

The Influence of Career Development, Compensation, and Work Environment on Employee Performance at PT. Bumi Menara Internusa Cirebon

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Submitted: May 2025,

Revised: May 2025,

Accepted: May 2025

Abstract. Employee performance is a critical determinant of organizational success, particularly in competitive industries such as marine product processing. However, many companies face challenges related to low employee productivity due to insufficient career development, ineffective compensation, and unsupportive work environments. This study aims to analyze the influence of career development, compensation, and work environment on employee performance at PT. Bumi Menara Internusa Cirebon. Using a quantitative approach, data were collected via questionnaires from 142 employees and analyzed through multiple linear regression to evaluate the effects of independent variables on employee performance. The findings indicate that career development and work environment have significant positive effects on employee performance, while compensation shows a positive but not statistically significant influence. These results suggest that opportunities for growth and a supportive workplace play vital roles in enhancing employee productivity, whereas compensation alone may not be sufficient to drive performance improvements. The study implies that organizations should prioritize career development initiatives and foster conducive work environments to sustain employee engagement and effectiveness. Additionally, policymakers and HR practitioners should consider holistic strategies addressing multiple motivational factors to improve labor productivity. Future research should explore additional variables such as leadership style, motivation, and organizational culture to deepen understanding of employee performance drivers across different sectors.

Keywords: Career Development, Compensation, Work Environment, Employee Performance, HR Management

INTRODUCTION

Human resources (HR) determines an organization's success in an increasingly competitive global economy. Employee performance not only affects the company's productivity but also impacts the organization's competitiveness in the *global* market. Various problems related to HR management are still a big challenge for many companies worldwide. One of the *global* issues often faced is the low level of employee satisfaction caused by a lack of career development, an uncompetitive compensation system, and an unsupportive work environment. According to a 2022 *Worldwide Work Organization* (ILO) report, around 60% of employees in various countries feel less motivated due to a lack of opportunities to grow in their careers. In addition, a study conducted by Gallup in 2021 showed that 85% of employees worldwide do not feel fully engaged in their work, which impacts decreased productivity and increased *turnover rates*.

Similar problems also occur in Indonesia, especially in the food processing industry sector. This industry plays an important role in the national economy in terms of labor absorption and its contribution to non-oil and gas exports. However, based on information from the Central Statistics Agency (BPS) in 2023, employee productivity in the food processing sector is still relatively low, with a *turnover* rate of 15% per year. This low productivity is suspected to be caused by several factors, such as a lack of career development opportunities, an inadequate compensation system, and a less conducive work environment. A study conducted by the Indonesian Food Entrepreneurs Association (APMI) in 2022 also revealed that 70% of companies in the sector face obstacles in retaining quality employees due to a lack of attractive career development programs and incentives.

One of the factors that can affect employee performance is career development. When employees see opportunities to develop their careers, they tend to be more motivated to work harder, because they can improve their careers or get greater responsibilities, so that employees feel happy about their achievements. This can improve employee performance. Research conducted by (Sunimah, 2024) shows that career development has a positive and significant effect on employee performance.

The next factor that can affect employee performance is compensation, because fair compensation can increase the enthusiasm to work and achieve targets; employees who feel prosperous tend to be more focused and productive. Research conducted by (Istifadah & Santoso, 2019) shows that compensation has a positive and significant effect on employee performance.

In addition to these two factors that can affect employee performance, namely the work environment. Creating a comfortable and conducive work environment will improve performance and build organizational culture within the company. Research conducted by (Adha et al., 2019) shows that the work environment has a positive and significant effect.

Based on this explanation, this study aims to analyze the influence of career development, compensation, and work environment on employee performance in companies engaged in marine product processing (Aqsa, 2020). These three factors were chosen because they are key elements affecting employee motivation, satisfaction, and productivity. Career

development provides an opportunity for employees to (Adha et al., 2019) improve their skills and knowledge, which can ultimately increase their contribution to the company. Fair and competitive compensation not only meets the financial needs of employees but also serves as a form of appreciation for their contributions. Meanwhile, a conducive and comfortable work environment can improve the physical and mental well-being of employees, so that they can work more effectively.

Employee performance is a critical factor that determines the success and competitiveness of organizations, especially in the increasingly dynamic global and national economic environment. Despite its importance, many companies, including those in Indonesia's industrial sectors such as marine and food processing, continue to face challenges related to low employee productivity. These challenges are often linked to inadequate career development opportunities, ineffective compensation systems, and unsupportive work environments. Such shortcomings hinder employee motivation, engagement, and overall performance, thereby impacting organizational effectiveness and growth. Therefore, it is imperative to examine how these human resource management factors influence employee performance in specific organizational contexts.

The urgency of addressing employee performance issues is underscored by recent reports showing that low engagement and high turnover rates plague industries worldwide, including Indonesia. For instance, international surveys indicate that a significant portion of employees feel unmotivated due to limited career growth opportunities and insufficient recognition, which results in decreased productivity and increased operational costs. Within Indonesia, sectors like marine product processing contribute substantially to the economy but report turnover rates as high as 15% annually, threatening sector stability and growth. Addressing the factors that influence employee performance is therefore critical not only for organizational competitiveness but also for national economic development and labor market stability.

Moreover, companies that fail to invest in career development, fair compensation, and a positive work environment risk losing valuable talent to competitors, which further exacerbates productivity challenges. The evolving workforce, especially millennial and Gen Z employees, increasingly demands workplaces that provide growth opportunities, meaningful rewards, and supportive environments. Ignoring these demands risks not only operational inefficiency but also reputational damage and decreased stakeholder confidence, necessitating immediate attention from management and policymakers.

Career development has been widely recognized as a vital motivator that enhances employee performance by providing opportunities for skill enhancement, career progression, and increased responsibility. Research by Sunimah (2024) and Kaengke and Tewal (2018) demonstrates that employees with clear career paths exhibit higher motivation and commitment, which translate into improved performance outcomes. Similarly, Purnama and Al-Anwar (2024) emphasize the positive relationship between career growth initiatives and employee productivity, underscoring the importance of continuous learning and development programs.

Compensation is another significant factor influencing performance, as fair and competitive pay systems fulfill employees' financial needs and serve as recognition for their contributions. Studies by Istifadah and Santoso (2019) and Febriani and Setia (2023) find that compensation positively affects employee enthusiasm and work output. However, some research suggests that compensation alone may not suffice to enhance performance if other motivational factors are absent, highlighting the complexity of employee motivation dynamics (Wusqo & Iqbal, 2023).

The work environment plays a crucial role in shaping employee attitudes and behaviors. A supportive, safe, and comfortable workplace fosters employee well-being, creativity, and loyalty, which directly impact performance. Hasibuan et al. (2018) and Adha et al. (2019) reveal strong positive correlations between conducive work environments and improved employee performance, noting that organizational culture, leadership quality, and interpersonal relationships significantly influence these outcomes.

While extensive research has examined the individual effects of career development, compensation, and work environment on employee performance, there remains a lack of integrative studies that analyze these factors simultaneously within specific industry contexts, such as marine product processing. Additionally, limited research explores how these variables interact to affect performance, considering the unique challenges and cultural dynamics of Indonesian organizations. This gap limits comprehensive understanding and practical application of HR strategies tailored to improving employee productivity in local industries.

This study advances the literature by simultaneously examining the influence of career development, compensation, and work environment on employee performance within a single organizational setting—PT. Bumi Menara Internusa Cirebon, a marine product processing company. Utilizing a quantitative approach with robust statistical analyses, it offers a holistic view of how these HR factors collectively shape performance. The research uniquely contributes to Indonesian HRM literature by providing industry-specific insights that reflect the interplay of motivation, satisfaction, and organizational context.

The primary objective of this research is to analyze the influence of career development, compensation, and work environment on employee performance at PT. Bumi Menara Internusa Cirebon. By investigating these variables concurrently, the study aims to provide evidence-based recommendations for human resource management practices that can enhance employee productivity and organizational effectiveness in the marine product processing sector.

The findings of this study are valuable for both academics and practitioners. For organizational leaders and HR professionals, the insights offer practical guidance on prioritizing career development programs, designing competitive compensation packages, and fostering positive work environments to boost employee performance. For policymakers, the study highlights critical areas requiring support to strengthen labor productivity in strategic industrial sectors. Academically, it fills a gap by integrating multiple performance determinants in a localized context, providing a foundation for further research and theory development in HR management within emerging economies.

MATERIALS AND METHODS

This study uses an associative research method with a quantitative approach. This researcher knows the influence of independent variables (which influence), namely career development, compensation, and work environment, and dependent variables (which are influenced), namely employee performance. The data management tool that this researcher uses to be more effective in managing this data is the SPSS 22 for Windows program.

The population in this study is employees of PT. Bumi Menara Internusa Cirebon has a total of 156 employees. The sample size was measured using the Slovin Formula with a margin of error (5%), so that 142 respondents were obtained. According to (Sugiyono, 2019) *Convenience Sampling: That is, taking place based on convenience, namely*, respondents who are willing to fill out questionnaires. The convenience in this case is that the respondents were chosen because they happened to be in the right place at the right time, and the respondents were willing to fill out the questionnaire.

The data was obtained through a questionnaire using the Likert scale. According to (Sugiyono, 2019) The Likert scale measures a person's or a group's attitudes, opinions, and perceptions of social phenomena. Data analysis in this study used multiple analyses. The stages begin with the validity test, the reliability test, the t-test, the F-test, and the correlation coefficient.

Validity Test

Tabel 1. Validity Test Results

Career Development		Compensation		Work Environment		Employee Performance	
Number	R count	Number	R count	Number	R count	Number	R count
1	0,589	1	0,522	1	0,753	1	0,745
2	0,639	2	0,756	2	0,749	2	0,791
3	0,508	3	0,586	3	0,754	3	0,817
4	0,608	4	0,710	4	0,814	4	0,834
5	0,650	5	0,835	5	0,762	5	0,664
6	0,680	6	0,317	6	0,636	6	0,817
7	0,538	7	0,415	7	0,669		
8	0,783	8	0,810	8	0,665		
9	0,580	9	0,815	9	0,761		
10	0,485	10	0,827	10	0,718		
11	0,710	11	0,850	11	0,701		
		12	0,769	12	0,772		
		13	0,772	13	0,738		
		14	0,814	14	0,785		

Source: Output SPSS 22 for Windows

Based on the results of the validity test conducted in this study with independent variables of career development, compensation, and work environment, and dependent variables, namely employee performance, with the number of statement items declared valid

with a value of $Df = 142 - 3 = 139$, Pearson Correlation 0.01. So that the $R_{table} = 0.1654$ is obtained, then the R_{cal} value $>$ the R_{table} value (0.1654) shows that all statement items in this study are valid.

Reality Test

Tabel 2. Results of Reality Test

Variable	Cronbach's Alpha	Information
Career Development (X1)	0,831	Reliable
Compensation (X2)	0,927	Reliable
Work Environment (X3)	0,931	Reliable
Employee Performance (Y)	0,869	Reliable

Source: Output SPSS 22 for Windows

Based on the results of the feasibility test, it is known that Cronbach's Alpha variable of career development (X1) is 0.831, compensation (X2) is 0.927, work environment (X3) is 0.931, and employee performance (Y) is 0.867. With a Cronbach's Alpha value greater than 0.70, it can be concluded that all statements of each variable are reliable because they exceed the standard threshold generally considered an indicator of reliability > 0.70 .

T Test

Model	Variabel	B	Std. Error	Beta	t	Sig.
1	(Constant)	4.650	1.748	-	2.661	.009
	X1	.226	.048	.365	4.699	.000
	X2	.000	.017	.001	.011	.991
	X3	.183	.031	.453	5.853	.000

Source: Output SPSS 22 for Windows

Based on the table above, it is known that the sig value of the career development variable is $0.000 < 0.05$. This means that career development has a significant influence on employee performance. Furthermore, it is known that the sig value of the compensation variable is $0.991 > 0.05$. This means that compensation has no significant effect on employee performance. Furthermore, it is known that the sig value of the work environment variable is $0.000 < 0.05$. This means that the work environment has a significant influence on employee performance.

Test F

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	705.542	3	235.181	59.695	.000
Residual	543.676	138	3.940		
Total	1249.218	141			

Source: Output SPSS 22 for Windows

Based on the table above, it is known that the sig value is $0.000 < 0.05$, so we can conclude that there is a significant influence between career development, compensation, and work environment on employee performance.

Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.752	0.565	0.555	1.98486

Source: Output SPSS 22 for Windows

Based on the table above, it is known that the value of the coefficient of determination of the variables of career development, compensation, and work environment on employee performance is 0.555, which means that the influence of the variables of career development, compensation, and work environment on employee performance is 55%.

RESULTS AND DISCUSSION

The Influence of Career Development on Employee Performance

Based on the results of the study, it is known that career development variables have a positive and significant influence on employee performance, this means that career development has a real influence on employee performance, with clear career development it will improve employee performance, when employees have the opportunity to learn and develop their careers they tend to be more enthusiastic and committed to their work. The results of this study support the results of previous research conducted by (Abraham Samuel Kaengke, Benhard Tewal, 2018).

The Effect of Compensation on Employee Performance

The study's results show that the compensation variable has a positive but not significant influence on employee performance. This means that even if employees receive inappropriate compensation, they are more likely to maintain employee performance due to several factors, such as a sense of responsibility and professionalism, that make them continue to provide the best performance for the company. This research was supported by (Febriani & Setia, 2023) which revealed that compensation had an insignificant influence on employee performance.

The Influence of Work Environment on Employee Performance

The results of this study show that the variables of the work environment have a positive and significant influence on employee performance. This means that the work environment has a real impact on improving employee performance. A comfortable, safe, and supportive environment will make employees feel valued and excited about their work. Relationships between employees, good leadership, and adequate facilities can create a conducive work atmosphere. When the work environment supports employees' physical and

psychological needs, they will be more focused, creative, and able to work efficiently. Additionally, a positive work environment can reduce stress and increase employee loyalty to the company, ultimately impacting the organization's overall goals. This research is supported by (Hasibuan & Bahri, 2018), which states that there is a positive and significant influence between the work environment and employee performance.

CONCLUSIONS

Based on the results of this study, it can be concluded that career development has a significant and positive effect on employee performance, indicating that when employees perceive opportunities for growth and advancement within the organization, their motivation and productivity tend to improve substantially. Compensation, although positively related to employee performance, was found to have an insignificant effect in this context, suggesting that financial rewards alone may not be sufficient to drive higher performance without the support of other motivational factors. Meanwhile, the work environment demonstrated a significant positive influence, emphasizing that a safe, comfortable, and supportive workplace contributes greatly to employee engagement, satisfaction, and ultimately, their performance. Collectively, these factors—career development, compensation, and work environment—serve as key predictors for variations in employee performance, highlighting the multifaceted nature of workforce productivity. For future research, it is recommended to broaden the scope by including additional variables such as employee motivation, leadership styles, organizational culture, and psychological well-being, which may interact with or mediate the effects observed. Longitudinal studies would also be valuable to capture the dynamics of these relationships over time, while comparative studies across different industries and cultural settings could provide deeper insights into contextual influences, thereby enhancing the generalizability and practical applicability of the findings in diverse organizational environments.

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