



THE INFLUENCE OF CAREER DEVELOPMENT AND WORK CLIMATE ON EMPLOYEE PERFORMANCE AT PT SUMBER BANGUNAN CIPTA SEJAHTERA BANTEN

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ABSTRACT

This study aims to analyze the influence of career development and work climate on employee performance at PT Sumber Bangunan Cipta Sejahtera Banten. The type of research used is quantitative with a descriptive and verification approach. The research sample of 108 permanent employees was selected using purposive sampling techniques. Data were collected through questionnaires that had been tested for validity and reliability, then analyzed using multiple linear regression.

The results of the study showed that career development had a positive and significant effect on employee performance ($\beta = 0.412$, $p < 0.05$). Work climate also had a positive and significant effect on employee performance ($\beta = 0.357$, $p < 0.05$). Simultaneously, career development and work climate contributed 65.9% in explaining variations in employee performance.

These findings indicate that improving career development programs and creating a conducive work climate are effective strategies to improve employee performance in the company. Therefore, companies are advised to continue to develop both aspects so that organizational goals can be achieved optimally

Non-formal education is a strategic solution to bridge the gap in education in areas with limited access, including Cianjur Regency. Community Learning Activity Centers (PKBM) as non-formal educational institutions have a central role in providing equal education services, literacy, life skills, and community empowerment. This study aims to analyze the contribution of PKBM to improving the quality of non-formal education in Cianjur, as well as identifying supporting and inhibiting factors in its implementation. The research method used is a qualitative approach with case studies on several PKBM in the Cianjur area. The results of the study indicate that PKBM plays a role in reducing school dropout rates, improving the skills of students, and expanding access to education. However, challenges such as limited funds, educators, and community participation are still major obstacles. This study recommends strengthening synergy between stakeholders and increasing the institutional capacity of PKBM for the sustainability of non-formal education programs.

Keywords: *Career Development, Work Climate, Employee Performance.*

I. INTRODUCTION

A. Research Background

In an era of increasingly competitive business competition, companies are required to not only focus on achieving production and profit targets, but also on how to manage human resources (HR) as a strategic asset. Human resources are the main key in creating sustainable competitive advantage. Therefore, HR management, especially those related to efforts to improve employee performance, is a top priority in modern organizational management.

Employee performance is a representation of the results of individual work in carrying out tasks given based on standards and targets set by the organization. Good performance not only supports the achievement of overall organizational goals, but also reflects the level of motivation, skills, and job satisfaction of the employees themselves. In the context of PT Sumber Bangunan Cipta Sejahtera Banten a company engaged in the building materials industry sector employee performance is a factor that greatly determines operational productivity and customer satisfaction.

Various factors have been identified as determinants of employee performance, two of which are most often highlighted are career development and work climate. Career development refers to the organization's efforts to provide opportunities for employees to improve their skills, experience, and competencies so that they can move up to a higher level in the organizational structure. According to Ramdhan (2021), career development is part of a performance management system that aims to form adaptive human resources who are ready to face future organizational challenges. Employees who receive training, fair promotions, and clear career paths will feel appreciated and tend to improve their performance.

Meanwhile, the work climate reflects employees' perceptions of the work environment as a whole, including how organizational culture, communication between individuals, and leadership style shape the daily work atmosphere. Robbins and Judge (2021) stated that a healthy work climate can increase a sense of security, trust, and collaboration between employees, which ultimately has a positive impact on performance. A positive work climate encourages work enthusiasm, reduces conflict, and strengthens loyalty to the company.

However, there is a gap (research gap) in scientific studies that link career development and work climate to employee performance, especially in the context of building material manufacturing companies in the Banten region. Most previous studies have been conducted in the service, banking, or education sectors, and not a few have only examined one of the two variables separately. In fact, in reality, career development and work climate interact with each other and can simultaneously affect employee performance. Therefore, it is necessary to conduct empirical testing that integrates both variables in one research model, especially in different industrial contexts.

In addition, the results of previous studies still show inconsistent findings. Several studies reveal that career development has a significant effect on performance, while other studies show that its influence becomes insignificant if not accompanied by supporting variables such as leadership or intrinsic motivation. Likewise, in the aspect of work climate, several studies

state that it has a large influence on productivity, but in other studies, work climate only affects certain dimensions of work behavior.

From a practical perspective, PT Sumber Bangunan Cipta Sejahtera Banten as a company that continues to grow also faces challenges in managing employee performance amidst market demands and internal company dynamics. The absence of previous studies that specifically examine the relationship between career development, work climate, and employee performance in this company further strengthens the importance of conducting this study.

Thus, this study was conducted to answer this need, with the main objective of empirically and simultaneously analyzing the influence of career development (X1) and work climate (X2) on employee performance (Y) at PT Sumber Bangunan Cipta Sejahtera Banten. The results of this study are expected to provide theoretical contributions to the development of HR management science, as well as practical contributions to company management in designing more targeted and effective employee performance improvement strategies.

B. Research Formulation

Based on the description in the background that has been explained previously, the problem background is compiled as follows:

1. Does career development (X1) significantly influence employee performance (Y) at PT Sumber Bangunan Cipta Sejahtera Banten?
2. Does work climate (X2) significantly influence employee performance (Y)?
3. Do career development (X1) and work climate (X2) simultaneously influence employee performance (Y)?
4. Which factor is more dominant in influencing employee performance between career development and work climate?

C. Research Objectives

After formulating the problem to be studied, it is also necessary to formulate the research objectives as the main guideline in answering the research questions that have been formulated previously.

1. To analyze the influence of career development on employee performance at PT Sumber Bangunan Cipta Sejahtera.
2. To analyze the influence of work climate on employee performance.
3. To determine the simultaneous influence between career development and work climate on employee performance.
4. To identify which variables are most dominant in influencing employee performance in the company.

II. LITERATURE REVIEW

A. Career Development

Career development is a planned process carried out by organizations to help employees develop their potential, abilities, and career levels systematically. According to Aguinis (2019), career development is a series of organizational activities aimed at improving work skills, designing career paths, and preparing employees for bigger roles in the future. Noe (2022) added that career development is not only beneficial for individuals, but is also a long-term investment for the organization to create a competent and adaptive workforce to

change. Career development is the process and activity of preparing employees to occupy positions in organizations/companies that will be carried out in the future (Ramdhan, 2023).

According to Mathis and Jackson (2020), career development can be measured through several dimensions:

1. Career Planning: The process of identifying individual career goals and the steps to achieve them.
2. Training and Development: The company's efforts to improve employee skills and knowledge.
3. Promotion and Job Mobility: Opportunities to move up to a higher level or move functions for competency development.
4. Career Coaching (Coaching/Mentoring): Assistance from superiors or mentors in the employee's career process.

Albrecht, Breidbord, and Marty (2021) stated that effective career development directly increases employee work engagement, loyalty, and performance. Employees who have the opportunity to develop will work more optimally and productively because they feel appreciated and have a future in the company. Thus, career development is an important factor in driving increased employee performance, because employees feel appreciated and motivated to achieve organizational goals.

B. Work Climate

Work climate is the collective perception of employees towards the atmosphere, environment, and work relationships that develop in an organization. Work climate reflects how employees view organizational culture, leadership style, communication patterns, and reward systems (Yoon & Lim, 2020). According to Robbins and Judge (2021), work climate affects employee work behavior, motivation, and satisfaction because it shapes psychological experiences in daily work. A healthy work climate can increase engagement and job satisfaction, which ultimately contributes significantly to improving employee performance. Conversely, a poor work climate can cause stress and conflict that are detrimental to organizational performance.

Based on research by Litwin and Stringer (cited in Robbins & Judge, 2021), the main dimensions of work climate include:

1. Structure: The level of clarity of work rules and procedures.
2. Responsibility: Employee involvement in decision making.
3. Rewards: Fairness in compensation and recognition systems.
4. Support: Interpersonal relationships and support from superiors.
5. Organizational Commitment: A sense of belonging and attachment to the company.
6. Work Standards: The level of expectations and demands for work results.

A positive work climate creates a sense of security, comfort, and intrinsic motivation in employees. Yoon and Lim (2020) found that a good work climate contributes significantly to increasing employee work efficiency and effectiveness. A supportive work environment will foster a spirit of collaboration and accelerate the achievement of organizational targets.

C. Employee Performance

Employee performance is the work results achieved by individuals in accordance with the roles, responsibilities, and standards set by the organization. According to Aguinis (2019), performance is behavior and results that contribute to the strategic goals of the organization. Performance includes not only the quantity of work, but also the quality, timeliness, and effectiveness of collaboration. From a performance management perspective, Ramdhan (2021) emphasized that effective performance management involves not only assessing work results, but also developing employee potential through feedback, training, and empowerment. Good performance is an indicator of an organization's success in managing its human resources strategically, where career development and work climate are important factors that support the achievement of this performance.

According to Robbins and Judge (2021), employee performance indicators include:

1. Quantity of Work: The amount of work completed in a certain period.
2. Quality of Work: The level of accuracy, neatness, and suitability of work results.
3. Timeliness: Speed and regularity in completing tasks.
4. Collaboration: The ability to work in a team and establish good working relationships.
5. Initiative: Proactive efforts and responsibility in completing tasks without being asked.

Many factors influence performance, both from an individual and organizational perspective. Two of them that are often studied in research are career development and work climate, which if managed well will significantly improve performance (Noe, 2022; Albrecht et al., 2021).

III. RESEARCH METHODOLOGY

A. Research Scope

This study focuses on analyzing the influence of career development and work climate on employee performance at PT Sumber Bangunan Cipta Sejahtera located in Banten. The scope of the study includes independent variables, namely career development (X1) and work climate (X2), as well as dependent variables, namely employee performance (Y). This study is only limited to permanent employees who have worked at the company for at least 1 year, to ensure relevant responses and based on adequate work experience.

B. Population and Sample

The population in this study were all permanent employees of PT Sumber Bangunan Cipta Sejahtera Banten totaling 150 people. The research sample was determined using a purposive sampling technique with the criteria of permanent employees who have worked for at least 1 year in the company. Based on calculations using the Slovin formula with an error rate of 5%, a sample of 108 respondents was obtained. This sample is considered representative to represent the population in analyzing the influence of the variables studied.

C. Research Types

The type of research used in this study is quantitative with a descriptive and verification (causal) approach. According to Ramdhan (2021), quantitative research is research that uses data in the form of numbers and aims to test hypotheses through statistical analysis so that it can produce generalized conclusions. The descriptive approach aims to describe existing phenomena or variables systematically and factually, while the verification approach is used to test the causal relationship between variables, especially the influence of career development and work climate on employee performance. Thus, this study not only describes the conditions of the variables studied, but also attempts to test the causal relationship between the independent variables and the dependent variables through multiple linear regression analysis.

IV. RESEARCH RESULT

A. Descriptive Statistics

This study involved 108 respondents who were permanent employees of PT Sumber Bangunan Cipta Sejahtera Banten. Descriptive statistics of career development variables, work climate, and employee performance can be seen in the following table.

Table 1. Descriptive Statistics

Variabel	Mean	Standard Deviation	Minimum Score	Maximum Score
Career Development	3.85	0.56	2.50	4.75
Work Climate	3.78	0.60	2.40	4.80
Employee Performance	3.92	0.54	2.60	5.00

source: data calculation from spss version 22

From the table, the average score for all variables shows a value above 3.5, which indicates that respondents assess career development, work climate, and employee performance at a fairly good level.

B. Validity and Reliability Test

The research instruments used have been tested for validity and reliability. The results of the validity test show the correlation value of the items with a total score above 0.30, which means that all instruments are valid. Meanwhile, the reliability test using Cronbach's Alpha produces the following values:

1. Career Development: 0.87
2. Work Climate: 0.85
3. Employee Performance: 0.88

A Cronbach's Alpha value above 0.70 indicates a reliable and consistent instrument for measuring research variables.

C. Classical Assumption Test

Before the regression analysis was conducted, classical assumption testing was also conducted:

1. Normality: The Kolmogorov-Smirnov test showed a significance value of $0.200 > 0.05$, which means that the data is normally distributed.

2. Multicollinearity: The Variance Inflation Factor (VIF) values for career development and work climate variables were each below 5 (1.42 and 1.35), indicating that there was no multicollinearity.
3. Heteroscedasticity: The residual scatterplot did not show a particular pattern, indicating that there was no heteroscedasticity

D. Multiple Linear Regression Test

The results of multiple linear regression analysis to test the influence of career development and work climate on employee performance are presented in the following table.

Tabel 2. Multiple Linear Regression Test

Variabel	Coefficient B	t Count	Sig. (p-value)
Constanta	0.850	4.215	0.000
Career Development (X1)	0.412	5.678	0.000
Work Climate (X2)	0.357	4.890	0.000

source: data calculation from spss version 22

The R^2 value = 0.659 and the calculated F value = 97.823 with p-value = $0.000 < 0.05$, shows that the regression model is significant and the career development and work climate variables together have an influence of 65.9% on employee performance.

E. Research result Discussion

1. The Influence Of Career Development On Employee Performance

The results of the study show that career development has a positive and significant effect on employee performance, with a regression coefficient of 0.412 and a significance value of $p < 0.05$. This indicates that the better the career development program provided, the higher the employee performance at PT Sumber Bangunan Cipta Sejahtera Banten.

According to Ramdhan (2021), career development is an important part of performance management that focuses on improving employee capabilities and motivation. Clear training, guidance, and career path planning programs make employees feel valued and motivated to improve their competence and performance. This is in line with Noe's theory (2022) which states that career development helps employees update their skills and adapt to changes in the work environment.

Employees who get the opportunity to develop usually have a higher sense of loyalty and increased involvement, which then has a positive impact on productivity and quality of work. Therefore, career development is one of the main keys in driving optimal employee performance.

2. The Influence of Work Climate (X2) on Employee Performance (Y)

The influence of work climate on employee performance was also found to be significant with a regression coefficient of 0.357 and a significance value of $p < 0.05$. A positive and conducive work climate can create an environment that supports productivity and comfort for employees in carrying out their duties.

Ramdhan (2021) explains that work climate is an external factor that influences the effectiveness of performance management. A good work climate improves communication, reduces conflict, and strengthens relationships between employees and between employees and management.

Situations like this encourage employees to work with higher motivation and a strong sense of responsibility for their work.

In addition, research by Yoon & Lim (2020) supports that a supportive work climate increases engagement and job satisfaction, which then contributes to improved performance. In the context of PT Sumber Bangunan Cipta Sejahtera, a good work climate can be realized through fair leadership, a transparent reward system, and an inclusive organizational culture.

3. Influence of Career Development (X1) and Work Climate (X2) on Employee Performance (Y)

The results of multiple regression analysis indicate that career development and work climate simultaneously have a significant effect on employee performance, with a coefficient of determination (R^2) of 0.659. This means that 65.9% of the variation in employee performance at PT Sumber Bangunan Cipta Sejahtera can be statistically explained by the influence of these two independent variables—career development (X1) and work climate (X2). The remaining 34.1% is presumably influenced by other factors not examined in this study, such as motivation, compensation, leadership style, organizational culture, and individual differences such as emotional intelligence or work discipline.

This finding demonstrates that career development and work climate are two critical pillars in the effort to build and sustain optimal employee performance. On one hand, career development contributes to the internal growth of employees by equipping them with the skills, knowledge, and direction needed to perform at a higher level. Training, mentoring, coaching, and structured promotion pathways empower employees to envision long-term professional progress within the organization, which in turn increases job satisfaction, commitment, and performance. On the other hand, work climate contributes to the external environment that supports this internal growth. A positive work climate—characterized by effective communication, mutual respect, psychological safety, and fairness—creates the emotional and social conditions in which employees feel encouraged to actualize their full potential.

According to Ramdhan (2021), career development and work climate are not isolated mechanisms but function synergistically as part of an integrated performance management system. Career development without a supportive work climate may result in underutilized potential or frustration due to lack of recognition or opportunity. Conversely, a positive work climate without opportunities for growth may lead to stagnation or demotivation. Therefore, the two variables must be developed in tandem to create a sustainable cycle of performance improvement.

From a strategic perspective, this research suggests that PT Sumber Bangunan Cipta Sejahtera should not treat career development and work climate as separate initiatives, but rather as complementary elements of a comprehensive human resource development strategy. This means aligning training and development programs with leadership practices that foster a healthy, inclusive, and engaging work environment. Furthermore, regular

assessment of employee needs, perception surveys on work climate, and the integration of employee feedback into HR policies can ensure that the programs remain relevant and effective.

By continuously investing in these two areas, the company will not only improve current employee performance but also enhance organizational resilience, talent retention, and long-term competitiveness. In an industry that relies heavily on skilled labor, operational consistency, and team collaboration, such efforts are essential for sustaining growth and meeting future business challenges.

V. CLOSURE

A. Conclusion

Based on the results of data analysis and discussion that have been carried out, several conclusions can be drawn as follows:

1. Career development has a positive and significant effect on employee performance at PT Sumber Bangunan Cipta Sejahtera Banten. This shows that increasing career development programs can significantly increase employee performance.
2. Work climate also has a positive and significant effect on employee performance. A conducive and supportive work environment can increase employee motivation and productivity in carrying out their duties.
3. Simultaneously, career development and work climate together contribute significantly to employee performance with the ability to explain 65.9% of performance variation. The rest is influenced by other factors not examined in this study

B. Suggestion

Based on the conclusions above, here are some suggestions that can be given to PT Sumber Bangunan Cipta Sejahtera Banten:

1. Improving Career Development Programs

The company is advised to expand and deepen training programs, mentoring, and clear career path planning for employees. Thus, employees can continue to improve their competence and work motivation.

2. Creating and Maintaining a Positive Work Climate

The company needs to continue to strive to create a conducive work environment, including improving effective communication, a fair reward system, and harmonious working relationships between management and employees.

3. Conducting Periodic Evaluations

It is recommended that the company conduct regular evaluations of the effectiveness of career development programs and work climate conditions. This aims to find out the actual needs of employees and adjust company policies to remain relevant and effective.

4. Exploring Other Factors Affecting Performance

Further research can expand the scope of variables by examining other factors such as leadership, intrinsic motivation, compensation, and organizational culture to get a more complete picture of the determinants of employee performance.

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