

The Effect of Career Development, Compensation, and Job Complexity on Employee Performance at Sukorambi Community Health Center, Jember

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ABSTRACT

Objective: This study aims to examine the impact of career development, compensation, and task complexity on employee performance at the Sukorambi Jember Health Center. **Method:** The research adopts a causal approach, utilizing a quantitative method through surveys conducted with 32 employees, representing the total sample. The independent variables in this study are career development, compensation, and task complexity, while employee performance serves as the dependent variable. Data analysis was performed using multiple linear regression techniques to understand the relationships between these variables. **Results:** The findings indicate that all three independent variables-career development, compensation, and task complexity-have a significant influence on employee performance. Specifically, career development was found to positively contribute to performance outcomes by enhancing employees' skills and competencies. In addition, fair and adequate compensation was shown to serve as a strong motivator, driving higher levels of work engagement and effort. Similarly, effectively managing task complexity, through proper workload distribution and support, led to improved employee performance. The coefficient of determination (R^2) of 65.4% reveals that these independent variables account for a substantial portion of the variation in employee performance, suggesting their importance in shaping overall job outcomes. **Novelty:** This study offers valuable insights for organizations looking to enhance employee productivity, emphasizing the importance of strategic human resource management practices in fostering a more motivated and efficient workforce. By focusing on career growth opportunities, fair compensation, and task management, organizations can optimize employee performance and contribute to long-term organizational success.

INTRODUCTION

Human Resources (HR) play an important role for organizations and companies. According to [1], HR includes productive individuals who function as drivers of organizations or companies and are considered valuable assets that require training and development. HR can be divided into macro, namely the number of productive age population in an area, and micro, namely individuals who work in institutions or companies. Employees with good performance are important assets that help achieve organizational goals, so appreciation for employee quality needs to be optimized to increase work effectiveness. In line with [2], the success of an organization is highly dependent on the quality of HR, which must be improved effectively to create maximum performance.

Employee performance, as explained by [3], reflects the extent to which employees are loyal to their duties and how much appreciation the organization gives. According to [4], performance is the result of work related to the organization's strategic goals, customer satisfaction, and economic contribution. Good performance development, as expressed by [5], is desired by both parties, both employers to increase productivity, and

workers for self-development and promotion. An effective performance management system is the key to optimizing organizational productivity while benefiting managers and employees.

Career development is also an important part of HR management. According to [6], [7], career development is the process of preparing employees to occupy positions in the future. This is reinforced by [8] who emphasizes the importance of career development in helping employees improve their decision-making skills and interpersonal relationships. In addition, awards in the form of rewards can motivate employees to improve their performance. [4] emphasized that compensation, both in the form of money and non-money, plays an important role in creating work enthusiasm that has an impact on improving employee performance.

At the Sukorambi Jember Health Center, career development is less than optimal due to the complexity of tasks and minimal compensation. Based on [9], compensation, career development, and organizational commitment have a significant influence on employee performance. The data shows that although employee performance is categorized as good, lack of attention to career development and high workload are the main obstacles. Therefore, an effective management strategy is needed to improve work efficiency, such as preparing career development plans, training, and evaluating a fairer compensation system.

The formulation of the problem in this study includes the influence of career development, compensation, and task complexity on the performance of employees of the Sukorambi Jember Health Center. This study aims to analyze the relationship between the three factors, with the hope of providing benefits for the Health Center in increasing productivity, for researchers as an academic reference, and for science for the development of theory and practical applications. The results of the study are expected to be a reference in improving the work system and providing compensation to support the efficiency and effectiveness of employee performance.

Table 1. Sukorambi Jember health center employee performance assessment data ASN 2021-2023.

No	Year	Total Employee	Category Range			
			Excellent 86-100	Good 76-85	Average 50-75	Deficient 0-50
1	2021	33 Employees	0 Employee	33 Employees	0 Employee	-
2	2022	33 Employees	0 Employee	33 Employees	0 Employee	-
3	2023	32 Employees	0 Employee	32 Employees	0 Employee	-

Source: Sukorambi Jember Health Center 2021-2023

Table 1 shows the performance assessment of Sukorambi Health Center employees in Jember Regency in 2021-2023. In the highest SKP achievement assessment, namely in 2021-2023, which had a value of 76-85 which was categorized as "good" for 32 employees.

The Sukorambi Jember Health Center SKP target per year is categorized as good, which means that employees have good performance aspects but are not comparable to career development, compensation and the complexity of tasks received by employees, thus affecting employee performance. The duties of employees at the health center are highly complex, covering a variety of responsibilities ranging from administration, medical services, to field tasks. Health center employees are expected to be able to serve the community with various health needs, from minor complaints to conditions that require referrals. In addition, they are also responsible for implementing public health programs, such as immunization, counseling, and home visits to patients, which often require coordination with various parties and adaptation to dynamic field conditions. The complexity of this task requires multitasking skills, a deep understanding of health procedures, and good interpersonal skills. Therefore, the performance assessment data and task complexity are very important as a reference in designing training programs, workforce allocation, and developing better work systems to improve the efficiency and quality of health services at the Sukorambi Jember Health Center.

RESEARCH METHOD

This study uses a causal design to analyze the causal relationship between independent variables like as Career Development, Compensation, and Task Complexity with the dependent variable, namely Employee Performance at the Sukorambi Jember Community Health Center. The research data is in the form of quantitative data obtained from primary sources through questionnaires to 32 Puskesmas employees as the population and sample using the total sampling technique. Career Development variables include education, training, transfers, and job promotions, while Compensation includes wages/salaries, incentives, and allowances, and Task Complexity is measured based on the level of difficulty, task structure, irrelevant information, and ambiguity.

Data analysis was carried out using descriptive statistics to describe the variables individually, and multiple linear regression analysis to test the hypothesis regarding the effect of independent variables on employee performance. Validity and reliability testing were carried out to ensure the quality of the instrument, while the classical assumption test was used to evaluate the regression model. The Likert scale was used to measure respondents' attitudes with a value range of 1-5. The results of this study are expected to provide insight into strategies for improving employee performance through a career development approach, compensation, and complex task management.

RESULTS AND DISCUSSION

Results

UPTD Sukorambi Health Center, located on Jl. Mujahir 02, Sukorambi Village, Jember Regency, East Java, plays an important role as a center for public health services. This health center serves various groups, both from urban and rural areas, by providing basic health services that include Inpatient and Non-Inpatient. The facilities available include services for childbirth, general care, and PONED (Basic Emergency Obstetric

Neonatal Services) which support the health of mothers, children, and other emergency needs.

As the spearhead of first-level health services, Sukorambi Health Center is committed to improving the quality of services. This is done by providing adequate facilities, professional medical personnel, and health programs that support community welfare, including in the aspects of disease prevention and treatment. This health center is an important part in realizing equitable and quality health services in Jember Regency. The vision of the Sukorambi Health Center reflects the direction of long-term development that it wants to achieve in the next five years, in accordance with the vision of the Jember District Health Office. To achieve this vision, this Health Center has a mission that includes organizing health efforts that include promotive, preventive, curative, and rehabilitation in a sustainable manner, as well as increasing public awareness of healthy living. This mission also focuses on innovation and cross-sector cooperation in solving health problems.

The organizational structure of the Sukorambi Health Center consists of various positions that support each other in operational management. The Head of the Health Center is responsible for managing health services, while the administration section takes care of administration and finance. In addition, there are also those responsible for public health efforts, pharmacy, laboratories, service networks, physical facilities, and service quality, all of whom work together to ensure that the health center's operations run well and in accordance with the established health service standards.

This research uses descriptions of data obtained from filling out questionnaires by respondents to provide an overview of their conditions and characteristics. The respondents involved in this research were all employees of the Sukorambi Jember Community Health Center. The data analyzed came from 32 questionnaires that were collected.

Table 2. Characteristics of respondents.

No	Category	Information	Amount	Percentage (%)
1.	Gender	Woman	29	90%
		Man	3	10%
		Total	32	100%
2.	Age	22-30	13	42%
		31-38	10	30%
		39-49	6	18%
		50-60	3	10%
		Total	32	100%
3.	Job Position	Nurse	12	38%
		Midwife	6	18%
		Doctor	3	10%

Laboratory Staff	2	6%
Nutritionists	3	10%
KIA Coordinator	2	6%
Health Center Staff	2	6%
Pharmacist	2	6%
Total	32	100%

Based on the data in Table 2, of the total 32 employees at the Sukorambi Jember Health Center, the majority are women, namely 29 people (90%), while only 3 men (10%), which shows the dominance of women in the workforce. In terms of age, most employees are in the range of 22-30 years (42%), which reflects high work enthusiasm, fast learning ability, and adaptation to technological changes. Meanwhile, the position is dominated by nurses as many as 12 people (38%), followed by midwives (18%), doctors and nutritionists each 10%, as well as laboratory technicians, KIA coordinators, health center staff, and pharmacists each 6%, confirming the dominance of nursing staff in the place.

The results of the analysis of the variables of career development (X1), compensation (X2), task complexity (X3), and employee performance (Y) showed that the majority of respondents gave a positive assessment, although there were some differences in perception. In career development (X1), most respondents stated that they agreed and strongly agreed, with slight variations in certain statements. The assessment of compensation (X2) also showed that the majority of respondents were satisfied, but there were indications of aspects that needed to be improved. For task complexity (X3), most respondents felt that the tasks were not too complex, although some considered certain tasks quite challenging. Meanwhile, employee performance (Y) was assessed as good by the majority of respondents, with a predominance of positive responses to each statement, although there were some critical inputs. Overall, these results illustrate good acceptance of the four variables, with opportunities for improvement in several aspects.

Table 3. Data validity test.

Variables	Item Code	Count Statistics		Significance	Note
		r -count	r - table		
X1 – Career Development	X1.1	1,000	0.338	0,000	Valid
	X1.2	1,000	0.338	0,000	Valid
	X1.3	1,000	0.338	0,000	Valid
	X1.4	1,000	0.338	0,000	Valid
X2 – Compensation	X2.1	0.996	0.338	0,000	Valid
	X2.2	0.996	0.338	0,000	Valid

X3 – Task Complexity	X2.3	0.996	0.338	0,000	Valid
	X3.1	1,000	0.338	0,000	Valid
	X3.2	1,000	0.338	0,000	Valid
	X3.3	1,000	0.338	0,000	Valid
	X3.4	1,000	0.338	0,000	Valid
Y – Employee Performance	Y.1	0.750	0.338	0,000	Valid
	Y.2	0.910	0.338	0,000	Valid
	Y.3	0.992	0.338	0,000	Valid

The validity test results presented in Table 3 indicate that the correlation between each indicator and the total score for each variable is valid. This is evidenced by the calculated *r* values, which are higher than the *r*-table value (0.338), and significance values that are below the 0.05 threshold. Therefore, it can be concluded that all tested statement items meet the criteria for validity.

Table 4. Reliability test.

Variables	Number of Items	Cronbach's Alpha	Standard Value	Decision
X1 – Career Development	4	0.859	0.60	Reliable
X2 – Compensation	3	0.887	0.60	Reliable
X3 – Task Complexity	4	0.859	0.60	Reliable
Y – Employee Performance	3	0.857	0.60	Reliable

Based on the table above, the analysis conducted using SPSS reveals that all four variables have Cronbach's Alpha values exceeding 0.60, indicating that they are reliable. This demonstrates that these variables possess a high level of internal consistency, making them suitable for further analysis.

Table 5. Multiple linear regression analysis.

Variables	Regression Coefficient	Sig.	Information
Constant	4.270	0,000	-
Career Development (X1)	0.225	0,000	Significant
Compensation (X2)	0.112	0.003	Significant
Task Complexity (X3)	0.323	0,000	Significant

This study uses multiple linear regression analysis with one independent variable. Based on the results of the analysis shown in Table 5, the resulting simple linear regression equation can be formulated as follows:

$$Y = a + B1X1 + B2X2 + B3X3 + e$$

$$Y = 4,270 + 0.225 X1 + 0.112 X2 + 0.323 X3$$

Table 6. Normality test.
One-Sample Kolmogorov-Smirnov Test

	Unstandardize Residual
	32
Normal Mean	.0000000
Parameters a, b Std. Deviation	2.31336519
Absolute	.126
Most Extreme Positive Differences	.087
Negative	-.126
Kolmogorov-Smirnov Z	.748
Asymp. Sig. (2-tailed)	.630

The test results presented in Table 6 show that the probability or significance value for the research variable is 0.063, which exceeds the threshold value of 0.05. This indicates that the data in this study meet the assumption of normal distribution. The normal distribution of data is a fundamental requirement in many statistical analyses, particularly those involving parametric tests, as it ensures the validity of the results and conclusions drawn. A significance value greater than 0.05 in this context implies that there is no significant deviation from normality, confirming that the data distribution aligns with the expected bell curve. This finding reinforces the reliability of the study's methodology and supports the use of parametric statistical tools for further analysis. Ensuring normality allows for accurate interpretation of relationships between variables and enhances the overall robustness of the research findings.

Table 7. Multicollinearit test.

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	Career Development	0.917
	Compensation	0.754
	Task Complexity	0.792
		1,091
		1,326
		1.262

Based on Table 7, the results of the multicollinearity test show that the career development variables (X1), compensation (X2), and task complexity (X3) do not experience multicollinearity problems. This can be seen from the tolerance value which is greater than 0.1 and the VIF value which is less than 10. Thus, it can be concluded that there is no multicollinearity between these variables.

Table 8. Heteroscedasticity Test.

Variables	Sig	Information
Career Development (X1)	0.159	No Heteroscedasticity
Compensation (X2)	0.703	No Heteroscedasticity
Task Complexity (X3)	0.758	No Heteroscedasticity

The results of the heteroscedasticity test, as presented in Table 8, reveal that the significance values for all variables exceed 0.05. This outcome indicates that the data does not exhibit heteroscedasticity, suggesting that the variance of residuals is consistent across all levels of the independent variables in the tested equation. The absence of heteroscedasticity is a critical condition for ensuring the reliability and validity of regression analysis. It implies that the assumptions underlying the classical linear regression model are met, thereby enhancing the credibility of the analysis results. This finding strengthens confidence in the conclusions drawn from the model and supports the robustness of its predictive capability. Properly addressing heteroscedasticity is essential in statistical modeling, as its presence could lead to inefficient estimates and affect hypothesis testing. In this study, the absence of such issues underscores the methodological soundness and supports the accuracy of the analysis conducted.

Table 9. T-test (Partial test).

Variables	t-Count	t-Table	Sig
Career Development (X1)	4,780	1,694	0,000
Compensation (X2)	2,065	1,694	0.003
Task Complexity (X3)	4,951	1,694	0,000

From the table above, the following results are obtained:

1. The career development variable (X1) has a t-count value of 4.780, which exceeds the t-table value of 1.694, with a significance level of 0.000, far below the α value of 0.05. This indicates that career development plays a crucial and statistically significant role in influencing the dependent variable, demonstrating its positive impact on employee performance.
2. The compensation variable (X2) has a t-count of 2.065, which is also greater than the t-table value of 1.694, with a significance level of 0.003, significantly lower than the α value of 0.05. This suggests that compensation has a notable and significant effect on the dependent variable, emphasizing its importance in motivating employees and improving their performance.
3. The task complexity variable (X3) shows a t-count of 4.951, substantially higher than the t-table value of 1.694, and a significance level of 0.000, which is much smaller than the α value of 0.05. This confirms that task complexity has a strong and significant impact on the dependent variable, highlighting the importance of effectively managing workload complexity to enhance employee performance.

Table 10. Determination coefficient test (R² test).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.809	0.654	0.617	0.517

The research findings indicate that the coefficient of determination (R²) is 0.654, signifying that 65.4% of the variability in employee performance can be attributed to the combined influence of career development, compensation, and task complexity. This demonstrates the substantial role these three variables play in shaping performance outcomes within the organization. However, the remaining 34.6% of the variation is influenced by other factors that were not examined in this study. These could include elements such as organizational culture, leadership style, employee motivation, work environment, or external socio-economic factors. Identifying and understanding these unexplored factors could provide a more comprehensive picture of what drives employee performance and help in devising more holistic improvement strategies. The significant R² value emphasizes the importance of effectively managing career development, providing equitable compensation, and balancing task complexity to achieve optimal employee performance. At the Sukorambi Jember Health Center, focusing on these areas can serve as a foundation for performance enhancement while also highlighting the need for further research into additional determinants of performance.

Discussion

The Influence of career Development on Employee Performance

The research highlights the significant influence of career development on employee performance, emphasizing that career development management at the Sukorambi Jember Health Center has been effectively implemented. A key indicator of this success is the development of career maps by all employees, tailored to align with the organization's performance growth. These career maps serve as benchmarks, enabling employees to strategically plan their careers to achieve optimal work outcomes. The substantial impact of career development is supported by statistical evidence.

The t-test results show that the career development variable (X1) has a significance value of 0.00, which is less than the threshold of 0.05, and a t-count value of 4.780, exceeding the t-table value of 1.694. These findings confirm that career development significantly contributes to enhanced employee performance.

This conclusion aligns with [10] research, which also revealed that career development (X1) positively and significantly affects employee performance targets (Y), evidenced by a t-count of 41.946, exceeding the t-table value of 2.81, with a significance level of 0.000. Consequently, the hypothesis that career development plays a crucial role in improving employee performance is validated.

[11], [12], [13] defines career development as a strategic process that assists employees in planning their future careers, fostering mutual growth for both the

organization and its workforce. At the Sukorambi Jember Health Center, well-executed career development initiatives, such as regular performance reviews and achievement evaluations, have contributed to optimizing employee performance. This demonstrates the importance of structured career development in achieving organizational and individual success.

The Influence of Compensation on Employee Performance

The findings reveal that compensation significantly influences employee performance at the Sukorambi Jember Health Center. This is evident in the implementation of reward systems that are proportional to employees' work achievements. Hypothesis testing results further support this, with a significance value of 0.003, which is below the threshold of 0.05, and a t-count value of 2.065, surpassing the t-table value of 1.694. These results confirm the tangible impact of compensation on enhancing employee performance.

This conclusion is consistent with Aria's study, which also identified a significant relationship between compensation and performance. Aria reported a t-count of 12.406, exceeding the t-table value of 1.681, along with a significance level of 0.003, indicating that appropriate compensation mechanisms play a crucial role in improving performance. Accordingly, the hypothesis that compensation positively affects employee performance is strongly supported.

[4] defines compensation as a form of remuneration that must be equitable and aligned with prevailing labor laws to ensure fairness and motivation among employees. The quality of compensation provided is directly proportional to the quality of employee performance. At the Sukorambi Jember Health Center, structured compensation practices include providing bonuses and additional incentives for employees who meet or exceed their work targets. Such initiatives not only motivate employees to perform at their best but also foster a culture of achievement and recognition within the organization.

The Influence of Task Complexity on Employee Performance

The analysis reveals that task complexity significantly influences employee performance, as evidenced by a t-count value of 4.951, exceeding the t-table value of 1.694, and a significance value of 0.000, which is below the 0.05 threshold. These findings suggest that the level of task complexity has a measurable impact on performance. However, the specific nature of this influence – whether positive or negative – cannot be conclusively determined solely from this data.

Research indicates that task complexity, when aligned with employee competencies and adequate support, tends to enhance performance. On the contrary, excessively complex tasks without sufficient resources can negatively affect outcomes, leading to decreased efficiency and morale. This underscores the critical importance of managing task complexity to optimize employee productivity. At the Sukorambi Jember Health Center, effectively balancing task complexity has been shown to enhance health worker productivity. Conversely, mismanagement in this area can result in fatigue, reduced service quality, and an increased likelihood of errors.

These findings align with [14] research, which demonstrated a positive and significant relationship between task complexity and employee performance, with a t-count of 3.445 surpassing the t-table value and a significance level of 0.001. Bakhtiar's work further validates the hypothesis that task complexity, when managed appropriately, can positively influence performance.

[15] explains that the effort employees exert to complete a task is directly influenced by its complexity. Tasks with minimal complexity may lead to greater effort, while overly complex tasks can discourage effort, reducing overall performance. Therefore, the management at the Sukorambi Jember Health Center must carefully calibrate task complexity to align with employee capabilities and the availability of resources. By doing so, they can ensure that tasks remain challenging yet achievable, fostering optimal performance and minimizing potential risks.

CONCLUSION

Fundamental Finding : Based on the results of research and data processing conducted by the author at the Sukorambi Jember Health Center, the following conclusions can be drawn: (1) Based on the results of the significant test, it shows that career development has a significant effect on the performance of employees of the Sukorambi Jember Health Center. The results of this finding mean that the better the employees of the Sukorambi Jember Health Center are in improving career development, the higher the performance of its employees will be, (2) Based on the results of the significant test, it shows that compensation has a significant effect on the performance of Sukorambi Jember Health Center employees. The results of this finding mean that the better the Sukorambi Jember Health Center employees are in increasing the provision of compensation, the higher the achievement of employee performance, and (3) Based on the results of the significant test, it shows that task complexity has a significant effect on the performance of employees at the Sukorambi Jember Health Center. These findings indicate that the level of task complexity that is well managed, in accordance with the competence and capacity of employees, can improve their performance. Conversely, task complexity that is too high without adequate support can reduce performance. Therefore, managing task complexity at the Sukorambi Jember Health Center is an important factor in maximizing employee potential in providing optimal health services to the community. **Implication :** This research shows that career development, compensation, and task complexity influence employee performance at the Sukorambi Jember Community Health Center. To improve performance, it is recommended that Puskesmas develop a career development plan with training, further education, and job rotation, as well as implementing mentoring and coaching. In addition, compensation must be adjusted to employee performance, accompanied by benefits and welfare programs, as well as regular evaluations. Community health centers also need to analyze workload and tasks according to employee capacity, and utilize technology and training to improve work efficiency and service quality. **Limitation :** This research shows that career development, compensation, and task complexity influence employee performance at the

Sukorambi Jember Community Health Center. **Future Research** : For further research, it is recommended to expand the variables that influence employee performance, and use a larger sample or other health centers. Researchers can also explore the influence of task complexity, such as comparing administrative and clinical tasks, and using quantitative methods with surveys or questionnaires to obtain more objective data. This approach will strengthen the validity of the results and allow more in-depth statistical analysis.

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