



Impact of Career Development and Leadership on Performance Employees with Job Loyalty as an Intervening Variable

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Abstract

This study aims to determine whether career development and leadership have an impact on employee performance through work loyalty as an intervention variable or not. In this study, 100 respondents were used as a sample, calculated using the Slovin formula from 406 populations with a 5% margin of error. It collects data using a Likert scale and scores using a Questionnaire. The data analysis method used by researchers is a statistical test using SPSS version 23 using analytical techniques, classic assumption tests, path tests, coefficient of determination, and hypothesis testing. The results of this study suggest several steps that can be taken to improve performance among others by giving promotions to employees with good performance, the role of a leader who can arouse employee passion and obey and work loyally to improve employee performance.

Keywords: Leadership, performance Employee, Work Loyalty, Career development, Intervening Variable

Introduction

Human resources, compared to marketing, technology, production, and finance, play a much more significant and dynamic role in all aspects of an organization's operations. Management's attention is especially on human resources because of the important role they play in an organization and the fact that without them, there would be no workflow. An extraordinary human being responsible for the future of the organization by planning his path, setting his priorities, and directing his methods toward success (Elci et al., 2023).

Employers who are involved in the career growth of their employees are more likely to be successful in achieving their HR goals (Jackson, 2023). Changes in one's values, attitudes, and motivation as a result of maturity are what we mean when we talk about career development. The activities and processes that help workers develop their skills for future positions in an organization are collectively referred to as career development. This development includes the understanding that companies or HR managers have prepared employee development plans in advance while working (Udin, 2023). Career development is

necessary to enable employees to grow in the workplace and to ensure that employees have higher and better qualifications. As stated in the verses of the Qur'an below:

اروكش داراً وأركذي نأ داراً نمل قفلخ راهنلاو ليلا لعج يذلا وهو

Meaning: " And Allah Subhanahuwataala who makes the night and day alternate for someone who wants to take lessons or those who are grateful " QS. Al-Furqan (25):62

The verse above explains that Allah Azzawajalla has given time to humans and in it, some lessons make humans even better at work. Think more strategically about her career growth based on her previous experiences, and thank God for the many gifts He has given her. The development process can enable employees to know the goals and the extent to which the goals are to be achieved. Career growth is highly dependent on the willingness and ability of the company to provide opportunities for employees to develop and contribute to the success of the company (Alhalalmeh et al., 2023).

Achieving organizational goals, not only career development but requires a leader who can lead the organization well with his subordinates, dares to make the best decisions for his employees, and can move, influence, and motivate his employees to achieve goals that were agreed upon (Refae et al., 2023). Leadership is the capacity to persuade people to act in a certain way, even if that person is not happy doing it themselves. As for the sura that explains leadership:

نيدباع ائل اوناكو ةاكزلا ءاتياو ةأصلا ماقبو تاريخلا لعف مهيلإ انيحوأو انرمأب نوذهي قمأ مهانلعجو

The sentence describes the image of a good leader who has the same characteristics as the Prophet, such as studio, namely sincere and honest in words, actions, and carrying out tasks, Amanah, namely being trustworthy, Fathonah, good behavior, Tabligh, who is responsible for all his actions. Establishing prayer, as a Muslim leader, is not only work, the last work must also be done at the same time. Paying zakat, as a wise leader pays taxes for the common good. A leader must have charisma, authority, and character and follow company rules. Because it will have a positive effect on employee performance, good employees who follow company rules start from good leaders and follow company rules (Ashiru et al., 2022).

A more competitive business environment is essential for any company to survive and thrive in today's changing market. The efforts of the staff members in carrying out management tasks are critical to this success. Employee contribution is critical to every business, not just in terms of labor work, but also in the form of ideas and commitment to organizational goals. Loyalty among workers is difficult to cultivate, so companies need to find other ways to retain their best employees, such as rewarding them financially for their efforts (Alqudah et al., 2022).

Organizational loyalty is the dedication that employees feel toward their workplace. To keep their employees dedicated to the company, companies have to pay serious attention to them. According to (Pio, 2022) suggests that loyalty to work, in addition to loyalty to the organization and one's position in it, is a factor in performance appraisal. This loyalty shows that employees will try harder to keep the company running smoothly and secure it from any potential threats. According to (Kazmi & Javaid, 2022) People who have work loyalty in the office try extra because they enjoy their work and want to see the company succeed. Companies rely on employee loyalty to their work so that they can work independently and collaboratively for the benefit of the whole company. This need for loyalty motivates workers to spend extra

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time at the office and even work from home or on the road (Sabir et al., 2022). Team loyalty is demonstrated when members work together toward team goals and are willing to make significant efforts to achieve those goals. Effective team members are fully dedicated to group goals and are willing to make personal sacrifices for the team's success. The best way for companies to gain employee engagement is to provide positive reinforcement in the form of a safe and enjoyable place to do their job. People will feel devoted to their jobs and organizations if they value what they do for a living (Stirpe et al., 2022).

An employee's performance can be influenced by factors such as career opportunities, leadership, and company loyalty. Performance is an assessment of one's performance against certain work standards, considered in determining promotion, compensation, and employee development needs. Employee performance and performance organization are the two main lenses used to conceptualize performance. Employee performance is the result of the efforts of every worker in a company. Performance measures how much the company does (Ibrahim et al., 2022). The success of an organization depends heavily on the efforts of its staff. It is impossible to separate the use or management of organizational resources by staff members who actively participate in efforts to realize organizational goals from achieving those goals. Company performance is the result of the efforts of employees or teams to achieve company goals legally and ethically within the scope of their responsibilities and authorities. Based on the word of God in the letter Al-Jumu'ah verse 10:

نُؤَلِّفُ مَكَالَ أَرِيْثِكَ اللّٰهُ أَوْ كَذَا أَلَّ لُضْفَ نَمِ أَوْ غَتَاوُ ضَرْلًا يَفِ أَوْ رَشْتَاوُ قَلَصَلَا تِيضُقْ إِذِافِ

It means: "When you have performed the prayer, then spread out as much as you can on earth and seek Allah's sustenance so that you will be lucky as much as Allah will give you and you will be lucky from Allah. QS. Al-Jumu'ah (62):10

From October to December 2021 or Q3 there was a decline in performance. Therefore, the authors are interested in studying "The Impact of Career Development and Leadership on Employee Performance with Job Loyalty as an Intervening Variable", considering the background of the problems described. The purpose of this research is to examine the relationship between leadership and career development with employee performance and loyalty. Furthermore, this study intends to examine how loyalty acts as an intervening variable between career development and the influence of leadership on performance (Jnaneswar & Ranjit, 2022).

Literature Review

Assumed that as servants who live in nature, including leaders, immediately perform prayers when the time has come, then the words "spread out on earth and seek sustenance from Allah" mean that as humans good job to always give good performance at work because when someone is performing well a brilliant career may be easily achieved. In previous research (Caissar et al., 2022) entitled "Analysis of the Influence of Leadership, Career Development and Job Satisfaction on Employee Performance Case Study by the Liaison Office of Riau Province in Jakarta". Partially, career growth has a significant effect on employee performance by no more than 0.05 or 5%, while leadership and job satisfaction have no significant effect,

(Dhoopar et al., 2022) with the title "The influence of leadership style and career development on employee performance".

The findings reveal that style leadership has a detrimental impact on employee performance, in contrast to the beneficial impact of career development on employee performance. The leadership style and career development model R-squared for performance analysis is 0.6589. PT American Standard Indonesia is a manufacturing company under which there are hundreds of outstanding employees (Kaltainen & Hakanen, 2022)v. Therefore, leaders are needed who can pay attention to the needs of their employees and can influence, and direct employees to the company goals that have been set and provide opportunities for employees to develop the employee's careers. Commitment and wisdom from the company play an important role in enhancing employee career development which will have a direct impact on the progress of the company and the employees themselves.

Research Method

According to (Ángeles López-Cabarcos et al., 2022), the term population is used by scientists to refer to broad categories of study subjects who have observable properties and characteristics. Based on the survey results, PT American Standard Indonesia currently employs 406 people. The Slovin formula is used to find out how many participants should be included in a sample from a certain population. From the results of these technical calculations, a sample of 80 employees was taken, rounded up to 100 respondents at PT American Standard Indonesia. The method used is simple random sampling. This study uses a questionnaire to collect information and data needed for this study. The researcher here relied on closed surveys (statements readily available). The author is then free to choose which statement to submit to the respondent. Only a cross (X) or symbol (\surd) is needed to select the required statement. In this closed statement, Likert scale measurements usually start with a scale of 1 to 5 and use a rating of five (5) rating points. Survey instrument testing was carried out through validity and reliability tests to ensure that the surveys made were understood by respondents and the measurements were consistent (Cabrera & Estacio, 2022). SPSS (Statistical Product and Service Solutions) version 23 was used for statistical analysis. Classical assumption tests, path analysis, coefficient of determination, and hypothesis testing are some of the tests performed.

Result and Discussion

One hundred PT ASI employees participated in this study as research respondents by age. Respondents, who are aged between 40-45 years, are the respondents with the highest percentage of filling out the questionnaire. Based on the gender of the majority of respondents, there were 97 male respondents, while only 3 female respondents. According to education, the dominant respondents only had education up to the high school level. Based on the length of service, most of the respondents entered the working age of 20-25 years with the highest percentage of filling out questionnaires in this study.

The Kolmogorov-Smirnov value for the data mentioned above is $0.200 > 0.05$, as shown in Table 4. This means the normal distribution of the research data. Whereas Table 5 results from the SPSS calculation, multicollinearity does not occur because the career development,

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leadership, and work loyalty variables are free from symptoms of multicollinearity as seen from $VIF < 10$ and $Tolerance > 0.1$ while Figure 1 SPSS heteroscedasticity test results show that the dots spread above and below the point of origin and does not converge on a plane, indicating that this statistical calculation model is free from heteroscedasticity symptoms.

Having a constant value of 8.730 means that even though the career development and leadership variables are both set to zero, the employee performance variable will increase by 8.730. Career development and leadership are both positively correlated, as indicated by the coefficients in the SPSS first-path regression model. In other words, an increase in these two variables will also improve employee performance. The summary value for the R-squared model is 0.511. This shows that X1 and X2 accounted for 51.1% of Y, while other variables contribute the remaining 48.9%. On the other hand, for the value $e1$ $e1 = \sqrt{1 - 0.511} = 0.699$.

The constant value of 4.538 indicates that the employee performance variable increases by 4.538 when the career development, leadership, and work loyalty variables are zero. In the second path model, the coefficient of the work loyalty variable is positive and significant meaning that employees perform better because they become more loyal to their jobs. The coefficient on the variable representing career development is positive and significant statistically, showing that work loyalty grows along with one's career development. The coefficient value of the leadership variable is positive and significant, meaning that work loyalty increases with increasing leadership (Blustein et al., 2022).

A positive and statistically significant coefficient for career development and leadership on loyalty-intervened performance, meaning that the work-loyalty variable can intervene in employee performance through career development and leadership. Statistically, shows that work loyalty grows along with one's career development. The coefficient value of the leadership variable is positive and significant, meaning that work loyalty increases with increasing leadership. A positive and statistically significant coefficient for career development and leadership on loyalty-intervened performance, meaning that the work-loyalty variable can intervene in employee performance through career development and leadership (Meng-Lewis et al., 2022).

Adjusted R-squared shows a coefficient of determination of 0.529 which indicates that the value of career development and leadership variables contributes 52.90% to the performance of employees who are intervened by work loyalty. However, the remaining 47.10% is influenced by several factors outside of this analysis, for example, intrinsic motivation, the quality of the work environment, and the nature of the company culture. For value $1 = \sqrt{1 - 0.529} = 0.686$.

Based on the hypothesis test performed on calculations with path model regression, it can be seen whether or not there is an influence between the variables X1, X2, and Y with the independent variables that are intervened by the variable Z. The calculation shows that X1's t-count is 5.332 exceeding t-table = 1.985 with a significance level of 0.000 which is lower than 5%. As a result, we can conclude that (H1) is accepted and (H0) is rejected, meaning that career development has a significant impact on employee performance. The calculated value of X2 t-count is 6.644 > t-table = 1.985 with a significance value of 0.000 which is not more than (5%). This provides strong evidence to support the hypothesis (H2) that leadership affects employee performance and rejects H0.

The calculation results show that the Z value for the t-count is 4.433, which is 2.600 higher than the t-table value = 1.985, and the significance value is $0.11 < 5\%$. As a result, we can conclude that employee performance increases when job loyalty also increases. Therefore, H3 (that employee performance is affected by work loyalty) is accepted, and H_0 is rejected. $X1*Z$ has T-count = $4.433 > t\text{-table} = 1.985$ with its significance $0.000 < 5\%$. This shows that increasing one's profession has a considerable impact on loyalty. H_0 , this is not accepted. Career development does affect employee loyalty, so H4 is accepted. $X2*Z$ has t-count = $4.194 > t\text{-table} = 1.985$, and the significance of $X2*Z$ is 0.000 which is lower than 5%, according to calculations. Leadership plays an important role in forming employee loyalty to the company. We can conclude that H_0 is rejected and H5 (leadership affects employee loyalty) is accepted.

The overall effect of career development on employee performance is the direct effect plus the indirect effect, namely $0.398 + 0.489 = 0.887$. The direct effect of career development on employee performance is 0.235, while the indirect effect of career development through loyalty is 0.338×0.235 . It has been calculated that while X1 has a direct effect of 0.398 on Y, the indirect effect is 0.489 greater.

Therefore H_0 is rejected, and H6 is accepted, namely job loyalty moderates the positive impact of career development on employee performance. The total impact of career development on employee performance is the direct effect plus the indirect effect, or $0.483 + 0.597 = 1.08$. The direct effect of leadership on employee performance is 0.483, while the indirect effect of leadership on employee performance through loyalty is $0.362 \times 0.235 = 0.597$. These figures show that X2 has a direct effect of 0.483 on Y and an indirect impact of 1.08, indicating a higher indirect impact. As a result, H_0 is rejected and H7, which states that job loyalty moderates the beneficial effect of leadership on employee performance, is accepted.

The Impact of Career Development on Employee Performance

The findings show that career development has a significant and beneficial influence on employee performance. Research (Healy et al., 2022) confirms a positive correlation between career development and employee performance, supporting this finding. Employees perform better when they have opportunities to advance in their careers. In this way, motivated employees can strive for better career development and ultimately have a positive impact on employees, so that good career development can be the basis for evaluating promotion decisions. Employee morale can be increased by supporting career development programs through work performance.

The Impact of Career Development on Employee Performance

The findings show that career development has a significant and beneficial influence on employee performance. Research (Kasdorf & Kayaalp, 2022) confirms a positive correlation between career development and employee performance, supporting this finding. Employees perform better when they have opportunities to advance in their careers. In this way, motivated employees can strive for better career development and ultimately have a positive impact on employees, so that good career development can be the basis for evaluating promotion decisions. Employee morale can be increased by supporting career development programs through work performance.

The Impact of Leadership on Employee Performance

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The study findings show that leadership has a beneficial impact as well as a sign on performance. All employees need to be led in the same direction if the company is to achieve its goals. In the absence of strong leadership and guidance, there is a risk that organizational goals will start to diverge from one another. Therefore, effective leadership is needed for any group that hopes to achieve its goals. Additionally, top performers are consistently asking for ways they can help the business. Leadership can only go so far in aligning individual goals with company goals without some sort of internal or external motivator to keep employees excited and committed (Wendling & Sagas, 2022). The relationship between employees and their superiors plays an important role in the development of the organization. Leadership is very important because it contributes to an organization's ability to fulfill its mission and achieve its vision and goals. As a result, a leader's influence on employee performance increases in proportion to the leader's effectiveness. The findings of this study corroborate other findings, which found a causal relationship between effective leadership and employee performance. The attitude of an empathetic leader who listens to subordinates, and is willing to give directions can reflect at PT American Standard Indonesia is already good and able to grow employee performance (Pinnington et al., 2022).

Impact of Work Loyalty on Employee Performance

Job loyalty was found to significantly affect performance, as evidenced by the findings. Matter. This is similar to the opinion that work loyalty means maintaining better working relationships with employees to improve the team and individual performance (Huang et al., 2022). It's an attitude of commitment to it. The findings of this study corroborate the findings of others, who have found a correlation between employee loyalty and performance. By proudly working at PT American Standard Indonesia, employees can achieve high loyalty to their work.

The Impact of Career Development on Work Loyalty

The findings of this study show that being involved in one's career development has a beneficial effect on job loyalty (Nuzul Hidayat & Sudirman, 2022). Findings from a study, found that career development affects work loyalty. In other words, if PT American Standard Indonesia is committed to the career growth of its employees, it can be expected that there will be an increase in work loyalty. Lack of career development, on the other hand, will reduce employee loyalty to PT American Standard Indonesia to the company. From the results of this survey, employees are treated fairly by their superiors for career development, superiors always support them, and they believe that they will get the desired career advancement. It can be said that career development is going well, has competent abilities, employees are interested in promotions from their superiors. At PT American Standard Indonesia, employees can increase work loyalty by achieving the right career development.

The Impact of Leadership on Work Loyalty

According to the data, leadership improves results and has a considerable impact on employee loyalty to the job. The findings of this study contradict the findings which found that leadership has a small but positive impact on worker performance. So that work loyalty is maintained and increases, a leader must be able to provide comfort, motivation, and direction to the team and personal subordinates so that employees are happy to carry out the tasks assigned to their maintenance of productivity that has been determined by PT. American

Standard Indonesia has a good personal relationship with all of its subordinates (Sunagawa et al., 2022).

The Impact of Career Development on the Performance of Intervened Employees' Work Loyalty the findings show that Job Loyalty intervenes and strengthens the impact of career development on employee performance. This indicates that career development through work loyalty has a positive and significant impact on work performance. In line with findings from the literature which proves that career development has a large and beneficial indirect effect on employee performance through work loyalty as an intervening variable. This indicates that the role of career development through work loyalty can boost employee performance at PT American Standard.

The Influence of Leadership on the Performance of Employees Intervened by Work Loyalty

The research findings show that job loyalty moderates the influence of leadership on performance. This shows that, according to the data, leadership through work loyalty has a positive impact profitable and appreciable on staff performance. In the same way, that good leadership can influence an individual worker's ability to succeed in his or her endeavors, it can also affect an organization's ability to realize its goals. According to research employee performance is positively and significantly influenced by their loyalty to the company where they work, which in turn is the result of the influence of their leaders. Employee performance at PT American Standard Indonesia is getting bigger and more effective leadership is influencing employee performance through work loyalty (Tetteh & Asumeng, 2022).

Conclusion

As Intervening Variables are: 1) There is a significant and positive impact between the variables Career Development and Employee Performance; 2) There is a positive and statistically significant relationship between leadership and employee performance; 3) There is a positive and statistically significant relationship between work loyalty and employee performance 4) There is a positive and significant impact between Career Development and Work Loyalty 5) There is a statistically significant and positive correlation between career development and work loyalty 6) Path test results show that there is an Intervening impact between Career Development through Loyalty Work on Employee Performance is significant and positive, and 7).

The results of the path test show that there is a significant and positive Intervening impact between Leadership through Work Loyalty on Employee Performance. The findings of this study suggest several steps that can be taken to improve performance between providing promotions for employees with good performance, and the role of a leader who can arouse employee passion and, obey and work loyally to improve employee performance. In this study, there are limitations, namely only utilizing career development, leadership, and work loyalty variables on employee performance. It is hoped that there will be further research using other variables such as motivation, work environment, organizational culture, places, and different samples so that it will produce further research output regarding variables that affect employee performance.

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