



DOI: <https://doi.org/10.38035/dijms.v6i3.4312>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Career Development and Work Environment on Employee Performance: A literature review

Ambar Lustari¹, Samto Hadi Isnanto²

¹ The Air Chief Marshal Suryadarma University, Jakarta, Indonesia, email. 241173003@students.unsurya.ac.id

² The Air Chief Marshal Suryadarma University, Jakarta, Indonesia, email. samto@unsurya.ac.id

Corresponding Author: 241173003@students.unsurya.ac.id

Abstract: The purpose of this article is to determine whether Career Development and Work Environment affect Employee Performance. The method used in this study is a research method with a literature study sourced from open access electronic journals. The analysis uses qualitative descriptive. The results obtained indicate that: 1) Career Development affects Employee Performance; 2) Work Environment affects Employee Performance. This study is a literature study of various previous studies that are considered relevant, so that they can be used as reference material for further research in the field of human resources in determining the company's management strategy.

Keyword: Career Development, Work Environment, & Employee Performance.

INTRODUCTION

Human Resource Management (HRM) in a Company is a function that manages various aspects related to employees in an organization to ensure that they can provide optimal contributions to the company's goals. HRM includes various policies, processes, and activities aimed at planning, recruiting, developing, managing, and retaining employees who have the skills and competencies needed by the company. They also tasked with ensuring that employees receive career development and a good working environment so that employee performance is optimal.

Career development is an important process in improving employee competency and skills. By providing clear career development opportunities and identifiable career paths, companies can help employees plan their career future and motivate them to achieve higher levels of performance. (Franciska, Magito, 2023).

As previous research by Pesik, et al. (2019) revealed that career development affects employee performance. In addition to career development affecting employee performance, the role of commitment as a mediator of the influence of career development also affects employee performance. By paying attention to employee career development, it is hoped that employee performance results can be optimal. As stated by Sedarmayanti (2011), employee performance is a translation of performance which means the work results of a worker, a

management process or an organization as a whole, where the results of the work must be shown in concrete evidence and can be measured (compared to predetermined standards). Career development plays an important role in increasing employee commitment to achieving a goal. Employee engagement refers to the extent to which employees are fully involved in their work and the strength of their commitment to their work and the company (Noe, 2010). So, if career development is managed properly, it will lead to high work commitment so that employee performance is increasingly optimal and will benefit a company in achieving company goals. (Purnawati et al., 2021).

Workers and organizations or companies have their respective roles in career development efforts. Career planning and career development will provide benefits for individuals and companies. Through career development programs, companies will improve employee performance and productivity, and will increase job promotion opportunities for employees. (Muna & Isnowati, 2022)

Present day life is full of push particularly when working environment tends to have challenges coupled with individual life. Leads to negative results to the person additionally company. Word related stretch is the encounter of unsavory feelings of outrage, dissatisfaction, pressure, sadness and uneasiness. (Maduraiveeran et al., 2020)

The work environment is also a multidimensional variable in terms of how it has been dealt with in the literature. It refers to the physical dimension of the organization in which staff perform relevant functions (Foldspang et al. 2014; Jain & Kaur, 2014), as well as the non-physical context and social dynamics in which individuals interact and exercise their core functions. Another definition describes the work environment as the organizational dimension that encompasses all aspects affecting employees' minds and bodies (Jain & Kaur, 2014). However, there are other defining elements of what constitutes the work environment of an organization, such as patterns of delegation of competencies, authority, roles and control (Musmuliana & Mustaffa, 2012). Other determining factors in the work environment include coordinating interactions between key stakeholders in the organizational context (Musmuliana & Mustaffa, 2012), communication channels, and dissemination of guidance between employees and their managers (Musmuliana & Mustaffa, 2012; Robbins, DeCenzo, & Coulter, 2008). (Cera & Kusaku, 2020)

The human environment refers to working relationships among employees and management and the organizational environment refers to the bureaucratic organizational environment. Employer-employee relationship refers to the harmonious working relationship between employees and employers in which the employees are allowed to participate in decision making. It may also indicate conflict and co-operation between employees and employers (Marchington and Wilkinson, 2005). Schreiner (2018) pointed out that managing the employer-employee relationship is vital to organizational success. While employee and employee relationships refer to the harmonious working relationship between employees. Employees must feel comfortable dealing with each other without hesitation. Such an environment is important for the employees to perform their functions happily and increase their confidence and morale (MSG, n.d). An organizational environment that this paper is investigating is the bureaucratic environment. A bureaucratic environment refers to an organization that is marked by rules, laws, procedures, and centralization of decision making. The purpose of these rules, regulations, and procedures is to control and direct all activities toward the desired end. (Abun et al., 2021)

Table 1. Previous Research

No	Title	Author and Year	Method	Research Result
1.	Analisis Pengaruh Kompensasi dan Pengembangan Karier terhadap Kinerja Karyawan	Agus Purwanto, Endah Marendah Ratnaningtyas, Theresia Lounggina Luisa Peny (2023)	Quantitative	Compensation and career development variables simultaneously influence employee performance
2.	Analisis Pengaruh Pengembangan Karir, Kepuasan Kerja, dan Motivasi Kerja terhadap Kinerja Karyawan pada PT. Arta Boga Cemerlang Jakarta	Franciska, Magito, Didin Hikmah Perkasa (2023)	Quantitative	Career development variables, job satisfaction, work motivation have a positive and significant influence on employee performance.
3.	Komitmen Organisasi sebagai Mediasi pengaruh Pengembangan Karir terhadap Kinerja	Ni Luh Gede Putu Purnawati, Anak Agung Dwi Widyani, Ni Putu Risma Devy (2021)	Quantitative	Organizational Commitment and Career Development have a positive and significant influence on employee performance.
4.	Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan	Ria Estiana, Nurul Giswi Karomah, Yoshia Agustin Saimima (2023)	Quantitative	Work Environment and Work Discipline have a Positive influence on Employee Performance.
5.	Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan PT. Hadji Kalla Toyota Cabang Maros	Nurdin Latif, Azhary Ismail, Nurmega, Andi Irwan (2022)	Quantitative	Work Environment have a positive and significant influence on Employee Performance.
6.	Pengaruh Lingkungan Kerja, Budaya Kerja, dan Beban Kerja Terhadap Kinerja Karyawan	Jodie Firjatullah, Christian Wiradendi Wolor, Marsofiyati (2023)	Quantitative	Work Environment, Work Culture, and Workload have a positive and significant influence on Employee Performance.

METHOD

This type of research is library research, namely a series of research relating to library data collection methods. Analyzing theories and interrelationships between variables through open access e-journals obtained via Google Scholar. The nature of this research is descriptive analysis, namely the regular breakdown of the data that has been obtained, then given an understanding and explanation so that it can be understood well by the reader. (Ismanto Yuwono et al., 2023).

RESULTS AND DISCUSSION

According to research conducted by Agus Purwanto et al (2023), compensation variables (X_1) and career development (X_2) simultaneously affect employee performance (Y), meaning that the two variables are interrelated with employee performance. Because of this, the compensation received is in accordance with employee performance, and career development gets the opportunity for comparative studies, and vice versa, they complement each other (Purwanto et al., 2023).

The research by Franciska et al (2023) and Ni Luh Gede Putu Purnawati et al (2021) are also result the Career Development have a positive and significant influence on employee performance. The research by Ria Estiana et al (2023) concluded that the thing that influences the work environment on employee performance is the non-physical work environment factor. According to Sedarmayanti in the journal Muhammad and Hamdani (2021) is a pleasant work environment for employees through harmonious relationships with superiors, coworkers, and

subordinates and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees, so that employee performance can increase (Estiana et al., 2023).

The research by Nurdin Latif et al (2022) results that the performance of After Sales (Service) workers at PT. Hadji Kalla Toyota Maros Branch is influenced by the work environment because of the research findings that examine the topic (Service). This shows that the more pleasant the work environment, the higher the employee performance will be (Irwan et al., 2022).

Employee performance is dynamic and can have great impact on the overall performance of any organization and its sustainability. This is understood by companies, and human resource management departments are responsible for measuring the performance of the employees. One of their key objectives is to develop methods and policies for improving their performance constantly. Such practices include training of employees, providing initiatives such as bonuses, and days off. Employee performance management is critical in human resource management. Through employee performance management, the senior management and leadership attempts to align the organizational objectives with the employees' agreed Key Performance Indicators (KPIs). Such KPIs include measures, skills, competency requirements, development plans, and the delivery of results. Thus, the focus of this process is the improvement, learning, and development of the employees for them to be able to contribute effectively in the overall business strategy. Initially the management of employee performance was only linked to deciding the salary level that each employee should be paid. However, such an approach does not account for employees who are not motivated only with financial reward (Alefari et al., 2020).

Employee performance can be said to be good if employees have high work motivation. Able to do tasks according to the schedule determined by superiors. Able to contribute and have an attitude in accordance with the work attitude standards determined by the company. Employee performance has several factors, namely internal and external factors. Internal factors are factors that come from within the employee himself. While external factors are factors that can support every job development, namely those that come from the environment such as career development. Career Development is an employee activity that can help employees in making career plans for the future of the company and other employees concerned. Employees who want their careers to develop by working as well as possible by showing everyone's best career (Rambe & Harahap, 2022).

Every agency or company requires employee career development. Career development is the process of identifying employee career potential and implementing appropriate ways to develop that potential to benefit employees and the company. Through training and career development programs in the work environment, companies will improve employee performance, reduce turnover and increase promotion opportunities for employees. Benefits for employees themselves can encourage readiness to use available career opportunities (Febrian et al., 2024)

The relationship between career development and performance is very influential in determining organizational goals. The clearer the implementation of career development in a company will improve the performance of its employees, because employees feel satisfied and increase their enthusiasm and passion for work. Organizations or companies that want their employees to perform well will improve their employees' performance by paying attention to employee needs related to their careers so that employees are more active in carrying out their duties and responsibilities in accordance with the goals of the organization or company. Performance appraisals can be useful for improving performance, adjusting compensation, placement decisions, training and development needs, career planning and development (Seku & Andriyani, 2023).

According to Mangkunegara (2012) Career development is a personal improvement that is attempted by someone to achieve a personal career plan. An employee needs self-improvement to achieve a better career and develop the potential within him to achieve satisfactory targets in order to achieve the desired career. Meanwhile, Siagian (2011) argues that career development is an employee who wants to work in an organization, namely working for a long time until retirement age. A career is a group of workers or individuals who work in a company with certain intentions and goals to achieve the highest title or position that someone might hold (Yolinza & Marlius, 2023).

Developing a career can certainly be an attraction for each employee, considering that the better a position, of course the welfare that employees get from that position will also increase. An important thing in developing a career for employees is the promotion opportunities provided by the leadership to each subunit or section. Education for employees is also a major concern for leaders. Company leaders often prioritize employees with higher levels of education over those with lower education status. Even though the employee is a permanent employee and has worked for years, because the level of education he has is not the same as the career development criteria, of course the employee does not have the opportunity to develop a career. It would be better if the leadership continued to provide careers to employees with low levels of education so that employees could improve their careers based on their competencies (Manu et al., 2022).

The work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If employees like the work environment where they work, then the employee will feel satisfied in their workplace to carry out activities so that work time can be used more effectively and employee performance is also high (Handoko et al., 2021).

To improve employee performance in a company or agency, it is necessary to pay attention to work environment issues. The work environment is a condition that exists around the workplace that will affect employees both directly and indirectly and has a major impact on employee performance. A good work environment will provide a sense of security and comfort to employees so that a sense of enthusiasm and passion for employee work arises which can produce good performance (Sunarno, 2021).

A supportive work environment is a work environment that has the ability to involve employees in their performance. Khoiriyah in Prakoso (2014) stated that the work environment has an important role in efforts to improve employee performance. The reason for this is that a pleasant environment will make employees work more passionately and enthusiastically to achieve better performance (Arjun et al., 2022).

Good working environment conditions are one of the supporting factors for employee productivity which ultimately has an impact on increasing employee performance levels. The division of the work environment cannot be separated from each other. Both must be balanced, because both the physical and non-physical work environments equally affect employee performance. To balance both, awareness is needed from the management of the company. Therefore, a conducive work environment is needed to support employee performance in carrying out their work, so that the work results obtained can be achieved optimally (Kusuma et al., 2023).

CONCLUSION

Based on the formulation of the article, the results and discussions reviewed and discussed in this article, it can be concluded to build a hypothesis to be used for further research are: 1) compensation affects employee performance; 2) motivation affects employee performance; 3) leadership affects employee performance; 4) workload affects employee performance; 5) role conflict affects employee performance.

Based on the conclusions above, the suggestion in this article is that there are still many other factors that affect employee performance from various perspectives and further research and study are needed.

REFERENCE

- Abun, D., Nicolas, M. T., Apollo, E. P., Magallanes, T., & Encarnacion, M. J. (2021). Research in Business & Social Science Employees ' self -efficacy and work performance of employees as mediated by work environment. *International Journal Of Research In Business And Social Science*, 10(7), 1–15.
- Abun, D., Nicolas, M. T., Apollo, E. P., Magallanes, T., & Encarnacion, M. J. (2021). Research in Business & Social Science Employees ' self -efficacy and work performance of employees as mediated by work environment. *International Journal Of Research In Business And Social Science*, 10(7), 1–15.
- Alefari, M., Almanei, M., & Salonitis, K. (2020). A system dynamics model of employees' performance. *Sustainability (Switzerland)*, 12(16). <https://doi.org/10.3390/su12166511>
- Arjun, I. K., Pradana, G. Y. K., & Suarmana, I. W. R. (2022). Pengaruh lingkungan kerja dan motivasi terhadap kinerja karyawan. *Jurnal Ilmiah Pariwisata Dan Bisnis*, 1(12), 3656–3673. <https://doi.org/10.22334/paris.v1i12.268>
- Cera, E., & Kusaku, A. (2020). European Journal of Economics and Business Studies Factors Influencing Organizational Performance: Work Environment, Training-Development, Management and Organizational Culture. *European Journal of Economics and Business Studies*, 6(1), 16–27.
- Estiana, R., Karomah, N. G., & Saimima, Y. A. (2023). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Lentera Bisnis*, 12(2), 339. <https://doi.org/10.34127/jrlab.v12i2.771>
- Febrian, M., Yanuarti, M., Pamulang, U., Selatan, T., Pamulang, U., & Selatan, T. (2024). Terhadap Kinerja Karyawan Pada Perusahaan Pt Graha. 2(1), 190–200.
- Franciska, Magito, D. H. P. (2023). Analisis Pengaruh Pengembangan Karir, Kepuasan Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Arta Boga Cemerlang Jakarta. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2, 202–218.
- Handoko, S. D., Wibowo, N. M., & Hartati, C. S. (2021). Analisis Pengaruh Lingkungan Kerja, Kepemimpinan Dan Kompensasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja. *Jurnal EMA*, 6(1), 17–26. <https://doi.org/10.47335/ema.v6i1.61>
- Irwan, A., Ismail, A., Latif, N., & Pradana M, A. Z. P. (2022). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan Pada PT.Hadji Kalla Toyota Cabang Maros. *Kinerja*, 19(2), 163–175. <https://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/10997>
- Ismanto Yuwono, Dimas Ageng Proyogo, & Dety Mulyanti. (2023). Literature Review Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Sebagai Sumber Daya Manusia. *Jurnal Publikasi Sistem Informasi Dan Manajemen Bisnis*, 2(2), 49–55. <https://doi.org/10.55606/jupsim.v2i2.1291>
- Kusuma, B. W., Ferdinand, N., & Sunarsi, D. (2023). Pengaruh Lingkungan Kerja dan Stres Kerja Terhadap Kinerja Karyawan pada PT. Gema Perkasa Electronic Jakarta Barat. *Jurnal Ekonomi Utama*, 2(1), 6–9. <https://doi.org/10.55903/juria.v2i1.30>
- Maduraiveeran, V., Bin, M., & Lasi, A. (2020). The Relationship between Work Environment and Employee Performance towards Service Quality in Malaysia Public Sector. *International Journal of Research and Scientific Innovation (IJRSI) /*, VII(Ix), 129–135. www.rsisinternational.org
- Manu, I. A., Niha, S. S., & Manafe, H. A. (2022). *admin-dinasti,+5.+JIMT+VOL+4+ISS+2,+IBAN+ABRAHAM*. 4(2), 176–188.
- Muna, N., & Isnowati, S. (2022). PENGARUH DISIPLIN KERJA, MOTIVASI KERJA, DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN (Studi pada PT

- LKM Demak Sejahtera). *Jesya*, 5(2), 1119–1130. <https://doi.org/10.36778/jesya.v5i2.652>
- Purnawati, P., Widyani, A. A. D., & Devy, N. P. R. (2021). Komitmen Organisasi sebagai Mediasi Pengaruh Pengembangan Karir terhadap Kinerja. *Widya Manajemen*, 3(1), 57–69. <https://doi.org/10.32795/widyamanajemen.v3i1.1168>
- Purwanto, A., Ratnaningtyas, E. M., & Luisa Peny, T. L. (2023). Analisis Pengaruh Kompensasi Dan Pengembangan Karir Terhadap Kinerja Karyawan. *Jurnal Manajemen, Akuntansi, Ekonomi*, 2(1), 46–61. <https://doi.org/10.59066/jmae.v2i1.267>
- Rambe, M. F. A. A., & Harahap, M. I. (2022). Pengaruh Pengembangan Karir Terhadap Kinerja Pegawai Pada PT. Nubika Jaya Kabupaten Labuhan Batu Selatan. *Bursa: Jurnal Ekonomi Dan Bisnis*, 1(2), 145–152.
- Seku, S. I., & Andriyani, S. (2023). Pengaruh Pengembangan Karier Terhadap Kinerja Karyawan (Studi Kasus Pada PT. Pegadaian Persero Cabang Ende). *Journal of Management*, 16(2), 1–15.
- Sunarno, S. (2021). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Bekasi Barat. *Kinerja*, 3(02), 230–244. <https://doi.org/10.34005/kinerja.v3i02.1554>
- Yolinza, N., & Marlius, D. (2023). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kinerja Pegawai Di BKPSDM Kabupaten Solok Selatan. *Jurnal Publikasi Ilmu ...*, 2(2). <https://ejurnal.politeknikpratama.ac.id/index.php/jupiman/article/view/1640>