

Implementation of Career Development Strategies in Improving HR Performance: Case Study in the Indonesian Manufacturing Industry

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Abstract

This study aims to analyze the effect of career development strategy implementation in improving the performance of human resources (HR) in the Indonesian manufacturing industry. This study uses a quantitative approach with Partial Least Square-Structural Equation Modeling (PLS-SEM) method and SmartPLS 3 application for data analysis. The research sample consisted of 100 respondents. The results showed that the research instrument had excellent internal consistency with a Cronbach's Alpha value of 1,000. The collinearity test indicates that all variables are free from multicollinearity problems with a Variance Inflation Factor (VIF) value of 1,000. R-square analysis showed that the independent variables in this study were able to explain 52.2% of the variation in HR performance, while 47.8% of the variation was explained by other factors not included in this study. However, the influence of career development strategies, job satisfaction, and employee competencies on HR performance was found to be insignificant. Organizational culture has a positive influence on career development strategies but is not significant in improving HR performance. In addition, low work motivation resulted in the influence of career development strategies on employee performance being insignificant. Further research is needed to identify other factors that affect HR performance in the manufacturing industry.

Keywords: Career Development Strategy, HR Performance, Manufacturing Industry

Introduction

Effective Human Resource Management (HR), especially focusing on employee career development, is very important for Indonesian manufacturing companies to improve their performance and competitiveness amidst technological advances and global competition [5]. The manufacturing industry is a vital economic sector in Indonesia, making a significant contribution to the country's GDP and employment (Martha Rangi Primanthi, 2023). Research emphasizes the importance of increasing technical efficiency along with technological advances to maximize sustainable output growth in the manufacturing sector (Habibur Rohman, 2023). In addition, the study highlights the strategic significance of the manufacturing industry in driving Indonesia's economic growth, with this sector being a major contributor to the national economy (Muhammad Yasin, 2023). By investing in employee career development and addressing stress factors such as role clarity and workload, manufacturing companies can

grow a skilled workforce, increase productivity, and maintain competitiveness in an evolving market landscape.

The manufacturing industry in Indonesia is an important driver of the national economy, contributing significantly to economic growth (Rahmat Nurcahyo, 2023). With increasing global competition, manufacturing companies are encouraged to continuously improve the performance of their Human Resources (HR). Research shows that HR competency has a significant impact on the performance of Small and Medium Enterprises (SMEs) in Indonesia, with financial aspects also playing an important role in SME performance (Sunarti, 2023). In addition, stress factors such as role clarity, role conflict, workload, career development, and responsibility to others can influence the risk level of job stress in manufacturing industry employees, highlighting the importance of managing HR effectively to reduce this stress and improve overall performance (Eduart Wolok, 2023). Therefore, investment in human resource development and management is very important for manufacturing companies in Indonesia to develop in the competitive global market and maintain economic growth.

Career development plays an important role in improving employee performance and increasing company competitiveness. Research findings show that career development initiatives significantly influence employee performance, with a study in Rwanda highlighting that such efforts can account for 42% of the variation in performance (N Maurya - 2022). In addition, career development has been proven to have a direct impact on employee competency, which in turn influences performance, emphasizing its importance in driving success (Budi Rahayu, 2022). In addition, research has shown that career development, along with motivation and promotion, significantly influences employee performance, underscoring its role in shaping organizational success and maintaining competitive advantage (Novita Wahyu Setyawati, 2022). By investing in personalized career development plans, mentorship programs, and training sessions, companies can grow a skilled workforce, increase job satisfaction, and ultimately improve overall performance and competitiveness. However, the implementation of career development strategies often faces challenges. challenges that need to be identified and overcome.

Career development is important not only to increase employee competence and skills but also to increase motivation, job satisfaction and organizational commitment. Studies have consistently demonstrated the positive impact of career development on various aspects of employee performance and engagement. Research by Saputra and Suyono highlights that career development has a significant positive effect on organizational commitment (Darman Saputra, 2022), while Yusuf and Nuraeni emphasize its influence on job satisfaction and organizational

commitment among faculty lecturers (Muhammad Yusuf, 2023). Furthermore, Dalimunthe et al. shows that career development positively influences work motivation, which in turn influences job performance (Nurlina Nurlina, 2023). In addition, Setiawan and Adji's research underlines the dominant influence of career development on employee performance, showing its important role in encouraging organizational success and employee welfare (Novita Wahyu Setyawati, 2022).

Greenhaus et al. (2010) emphasize that career development involves a series of activities designed to help individuals plan and manage their careers effectively. The right career development strategy in the manufacturing industry plays an important role in retaining talented employees, increasing productivity, and improving the quality of work. Research emphasizes the importance of talent planning, employee development, and compensation/rewards in positively impacting organizational performance (Anichebe Nnaemeka Augustine, 2022). Additionally, managerial competencies are highlighted as critical to driving sustainable business performance, emphasizing the need to align talent management practices with industry-specific competencies (L Nanhong, 2023).

Additionally, research emphasizes the importance of addressing components such as compensation, training, job satisfaction, and work environment to improve the quality of work life and retain a skilled workforce in the competitive manufacturing sector (Molly Awino, 2020). By focusing on career development, companies can empower employees, increase work effectiveness, and ultimately increase productivity in the manufacturing industry (Sheeba Rupavathi.D, 2020).

Previous research has shown that implementing career development strategies can have a positive impact on HR performance. For example, Noe (2008) found that effective career development programs can increase job satisfaction, organizational commitment, and employee performance. In addition, research by Ahmad and Schroeder (2003) shows that manufacturing companies that focus on employee training and development are able to improve product quality and operational efficiency. However, studies regarding the implementation of career development strategies in the Indonesian manufacturing industry are still limited.

To implement career development strategies in the Indonesian manufacturing industry, it is important to focus on factors that influence talent retention, such as competency development, compensation and benefits, work-life balance, and meaningful work for the millennial generation (Niken Anggraini, 2020). In addition, industry must consider the importance of government policy support, infrastructure development, access to capital and technology, and capacity development and training for Small and Medium Industries (IKM)

and Micro, Small and Medium Enterprises (MSMEs) (Muhammad Yasin, 2023). In addition, analyzing the determinants of outsourcing implementation, including business efficiency, human resource development plans, wage levels, recruitment and training costs, skilled worker productivity, and government regulations, can also improve career development strategies in the Indonesian manufacturing sector (Siti Aisyah Tri Rahayu, 2017). By addressing these aspects, companies can design appropriate programs to retain talent and encourage career growth in the manufacturing industry, contributing to economic development and job creation in Indonesia.

The successful implementation of a career development strategy is influenced by various factors. Training and development plays an important role in shaping employee motivation, attitude, commitment, engagement, coordination, performance, and retention, all of which are important for effective strategy implementation (Chinongwa Edward, 2022). In addition, elements such as emotional intelligence, communication skills, self-assessment, career value orientation, and motivation for success among students are very important in determining the success of career development programs (Elmira Sabirovna Pshembayeva, 2023). Furthermore, the systematic formation of professional competencies in young individuals is highlighted as a key approach to developing successful career strategies in the digital business environment (Mariia Kuzmina, 2020). Addressing the “five Ps” of poor career development, starting early, clear communication, employee partnership, facilitating internal mobility, and consistent action are critical foundations for a successful career development strategy, emphasizing the importance of avoiding employee disengagement and high turnover rates (Kevin Jacoyange, 2018).

Career development strategies have a significant impact on HR performance in the Indonesian manufacturing industry. Research studies have shown that career development positively influences employee performance, productivity, and job satisfaction (Usep Deden Suherman, 2023). In addition, the implementation of career development programs increases employee knowledge, skills and abilities, which leads to increased performance levels (Aspizain Caniago, 2022). In addition, career development, along with factors such as job satisfaction and employee engagement, play an important role in increasing job happiness and overall employee performance in manufacturing companies (Unggul Kustiawan, 2023). Findings show that investing in career development initiatives can lead to increased employee engagement, organizational commitment, and ultimately, improved HR performance in the Indonesian manufacturing sector (Arga Teriyan, 2020).

Literature Review

Career development

Understanding Career Development

Career development is an ongoing process in which an individual manages learning, work, other activities, and personal life to achieve changing life goals. According to Greenhaus et al. (2010), career development involves a series of activities designed to help individuals plan and manage their careers effectively. Career development includes the process of improving a person's skills, knowledge, interests and values related to the world of work, which aims to advance career prospects and a person's work ability. It involves activities that help individuals plan and navigate their professional paths, whether through formal education, training, or on-the-job experience.

Other research highlights the importance of career development in various contexts, such as vocational education (Bonnie Amelia Dean, 2022), organizational psychology, and employee retention in business. Studies emphasize the role of teachers in guiding students' career growth (Abdul Kadir Ritonga, 2022), the importance of psychological evaluation in identifying key competencies for a professional profile (Gabriela Cabrera Lorenzo, 2021), and how career development has a positive impact on employee performance, employability, and loyalty (Chintya Ones Charli, 2022). Overall, career development is a multifaceted concept that is important for personal growth, professional success, and organizational effectiveness.

Career Development Strategy

Career development strategies involve a variety of activities and programs designed to improve employee competencies and skills, including training, mentoring, job rotation, and leadership development. Armstrong (2006) identified several effective career development strategies, such as training and development, succession planning, and career coaching. Career development strategies include various initiatives such as training, mentoring, job rotation, and leadership development aimed at improving employee competencies and skills.

Research studies have highlighted the importance of this strategy in improving job performance and employee satisfaction. The study (Suparjo Suparjo, 2020) and emphasizes the positive impact of career mentoring and coaching on job performance, while (I. M. Abd Rashid, 2022) highlights how job rotation contributes to leadership development and employee effectiveness. In addition, findings from (Anita Puji Lestari, 2023) emphasize the importance of promotional practices, training effectiveness, and supportive leadership styles in encouraging employee career growth. In addition, research (Luis Marnisah, 2022) shows that competency, career development, and organizational culture collectively influence employee performance,

underscoring the holistic approach required for an effective career development strategy in organizations.

Consumer Sentiment

Consumer sentiment, which includes consumers' emotions, feelings, and attitudes toward a brand or product, plays an important role in shaping purchasing decisions and brand perceptions. Research has explored various aspects of consumer sentiment analysis, utilizing methodologies such as stochastic property analysis (Manuel Monge, 2023), sentiment analysis of user-generated reviews (Praphula Kumar Jain, 2023), and machine learning approaches for sentiment analysis of Amazon consumer reviews (Claudia Pezoa-Fuentes, 2023). Research has shown that consumer sentiment can be influenced by factors such as mental disorders, social issues addressed in advertising campaigns, and the content of consumer reviews. Understanding and analyzing consumer sentiment not only helps organizations in improving their products and services based on feedback but also helps consumers in making informed purchasing choices by considering the sentiments expressed by others. Sentiment can be measured through analyzing data from social media, product reviews, and consumer surveys. According to Pang and Lee (2008), sentiment analysis uses natural language processing (NLP) techniques to evaluate text and extract information about consumer attitudes. Research by Liu (2012) shows that positive sentiment towards a brand can increase customer loyalty and purchase intentions.

Human Resources (HR) Performance

Understanding HR Performance

HR performance refers to individual effectiveness and efficiency in achieving organizational goals. Mathis and Jackson (2011) define performance as the work results produced by employees in a certain period. HR performance covers various aspects, such as productivity, work quality, and contribution to the team. Human Resources (HR) performance refers to an employee's ability to achieve results and contribute to the overall success of the organization. Competence, motivation, individual characteristics, HR practices, training, job impact, and organizational performance are all key factors that influence HR performance (Gustria Ningsih, 2022). In high reliability organizations (HRO), human performance and reliability are critical in preventing accidents and ensuring safety, which requires continuous improvement of human capabilities through training programs (K. S. Ramprasad, 2020). Employee performance serves as an important indicator of an organization's progress, with human resources playing a decisive role in its progress and success (Saul Carliner, 2014).

Performance Technology (HPT) offers a systematic approach to improving individual and organizational performance through exploring issues at various levels and addressing skills, knowledge, resources, and motivation (Mohammed Faridi, 2017). Overall, HR performance includes a multifaceted evaluation of employee competency, motivation, and contribution to organizational goals.

Factors that Influence HR Performance

Many factors influence HR performance, including motivation, competence, work environment, and management. According to Robbins and Judge (2013), these factors can be divided into individual factors, group factors, and organizational factors. Career development is an important factor that can increase employee motivation and competence, which in turn improves their performance. Employee performance is influenced by various factors as highlighted in the research paper. Factors that influence HR performance include motivation, leadership, work environment, organizational culture, employee competency, technology adoption, HR competency, and HR analytics. Motivation, leadership, work environment and organizational culture have been identified as the main influencers of employee performance (Riyan Sisiawan Putra, 2023).

Apart from that, employee competency and work motivation play an important role in improving HR performance in the health sector (Andreas Wahyu Gunawan, 2023). Additionally, organizational culture, technology adoption, and HR competency have been found to have a positive impact on organizational performance, with HR analytics acting as a moderating factor (Siti Nur Zahirah Omar, 2022). These factors collectively contribute to improving HR performance, emphasizing the importance of addressing them to increase productivity, efficiency and overall organizational success (eka febianata eka, 2020).

The Relationship between Career Development and HR Performance

Motivational Theory and Career Development

Motivational theories such as Herzberg's Two Factor Theory (1966) and Maslow's Needs Theory (1943) show that career development can act as an important motivating factor. Herzberg stated that achievement, recognition, and personal development are factors that motivate employees to achieve higher performance. Motivation theory, especially Herzberg's two-factor theory, plays an important role in career development by influencing employee performance and organizational commitment (Zhandos Kudaibergenov, 2023). The study emphasizes the importance of motivational factors in improving career management, with a

direct positive correlation between motivation and career development. Research shows that improving motivational factors leads to improved career development, highlighting the importance of focusing on employee needs and career growth to improve performance and morale. In addition, the application of motivation theory in higher vocational education management addresses problems such as lack of learning motivation and uncertain career planning among students, which ultimately impacts the quality of education (Yan Zhang, 2022). Overall, understanding and applying motivation theory can significantly influence career development, employee performance, and organizational commitment in a variety of settings.

Empirical Research on Career Development and HR Performance

Several studies have shown a positive relationship between career development and employee performance. For example, research conducted by Noe (2008) found that effective career development programs can increase job satisfaction, organizational commitment and employee performance. Additionally, research by Lee and Bruvold (2003) shows that investment in employee career development can result in increased productivity and reduced turnover rates. Empirical research from various studies emphasizes the significant impact of career development on employee performance. Studies conducted in organizations such as the Rwanda Housing Authority (Chintya Ones Charli, 2022), and general studies on the relationship between human resource development and employee performance (Indira Basalamah, 2022), consistently highlight the positive correlation between career development initiatives and improved outcomes performance. These studies emphasize the importance of investing in career development programs, including personal plans, mentorship, and training sessions, to improve employee performance, job satisfaction, and overall organizational success. These findings underscore the need for organizations to view career development as a central strategy for improving employee performance and cultivating a skilled workforce, ultimately contributing to competitive advantage and sustainable growth.

Implementation of Career Development Strategies in the Manufacturing Industry

Characteristics of the Manufacturing Industry

The manufacturing industry has unique characteristics that influence the implementation of career development strategies. According to Porter (1985), this industry often faces challenges in terms of increasing efficiency and quality, as well as adapting to technological changes. Therefore, career development in the manufacturing industry must focus on improving technical and managerial skills. The manufacturing industry plays an important role in various

economies, including China, Russia, and Indonesia. In China, industry has experienced export-oriented technological progress, divided into three stages, which has an impact on total factor productivity (Darko Popadić, 2022). Efficient management and leadership are essential for manufacturing companies globally to adapt to change and achieve competitiveness and sustainability (С.Г. Чеглакова ,2021).

In Russia, despite positive dynamics, financial risks such as non-return of credit resources pose challenges for manufacturing companies, emphasizing the need for analytical tools for risk diagnosis (Wahyu Susihono, 2018). Work accidents in the manufacturing industry are a significant concern, with common types being falls, caught in between, and cuts, often attributed to human factors, the nature of work, and poor management, highlighting the importance of preventative measures such as training and effective leadership. (Lingzhi Li, 2018). In Indonesia, this industry focuses on improving product quality and worker performance through ergonomic considerations such as nutritional intake and human-machine interaction (Hermann Lödding, 2013).

Case Study of Implementing Career Development in the Manufacturing Industry

Several case studies demonstrate the various approaches used in implementing career development strategies in the manufacturing industry. For example, research by Ahmad and Schroeder (2003) shows that manufacturing companies that focus on employee training and development are able to improve product quality and operational efficiency. Additionally, research by Tharenou et al. (2007) found that job rotation and leadership development programs can help employees acquire new skills and improve their performance.

Two case studies provide valuable insight into the implementation of career development in the manufacturing industry. The first study in South Africa focused on a career development intervention related to life design for adults working in manufacturing workshops, showing promising results in improving career adaptability (Nicola Taylor, 2019). A second study in Kenya explored the impact of career training and reward systems on employee commitment in manufacturing companies, highlighting the positive effects of career training and the moderating role of reward systems on employee commitment (Molly Awino, 2020). Both studies emphasize the importance of career development programs in enhancing employee skills, commitment, and adaptability in the dynamic landscape of the manufacturing industry, demonstrating the importance of investing in employee career growth and development to drive organizational success.

Methods

This research uses a quantitative approach with a case study design. The data analysis techniques used include validity and reliability tests, linear regression analysis, and descriptive analysis to understand patterns and relationships between variables. This research uses a quantitative approach with a case study design. The case study was chosen because it allows in-depth and comprehensive research on the implementation of career development strategies in improving HR performance in the Indonesian manufacturing industry. The population in this research is all employees who work in manufacturing companies in Indonesia. The sample of research respondents will be taken using a purposive sampling technique, namely choose a manufacturing company that has an active career development program. From each selected company, a sample of employees and management involved in the career development program will be taken. 100 respondents consisting of employees and managers from various divisions in manufacturing companies.

Results and Discussion

Descriptive Analysis

Respondent Analysis Table

Variabel	Kategori	Frekuensi (n)	Persentase (%)
Age	< 1 year	10	10%
	1-3 year	25	25%
	4-6 year	30	30%
	≥ 6 year	35	35%
Gender	Man	60	60%
	Woman	40	40%
Career Development Program	Never Following	10	10%
	Attended 1x	20	20%
	Attended 2-3x	40	40%
	Attended >3x	30	30%
Satisfaction with Career Development Programs	Very Dissatisfied	5	5%
	Not satisfied	15	15%
	Quite satisfied	35	35%
	Satisfied	30	30%

	Very satisfied	15	15%
Influence on Performance	No effect	10	10%
	Low Influence	20	20%
	Medium Influence	40	40%
	High Influence	30	30%

Source : 2024 data processing results

Interpretation:

The majority of respondents in this study were men. This shows that there are more male than female workers in the manufacturing industry studied. The majority of respondents have worked more than 6 years in the manufacturing industry, indicating significant work experience. The number of respondents with 4-6 years of work experience is also quite high. Most respondents have participated in career development programs more than once. This shows that there are quite significant efforts in career development in the manufacturing industry studied. The level of satisfaction with career development programs varies, but the majority of respondents feel quite satisfied or satisfied with the program. This shows that career development programs are generally well received by respondents. Most respondents felt that career development programs had a moderate to high influence on their performance. This shows that career development programs are considered effective in improving HR performance in the manufacturing industry studied.

Discriminan Validity

	Budaya Organi...	Kepuasan Kerja	Kinerja SDM	Kompetensi Ka...	Moderating Eff...	Moderating Eff...	Moderating Eff...	Moderating Eff...
Budaya Organi...	1.000							
Kepuasan Kerja	0.574	1.000						
Kinerja SDM	0.583	0.607	1.000					
Kompetensi Ka...	0.564	0.733	0.665	1.000				
Moderating Eff...	0.091	0.177	0.263	0.109	1.000			
Moderating Eff...	0.170	0.104	0.152	0.100	0.673	1.000		
Moderating Eff...	0.096	0.091	0.121	0.049	0.664	0.865	1.000	
Moderating Eff...	0.137	0.106	0.189	0.019	0.881	0.720	0.720	1.000
Motivasi Kerja	0.827	0.658	0.596	0.572	0.127	0.095	0.016	0.109
Strategi Penge...	0.592	0.770	0.687	0.924	0.147	0.070	0.071	0.057

Interpretation

The results of data processing using SmartPLS3 show that each variable in this research meets the requirements to be continued in this research variable, it is proven that the resulting value is 1,000 and is greater than the value below it.

Cronch's Alfa

	Original Sampl...	Sample Mean (...	Stan
Budaya Organi...	1.000	1.000	
Kepuasan Kerja	1.000	1.000	
Kinerja SDM	1.000	1.000	
Kompetensi Ka...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Motivasi Kerja	1.000	1.000	
Strategi Penge...	1.000	1.000	

Interpretation

The results of statistical data processing using the SmartPLS3 application resulted in a Cronbach's Alpha value of 1,000, indicating that the value was below 5,000, thus each variable in this study was declared reliable.

Lineary Test

	VIF
X1	1.000
X2	1.000
X2 * X1	1.000
X3	1.000
X3 * X1	1.000
Y1	1.000
Y1 * X1	1.000
Y2	1.000
Y2 * X1	1.000
Z1	1.000

Interpretation

The results of statistical tests to determine collinearity in the variables of this study resulted in a VIF value of 1,000, thus it can be stated that all variables in this study meet the requirements.

R Square

Matrix	R Square	R Square Adjusted
Kinerja SDM	0.565	0.522

Interpretation

Based on the results of statistical data processing in the Rquare test analysis, a value of 0.522 was obtained, thus stating that all independent variables in this study had a strong influence with a value of 52.2%, while 47.8% resulted from variables outside the study.

Path Coefficients

	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	C
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Budaya Organi...	0.175	0.171	0.138	1.273	0.204
Kepuasan Kerja...	0.038	0.040	0.135	0.281	0.779
Kompetensi Ka...	0.209	0.191	0.180	1.165	0.245
Moderating Eff...	0.224	0.227	0.157	1.425	0.155
Moderating Eff...	-0.055	-0.053	0.164	0.334	0.738
Moderating Eff...	-0.013	-0.011	0.136	0.094	0.925
Moderating Eff...	-0.028	-0.039	0.177	0.159	0.874
Motivasi Kerja ...	0.137	0.125	0.133	1.030	0.303
Strategi Penge...	0.252	0.282	0.210	1.197	0.232

The results of statistical data processing using the SmartPLS 3 application showed that career development strategies influence performance but are not significant, as well as job satisfaction

influences performance but are not significant. Meanwhile, competency influences employee performance, but in this research the influence is not significant, whereas if the influence of organizational culture on career development strategies has a positive but not significant influence on performance engagement, likewise, if the influence of employee competency is low then career development strategies do not significantly influence employee performance. Likewise, work motivation. If work motivation is low then the influence of career development strategies is not significant.

Conclusion

All variables in this study were declared reliable, as evidenced by the Cronbach's Alpha value of 1,000, which is far above the minimum required limit, namely 0.700. This shows that the research instrument has very good internal consistency. The multi collinearity test shows that the Variance Inflation Factor (VIF) value is 1,000, which means that all variables in this study are free from multicollinearity problems and can be used in the research model. Based on R-square analysis, it is known that the independent variables in this study are able to explain 52.2% of the variation in HR performance. Meanwhile, 47.8% of the variation in HR performance is explained by other variables not included in this study. The influence of career development strategies on HR performance was found to be insignificant. Likewise, job satisfaction was also found to be insignificant in influencing HR performance, while employee competency did not show a significant influence on HR performance in this study. Meanwhile, organizational culture has a positive influence on career development strategies, but this influence is not significant on improving HR performance. Meanwhile, if work motivation is low, then career development strategies do not significantly influence employee performance.

The results of this research show that although career development strategies, job satisfaction and employee competence are important factors, their influence on HR performance in the manufacturing industry is not significant. This indicates the need for further evaluation and possible improvements in the implementation of career development strategies and increasing employee competence and job satisfaction. The influence of organizational culture and work motivation also needs further attention, because these factors influence the effectiveness of career development strategies.

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