

THE INFLUENCE OF CAREER DEVELOPMENT AND PERFORMANCE EVALUATION ON EMPLOYEE JOB SATISFACTION IN THE PRINTING INDUSTRY

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ABSTRACT

This research investigates how career development and performance evaluation influence employee job satisfaction inside of the Production Division of the printing industry. The study is grounded in the premise that both career advancement opportunities and systematic performance assessments play a critical role in fostering a supportive work environment that promotes employee satisfaction. This study employs a quantitative research method utilizing an associative approach. Data were gathered by administering questionnaires to 153 participants, all of whom are employees inside of the production division. Data analysis involved testing for validity and reliability, followed by multiple linear regression analysis, including t-tests, F-tests, and determination of the coefficient of determination. The outcomes reveal that both career development and performance evaluation have a positive and statistically significant impact on employee job satisfaction, both personally and collectively. Career development contributes to increasing motivation and loyalty, while fair performance evaluation encourages work enthusiasm and better performance. The conclusion of this study is that career development and performance evaluation are two important factors that need to be considered by management to improve employee job satisfaction in the company.

Keywords: Career Development, Performance Evaluation, Job Satisfaction, Human Resources.

INTRODUCTION

Human resources (HR) constitute a critical component inside of any organization. Consequently, companies consistently strive to cultivate and maintain a high-quality workforce, recognizing that devoid of skilled and competent personnel, organizational operations cannot function effectively or reach their full potential. In facing various challenges in career development, the printing industry is required to provide the best service to employees. This is necessary in order to develop the performance of company employees who will foster employee trust and loyalty to productivity management.

Every employee wants a good career advancement. It is appropriate for companies to plan career development for their employees in accordance by applicable regulations. *Employee job* satisfaction is an personal's general attitude towards his job. Someone by a high stage of job satisfaction has a positive attitude towards their job. Satisfaction at work is a very important factor in getting good and maximum work outcomes.

Career development is a deliberate process implemented by organizations to support employees in advancing their professional paths. A career plays a vital and evolving role throughout an employee's working life. Over time, employees tend to develop a broader perspective, shifting their view of work beyond merely a source of income to include other motivations such as personal fulfillment, recognition by others, competition for influence, and the pursuit of higher positions.

Furthermore, how employees perceive their career advancement will have consequences for their job satisfaction in the company. Employees who perceive their career development positively tend to have high job satisfaction, so they will avoid various work attitudes and behaviors that hinder the reachment of organizational goals, such as strikes, absenteeism and job displacement. This can show that the employee has high satisfaction.

Conversely, if employees perceive career advancement negatively, these employees will have low job satisfaction. In this case, career advancement and employee performance evaluation are always the focus of the printing industry to carry on to develop in order to support business continuity and reach optimal company targets. In addition, a harmonious work environment also has an important role in motivating employees to carry on to provide the best work they have for the company.

The printing industry comprises companies specializing in printing services. In response to the rapidly evolving business environment, the urgency to develop and sustain high-quality human resources has become increasingly critical. Securing strong support by top management is essential, as leadership plays a key role in mobilizing teams, advancing work processes, and prioritizing human resource management inside of the organization.

TABLE 1
Supportive Working Conditions

No	Fasilitas Karyawan	Standar	Actual
	Parkiran kendaraan	Tersedia	Tersedia
2	Mushola	Tersedia	Tersedia
3	Tempat istirahat	Tersedia	Tersedia
4	12 (Dua Belas) Toilet	1-15 Untuk Satu Toilet	13 Untuk Satu Toilet
5	Kantin	Tersedia	Tersedia
6	Area merokok	Tersedia	Tersedia
7	Mesin Kerja	Tersedia	Tersedia
8	Perkakas atau Alat Pendukung Kerja	Tersedia	Tersedia
9	Crane / Derek	Tersedia	Tidak Tersedia
10	Loker	Tersedia	Tersedia
11	Air Minum	Ph 6,5-8,5	Ph 8,5
12	BPJS	Tersedia	Tersedia
13	Pencahayaan 750 lux	750 Lux	750 Lux

Considering the facilities offered by PT Victory Offset Prima to enhance employee comfort and job satisfaction, it can be concluded that the company has successfully fostered a supportive work environment by addressing the diverse needs of its workforce. Facilities such as large parking lots, mosques, rest areas, toilets, canteens, smoking areas, and adequate work equipment all support employees in carrying out their daily activities comfortably. In addition, the existence of facilities such as drinking water in each production section, meal coupons, BPJS, and sufficient lighting also shows the company's attention to the physical well-being and health of employees. by these facilities, the company is committed to creating good working conditions, that in turn can improve employee job satisfaction and support optimal productivity.

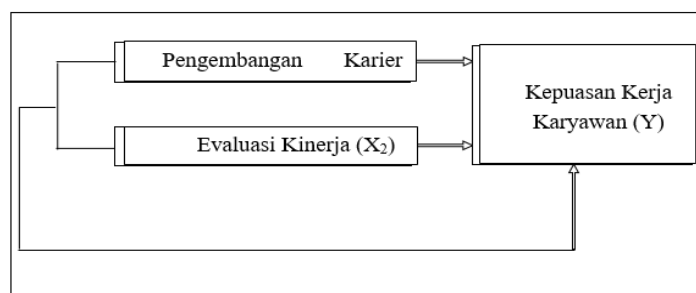


FIGURE 2
Theoretical Framework

LITERATURE REVIEW

HUMAN RESOURCE MANAGEMENT

How important human resource management is in achieving the goals of the company, employees and society. The matching and requirements of a particular position so that "*the right man on the right place*" is reached and makes a positive contribution to the reachment of organizational goals always plays an active role and where dominant in every activity in the company, thus human resource management in realizing optimal goals, this regulation includes planning issues (*Human Resources Planning*), organizing, directing, controlling, disciplining, and dismissing the workforce to help realize the goals of the company, employees and society. Input (Input) that is processed by the company and produces output (Output).

a. Career Development

Sinambela (2019: 260), career development is an effort made by the organization in planning, implementing and supervising careers. a person's career development is driven by a strong desire that can be supported by personal abilities and emotional stages possessed above the average of other employees.

b. Performance Evaluation

Suswanto and Priansa in Ganyang (2018: 188), performance evaluation is as a outcome that a person reaches according to applicable measures, inside of a certain period of time, regarding his work and behavior and actions. According to Prawirosentono, as cited in Ganyang (2018: 188), performance evaluation refers to the outcomes reached by an personal or group inside of an organization, aligned by their respective authority and responsibilities, aimed at fulfilling organizational objectives legally and ethically. Synthesizing these perspectives, performance can be understood as the work outcomes produced by an employee while executing tasks in accordance by their assigned duties.

c. Employee Job Satisfaction

Robbins, as cited in Burso (2018: 101), defines employee job satisfaction as an overall attitude toward one's job, that arises by the comparison among the actual outcomes received and the expected outcomes. The greater the alignment among these outcomes, the higher the employee's satisfaction; conversely, a larger gap among expectations and reality tends to reduce job satisfaction.

RESEARCH METHODOLOGY

This study employs a quantitative approach aimed at generating new insights through systematic analysis and measurement. The population refers to the complete set of subjects under investigation, representing the fundamental units of analysis in this research. Population refers to the entire group of objects or subjects sharing specific attributes and characteristics defined by the researcher for the purpose of study and inference. Thus, the concept of population extends beyond just people to include objects and other entities relevant to the research. The population in this study comprised 153 employees working in the Production Division of the printing industry. A saturated sampling technique was employed, whereby the entire population was included as the sample. Data were gathered through interviews, questionnaire distribution, and observations, by the questionnaire items having been previously validated and tested for reliability. Subsequent data analysis was conducted using SPSS Version 26.

ANALYSIS AND DISCUSSION

Table 2
Multiple Correlation Test outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	0,529	0,520	4,01571

Predictors: (Constant), PENGEMBANGAN KARIER, EVALUASI KINERJA

Sumber : Olah Data SPSS 26

The outcomes indicate a very strong connection among the variables of Career Development (X1) and Performance Evaluation (X2) by Employee Job Satisfaction (Y), by a correlation coefficient falling inside of the interval range of 0.80 to 1.00.

Table 3
Multiple Determination Coefficient Test outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.764 ^a	0,898	0,799	1,665

Predictors: (Constant), PENGEMBANGAN KARIER, EVALUASI KINERJA

Sumber : Olah Data SPSS 26

As shown in the table above, the R-squared value of 0.898 indicates that Career Development (X1) and Performance Evaluation (X2) collectively explain 89.8% of the variance in Employee Job Satisfaction. The remaining 10.2% can be attributed to other factors beyond the scope of this study.

Table 4
Multiple Regression Test outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,981	2,132		0,474	0,637
	PENGEMBANGAN KARIER	0,394	0,449	0,646	1,651	0,103
	EVALUASI KINERJA	0,941	0,472	0,749	0,573	0,573

a. Dependent Variable: KEPUASAN KERJA KARYAWAN

Sumber : Olah Data SPSS 26

by the calculation of the table above, the equation or regression model $Y = 3.981 + 0.394 X_1 + 0.941 X_2$ is fulfilled. by this equation it can be concluded that :

- 1) The constant value of 3.981 indicates that when both Career Development (X1) and Performance Evaluation (X2) are zero, the predicted Employee Performance (Y) stands at 3.981.
- 2) The regression coefficient for Career Development (X1) is 0.394, indicating that for every one-unit improve in career development, Employee Job Satisfaction is expected to improve by 0.394, assuming all other variables remain constant.
- 3) The regression coefficient for Performance Evaluation (X2) is 0.941, that means that for each one-unit improve in the performance evaluation score, Employee Job Satisfaction improves by 0.941, assuming that other variables remain unchanged.

Table 5

The outcomes of the t test of Career Development (X_1) on Employee Job Satisfaction (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,629	3,707		0,927	0,000
	PENGEMBANGAN KARIER	0,994	0,083	0,865	15,009	0,000

a. Dependent Variable: KEPUASAN KERJA KARYAWAN

Sumber : Olah Data SPSS 26

Based on the outcomes of the t test above, the $t_{(count)}$ of the Career Development variable (X_1) is 15.009 by a significant value of 0.000 and $t_{(table)}$ 1.982. The t_{table} value is fulfilled by the formula $Df = n - k$ (n is the number of samples and k is the number of independent variables, $110 - 2 = 108$), a two-way test by a stage of $\alpha = 5\%$, the t_{table} value is 2.639. Because $t_{(count)} > t_{(table)}$ ($15.009 > 1.982$), it can be concluded that Career Development (X_1) has a significant effect on Employee Job Satisfaction (Y).

Table 6

The outcomes of the t test of performance evaluation (X_2) on employee job satisfaction (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,566	2,728		0,940	0,001
	EVALUASI KINERJA	1,038	0,068	0,861	15,221	0,000

a. Dependent Variable: KEPUASAN KERJA KARYAWAN

Sumber : Olah Data SPSS 26

Based on the outcomes of the t test above, the fulfilled t_{count} of Performance Evaluation (X_2) is 15.221 by a significant value of 0.000 and $t_{(table)}$ 1.982. The t_{table} value is fulfilled by the formula $DF = n - k$ (n is the number of samples and k is the number of independent variables, $110 - 2 = 108$), a two-way test by a stage of $\alpha = 5\%$, the t_{table} value is 1.982. Because $t_{(count)} > t_{(table)}$ ($15.221 > 1.982$), it can be concluded that Performance Evaluation (X_2) has a significant effect on Employee Job Satisfaction (Y).

Table 7

Simultaneous F Test outcomes Career Development (X_1) and Performance Evaluation (X_2) on Employee Job Satisfaction (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1939,445	2	969,723	260,134	0,000
	Residual	1725,473	107	16,126		
	Total	3664,918	109			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Disiplin, Motivasi Kerja						

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin, Motivasi Kerja

Sumber : Olah Data SPSS 26

Based on the table above, the F_{count} value is 260.134 and a significant value of 0.000 and F_{table} is fulfilled by $df(n1) = k - 1$ and $df(n2) = 110 - 3 = 107$. then the F_{table} value is fulfilled by $df(n1) = k - 1$ and $df(n2) = n - k$ (n = number of samples used and k = number of independent and dependent variables) by a significant stage of 5%. $df(n1) = 3 - 1 = 2$, $df(n2) = 110 - 3 = 107$. Then the F_{table} value is 2.69. Because $F_{\text{(count)}} > F_{\text{(table)}} (260.134 > 2.69)$, it can be concluded that Career Development (X_1) and Performance Evaluation (X_2) have a significant effect on Employee Job Satisfaction (Y).

CLOSING

Conclusion

Based on the preliminary description and the outcomes of the analysis, it can be concluded:

- 1) The outcomes of the study prove that there is a significant influence among Career Development on Employee Job Reports. This is evidenced by the outcomes of the calculation of the hypothesis test on Career Development (X_1) on Employee Job Satisfaction (Y) fulfilled the value of $t_{\text{(itung)}} > t_{\text{tabel}} (15.009 > 1.982)$, then H_0 is refused and H_a is approved thus Career Development (X_1) has a significant influence on Employee Job Satisfaction (Y).
- 2) The outcomes of the study prove that there is a significant influence among Performance Evaluation on Employee Work Reports. This is evidenced by the outcomes of the calculation of the hypothesis test of Performance Evaluation (X_2) on Employee Work Report (Y) fulfilled the value of $t_{\text{(count)}} > t_{\text{table}} (15.221 > 1.982)$, then H_0 is refused and H_a is approved, thus Performance Evaluation (X_2) has a significant influence on Employee Job Satisfaction (Y).
- 3) The outcomes of the study prove that there is a significant influence among Career Development and Performance Evaluation on Employee Job Satisfaction. This is evidenced by the outcomes of the calculation of the hypothesis test Career Development (X_1) and Performance Evaluation (X_2) on Employee Job Satisfaction (Y) fulfilled the value of $F_{\text{(count)}} > F_{\text{(table)}} (260.134 > 2.69)$, then H_0 is refused and H_a is approved, thus Career Development (X_1) and Performance Evaluation (X_2) have a significant influence on Employee Job Satisfaction (Y).

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