hypothesis Test Results
A. The Effect of Career Development on Employee Performance (Hypothesis 1)

Career development has an influence on employee performance at PT. Pusri Division Ops. Unit P-1B. The influence that career development has on employee performance at PT. Pusri Division Ops. Unit P-1B is positive because the resulting coefficient value is positive. This means that career development increases, employee performance at PT. Pusri Division Ops. P-1B units will board.

Career development is personal improvements that a person makes to achieve a career plan. Researchers concluded that if career development is high, employee performance will increase. PT. Pusri Division Ops. P-1B units have a high level of career development, namely the frequency of certain skills. This of course can affect employee performance because of the high level of career development. Based on the discussion above, the first hypothesis in this research is accepted, which means that the career development variable has a positive and significant effect on employee performance at PT. Pusri Division Ops. Unit P-1B. This is in line with the theory put forward by Andrew J. Dubrin in Anwar Prabu Mangkuranegara (2016:77), stating that career development is an

employee activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum.

This career development program is one of the activities that can be carried out by companies, especially the human resources department, which must be implemented in an integrated manner with other human resource development activities. Career development, according to Dubrin in Mangkunegara (2013), is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Therefore, one of the company's goals is to increase profits by prioritizing employee performance which can be greatly influenced by career development.

B. The Effect of Job Satisfaction on Employee Performance (Hypothesis 2)

Job satisfaction has an influence on employee performance at PT. Pusri Division Ops. Unit P-1B. The influence that job satisfaction has on employee performance at PT. Pusri Division Ops. Unit P-1B is positive because the resulting coefficient value is positive. This means that if job satisfaction increases, employee performance at PT. Pusri Division Ops. P-1B units will board.

The results of this research are in accordance with and support the research conducted by Organ; Podsakoff; and Mackenzie (20 17) referring to relevant psychology and social organization theories suggest that job satisfaction includes satisfaction with work, salary, work conditions, and the treatment of coworkers and supervisors will result in better and more productive individual performance.

According to Atiqah (2010) job satisfaction has a significant positive effect on performance. According to Siagian (2011: 295) job satisfaction is a person's perspective, both positive and negative, about their work. If the company always implements its career and compensation system well, there are good relationships between co-workers, the attitude of superiors who always motivate, and a conducive physical work environment will result in employees feeling safe and comfortable working. Job satisfaction has a very big influence on employee performance, because job satisfaction usually shows a person's potential in carrying out tasks and work to achieve satisfaction, so whether the employee is satisfied or not is in accordance with his own abilities. If the leader can develop through education and training, the employee's performance will increase in achieving organizational goals. The higher employee job satisfaction, the employee will show their best performance.

Based on the answers of PT employees. Pusri Division Ops. Unit P-1B for the statement submitted regarding job satisfaction at PT. Pusri Division Ops. Unit P-1B, the average employee stated agree and strongly agree. This means that employees at PT. Pusri Division Ops. Unit P-1B already feels satisfied in their work. Leader of PT. Pusri Division Ops. The P-1B unit should provide work that is in accordance with the worker's field of expertise, wages given are in accordance with the worker's responsibilities, promotions, supervision from above and also have good co-workers who can do the work voluntarily without feeling jealous or indifferent. indifferent.

Thus, the first hypothesis states "Job satisfaction has a positive and significant effect on employee performance at PT. Pusri Division Ops. Unit P-1B" is proven and can be declared acceptable. The results of this research are in line with research conducted by Putu Yudha (2013), Mariana Adharianti (2012), and Didik Hadiyanto (2012) where the research results stated that job satisfaction has a positive influence on employee performance.

C. Research Implications

Based on the research results it is known that career development and job satisfaction can affect the performance of employees at PT. Pusri Division Ops. P-1B units. Thus, PT. Pusri Division Ops. Unit P-1B as the company side should pay attention to the performance of its employees by providing career development to employees and increasing employee job satisfaction, because the higher the career development and job satisfaction, the higher the employee performance.

Although this research has been able to prove empirically that career development and job satisfaction are factors that can influence employee performance. However, it is not only career development and job satisfaction that can affect employee performance. Therefore, further research is needed on other factors that affect employee performance.

CONCLUSION

Based on the results of this research analysis, it is : (1) Career development has a positive and significant effect on employee performance at PT. Pupuk Sriwidjaja Palembang. (2) Job satisfaction has a positive and significant effect on employee performance at PT. Pupuk Sriwidjaja Palembang.

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