

Employee Performance As Moderating For Optimizing Training And Work Discipline On Career Development

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ABSTRACT

Career development is the expectation of every civil apparatus of the country. This study aims to analyze the direct influence of education and training and discipline on employee career development and when moderated by employee performance variables. This research is a study involving 115 respondents with a quantitative type of research to test hypotheses with analyst moderating (MRA) techniques. Education and training that has been carried out and prioritized by state civil servants within the scope of 11 Village Offices in Bissappu District, Bantaeng Regency has shown a good impact on career development with consideration of the optimal performance that has been implemented

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1. Introduction

Management in the scope of government organizations is essentially the main asset and integral part of an organization or company. The strategic MSDM views that employees in all fields of work and any level are both structurally and functionally. Employees are one of the factors of production, therefore they must be utilized optimally and productively. The goals of an organization will not be realized without the active role of employees even though the tools that the company has are so sophisticated and complete. To form an effective and efficient human resource and in accordance with the needs of the organization requires a hard work which involves all stakeholders. Government agencies are required to have human resources with good performance. There are many things that can affect employee performance including training and work discipline.

Training is an educational part that concerns the learning process to acquire and improve skills outside the applicable education system in a relatively short time and with methods that prioritize practice over theory [1]. Training is an effort to develop human resources, especially to develop intellectual and human personality. [2], it can be concluded that training is a means of coaching and career development, through participation in training programs, selected employees consciously and plan to be prepared by their organization to accept different job responsibilities (rotation) and or higher positions / positions in the future.

Training is briefly defined as an activity to improve current performance and future performance [3]. Discipline is a very important thing for an organization or company and maintains or carries on its life. This is because only with high discipline can an organization be of high achievement. Therefore, every employee must further improve discipline in complying with regulations or policies in the agency for the implementation of high discipline. Furthermore, what affects employee performance is work discipline.

Work discipline is an attitude of respect, respect, obey, and obey applicable regulations, both written and unwritten and able to carry them out and do not evade to accept the sanctions [1]. Work

discipline can also be interpreted as a form of attitude, mentality, knowledge and behavior of employees to voluntarily try cooperatively with other employees, comply with applicable work provisions and standards, and try to improve their performance [4].

After the performance has been optimized, it can have an impact on employee career development. An employee as a social being must have a desire for his career to develop, therefore the need to plan an employee's career arises both from economic and social forces. If the organization or company is to survive and succeed well in one changing environment, its human resources must always be developed. The implementation of career development programs is included in the part of human resource development which, if specifically planned, will produce greater results than relying solely on outside opportunities or recruitment that may be carried out in a hurry. In addition, many employees will resign from work if there is no attention from management for proper career advancement.

The results of research from Diamantidis & Chatzoglou (2019) found that education and training variables have a positive and significant influence on performance. Furthermore, Islam et al., (2020) in his research found that training and work discipline have a significant effect on performance.

The development of technology also requires additional competence capacity of employees, one of which can be obtained by training. Meanwhile, for work discipline at the State Civil Apparatus in Bissappu District, Bantaeng Regency, employees were still found who were late for work, increasing rest time and procrastinating work. With these conditions, it will have an impact on the performance and career development of employees.

Based on the explanation in the background, the formulation of the problem in this study is known that performance has implications for career development so that this research will analyze and identify how the influence of education and training (training) and discipline on career development through the performance of the State Civil Apparatus in Bantaeng Regency.

Conceptual Framework And Hypotheses

Conceptual Framework

The relationship between the variables in this study can be deciphered as follows:

1) The Effect of Education and Training (Training) on Career Development.

Pham et al (2020) defines education and training (training) as two terminologies that are almost the same both in meaning and in practice. But in scope, characteristics and objectives of its implementation can be distinguished.

Education is conscious guidance by educators towards students in physical and spiritual development towards the formation of the main personality so that it can be interpreted as an effort made deliberately and systematically to encourage, help and guide a person in developing all his potential and one quality to a higher quality [7].

Rozi & Sunarsi (2020) defines training as an activity of the company that intends to be able to improve and develop the attitudes, behaviors, skills and knowledge of employees in accordance with the wishes of the organization. The results of research from Elsafty & Oraby (2022) found that training or education can help employees in the career development process.

2) The Effect of Employee Discipline on Career Development

Pinnington et al (2022) said that employee discipline is defined as an attitude, behavior, and action that is in accordance with the regulations of the organization in written form or not. According to Quinlan & Renninger (2022) that employee discipline can be interpreted as a form of attitude, mentality, knowledge and behavior of employees to voluntarily try to work cooperatively with other employees, comply with applicable work provisions and standards, and try to improve work and career achievements.

The results of research from Quinlan & Renninger (2022) found that discipline can influence the career development process in an organization. In increasing work productivity, it is influenced by human resource management functions, one of which is discipline. This discipline is the most

important function of human resource management, because the better the discipline of employees, the higher the work performance that can be achieved, without good employee discipline it is difficult for the organization or company to achieve optimal results. Yandi & Havidz (2022) in their research also found conditions where discipline can affect career development.

3) The Effect of Education and Training on Career Development through Performance

Gore et al (2022) defines education and training as two terminologies that are almost the same both in meaning and in practice. But in scope, characteristics and objectives of its implementation can be distinguished.

Education is conscious guidance by educators towards students in physical and spiritual development towards the formation of the main personality so that it can be interpreted as an effort made deliberately and systematically to encourage, help and guide a person in developing all his potential and one quality to a higher quality [10]. Furthermore, Elsafty & Oraby (2022) defines training as an activity of the company that intends to be able to improve and develop the attitudes, behaviors, skills and knowledge of employees in accordance with the wishes of the organization. The results of research from Han et al (2022) found a link between education, training, performance and career development in a positive and mutually supportive manner.

4) The Effect of Employee Discipline on Career Development Through Performance

Employee discipline is an attitude of respect, respect, compliance, and obedience to applicable regulations, both written and unwritten and able to carry them out and do not shy away from accepting sanctions [1]. Discipline applied by employees can support Performance.

Employee performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on experience skills and sincerity and time [15]. Performance is the result of work that has a strong relationship with the organization's strategic goals, consumer satisfaction, and contributes to the economy [16]. Based on the description mentioned above with the recording of the results of work (processes) achieved by an employee in carrying out a job can be evaluated the level of performance of his employees, then employee performance must be determined by the achievement of targets during the period of time achieved by the organization.

Firmansyah et al (2020) in their research found conditions where discipline can affect performance improvement and career development.

Based on the explanation above, the conceptual framework of this research can be seen in the following figure:

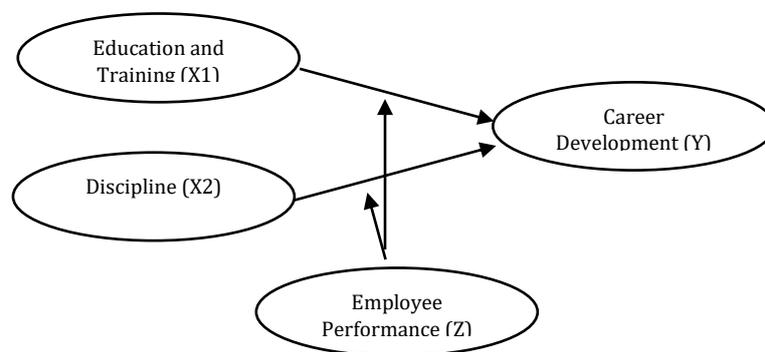


Fig. 1. Conceptual Framework

2. Method

This type of research is a type of quantitative research using questionnaires that look for patterns of relationships and or influences between variables on one object, with the aim of knowing the

influence between dependent variables (bound variables), moderating variables (moderation variables) and independent variables (free variables).

The population in this study was the state civil apparatus (ASN) in 11 Village Offices in Bissappu District, Bantaeng Regency, which amounted to 115 employees. The samples used in this study were saturated or census samples. Data from the distribution of questionnaires is processed using SPSS software.

The method used in this study is moderating analysis (MRA) because researchers want to ascertain whether there is an influence of "education and training (training), employee discipline on the career development of the state civil apparatus if moderated performance in Banteng District

3. Results and Discussion

Validity and Reability Test

Validity testing is an analysis of a measure that shows the levels of validity of a questionnaire. According to Siregar (2017) validity shows how far a test or operations measure what should be measured. In the product moment method, validity analysis (attachments) is carried out on education and training instruments, ASN performance and career development through the help of IBM SPSS.

The basis for decision making Sugiyono (2018) is:

1. If ≥ 0.30 ; then the statement is valid. $r_{hitung} \geq r_{tabel}$
2. If < 0.30 ; then the statement is invalid. $r_{hitung} < r_{tabel}$

To be seen in the correted-item column of the total coraletion in the r_{hitung} correlation table (appendix). In this study, the validity analysis can be presented as follows:

Table 1. Validity and Reability Test Results

Variable	Statement Items	r_{count}	r_{table}	Cronbach Alfa
Education and training (DIKLAT) (X1)	1	0.764	0,30	0,958
	2	0.901	0,30	
	3	0.766	0,30	
	4	0.740	0,30	
	5	0.897	0,30	
	6	0.871	0,30	
	7	0.740	0,30	
	8	0.725	0,30	
	9	0.899	0,30	
	10	0.871	0,30	
Discipline (X2)	1	0.777	0,30	0,959
	2	0.898	0,30	
	3	0.779	0,30	
	4	0.748	0,30	
	5	0.900	0,30	
	6	0.874	0,30	
	7	0.748	0,30	
	8	0.733	0,30	
	9	0.900	0,30	
	10	0.874	0,30	
Performance (Y1)	1	0.739	0,30	0,956
	2	0.705	0,30	
	3	0.904	0,30	
	4	0.875	0,30	
	5	0.777	0,30	
	6	0.771	0,30	
	7	0.768	0,30	
	8	0.904	0,30	
	9	0.897	0,30	
	10	0.875	0,30	
Career development (Y)	1	0.776	0,30	

2	0.890	0,30	0,962
3	0.779	0,30	
4	0.745	0,30	
5	0.901	0,30	
6	0.864	0,30	
7	0.748	0,30	
8	0.733	0,30	
9	0.901	0,30	
10	0.873	0,30	

a. Source: SPSS Data Processing, (2023).

Based on table 1 above, each question of each variable shows the value of $r_{count} > r_{table} = 0.30$. According to Sugiyono (2016) If $> = 0.30$; then the statement is valid. So that the results of the validity test of all questions from each variable are valid r_{count}, r_{table}

Furthermore, for the reability test of each variable between the variables Education and training (X1), Discipline (X2), Performance (Y1) Career development (Y2) it was found that the *Cronbach Alpha value* was obtained ≥ 0.60 . Thus, the results of the reability test of the entire variable are reliable.

Test Direct Influence

Table 2. Coefficients.

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.190	.930		.205	.838
TRAINING	.501	.076	.495	6.620	.000
DISCIPLINE	.489	.075	.489	6.542	.000

Dependent Variable: Career development

Based on Table 4.7 the path 1 regression model is as follows:

$$Y = 0.495 X1 + 0.489 X2 + 0.053 e1$$

Based on the regression equation, it shows that the variables of Education and training and discipline have a positive regression coefficient direction or are directly proportional to career development, this shows that the variables Education and training and discipline will have a positive influence on career development.

Hypothesis Test 1

From the calculation results, the calculated t value for the Education and Training variable was 6,620 and using the *significance* level (signification level) of 5% obtained t table of 1.658. Where t table is obtained from $dk = n-k (115-4) = 1.658$ (Siregar, 2012) which means that the calculated t value is greater than t table which is $6,620 > 1.658$. While the sig value in the table is 0.000 because the sig is smaller or less than 0.05, which shows that education and training has a positive and significant influence on career development. Thus, it can be concluded that the hypothesis that states Education and training has a positive and significant influence on career development is accepted.

Based on the results of statistical tests for the variables Education and Training it was concluded that Education and training partially has a positive and significant influence on career development. This shows that if education and training is getting better, it will increase career development. The results also showed respondents' responses about Education and Training to career development which showed a high / good average respondent response although there were still those who showed doubtful and disapproving responses to career development that are currently felt by educationand training (DIKLAT). Based on the results of interviews and observations with several ASNs who were met, it was said that education and training in Bantaeng Regency was less effective so that it had a focus on career development.

Education and Training is an effort to reduce or eliminate the gap between the abilities of employees and those desired by the organization. This effort is carried out through increasing the work ability of the organization by increasing knowledge and skills and changing attitudes [19].

According to Sudarmanto in the research of Natalia et al., (2017), in a broad sense the development of human resources (education and training) is substantially understood as the process of increasing the potential or ability, competence, and career of the employee/ employee concerned. The development dimension, in addition to the increase in potential ratios (thinking, logic, IQ, competence), also includes an increase in ethics and morality or spiritual quotient (SQ). The dimension of competence has elements: knowledge, skills, self-concept, drives, traits, and motives. This competence is one of the components that form professionals, namely the ability to do work with predetermined quality standards [20].

Johnson et al (2020) defines education and training as two terminologies that are almost the same both in meaning and in practice. But in scope, characteristics and objectives of its implementation can be distinguished. Furthermore, according to Mlambo et al (2021) job training is the process of teaching new or existing employees the basic skills they need to carry out their jobs. Meanwhile, according to the opinion, training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills in limited purposes.

The results of this study are supported by the opinion expressed by Quinlan & Renninger (2022) that the career development of an employee in occupying a position is strongly influenced by certain factors. Factors that determine an employee's career include the attitude of superiors and colleagues, work experience, education and training, work performance or performance, and other factors. These results are also supported by the research of Karnama (2016) with the research title Analysis of the Influence of Education and Training on Career Development at the Police Staff and Leadership School in Lembang Bandung.

Karnama (2016) suggests that career planning, training and career development programs can improve employees' skills, knowledge and experience of their work. Employees who have competence in their work will get the opportunity to follow the stages of the career path and will achieve a good career path. Career planning is where the process of determining career goals and paths to achieve these goals helps to realize the same job opportunities regardless of differences.

Mlambo et al (2021) defines career development as the process of improving individual work ability achieved in order to achieve the desired career. Han et al (2022) defines career development as a condition that indicates an increase in a person's status in an organization in a career path that has been established in the organization concerned. Based on the previous description, it can be concluded that career development is the responsibility of an organization that prepares employees with certain qualifications and experience, so that when needed the organization already has employees with certain qualifications.

Fahmi & Ali (2022) say that career development is the process of identifying the career potential of employees, and materials and applying appropriate ways to develop that potential. Gore et al (2022) said career development is individual actions carried out by a person to carry out a career plan.

Hypothesis Test 2

From the calculation results, the calculated t value for the discipline variable was 6,542 and using the *significance level* (signification level) of 5% obtained t table of 1.658. Where t table is obtained from $dk = n-k (115-4) = 1.658$ (Siregar, 2012) which means that the calculated t value is greater than the table t which is $6,542 > 1.658$ While the sig value in the table is 0.000 because the sig is smaller or less than 0.05 which indicates that discipline has a positive and significant influence on career development. Thus it can be concluded that the hypothesis that states discipline has a positive and significant influence on career development is accepted.

Based on the results of statistical tests for disciplinary variables, it is concluded that discipline partially has a positive and significant influence on career development , it shows that if the discipline is better, it will increase career development. The results also showed respondents' responses about discipline to career development which showed a high/good average respondent response although there were still those who showed doubtful and disapproving responses to career development that are currently felt to be disciplined. Based on the results of interviews and observations with several ASNs who were met, they said that discipline in Bantaeng Regency is still low so that it has a focus on career development.

Employee discipline is an attitude of respect, respect, compliance, and obedience to applicable regulations, both written and unwritten and able to carry them out and do not shy away from accepting sanctions [1]. Employee discipline can be interpreted as a form of attitude, mentality, knowledge and behavior of employees to voluntarily try to be cooperative with other employees, comply with applicable work provisions and standards, and try to improve their performance [25]. It can be concluded that employee discipline is an attitude or behavior that shows the loyalty and obedience of a person or group of people to the rules that have been set by the agency or organization both written and unwritten so that it is expected that the work done is effective and efficient.

The results of this study are also in line with the opinion expressed by Destrison in Healy et al (2022) that work discipline can be seen from something that has great benefits for the interests of employee careers. For organizations, the existence of work discipline will ensure the maintenance of discipline and smooth implementation of duties, so that optimal results are obtained in the form of a good assessment from a superior for employees. And that's one way to advance your career.

These results are also supported by the research of Niati et al (2021) with the research title The Effect of Work Discipline on Employee Career Development at the Office of the Community Empowerment Agency and Village Government (Bpmpd) of Pelalawan Regency, Riau Province.

Bagdadli & Gianecchini (2019) suggests that career planning, training and career development programs can improve employees' skills, knowledge and experience of their work. Employees who have competence in their work will get the opportunity to follow the stages of the career path and will achieve a good career path. Career planning is where the process of determining career goals and paths to achieve these goals helps to realize the same job opportunities regardless of differences.

Fahmi & Ali (2022) defines career development as the process of improving individual work ability achieved in order to achieve the desired career. Martoyo (2007:74) defines career development as a condition that indicates an increase in a person's status in an organization in a career path that has been established in the organization concerned. Based on the previous description, it can be concluded that career development is the responsibility of an organization that prepares employees with certain qualifications and experience, so that when needed the organization already has employees with certain qualifications.

Jackson & Tomlinson (2020) say that career development is the process of identifying the career potential of employees, and materials and applying appropriate ways to develop that potential. Iis et al (2022) said career development is individual actions carried out by a person to carry out a career plan.

Moderation Variable Due Diligence

Before proceeding to the moderation test stage, what is first done is to carry out the feasibility of moderation variables by including moderation variables for regression analysis together with free variables. When a moderation variable shows a significant value against a bound variable then the variable is declared viable as a moderation variable. The results of the feasibility test of performance variables as moderation variables can be seen in the following table:

Table 3. Coefficients

	Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.127	.316		-.403	.688
	TRAINING	.075	.030	.074	2.477	.015
	DISCIPLINE	.061	.030	.061	2.061	.042
	PERFORMANCE	.867	.032	.866	27.010	.000

Dependent Variable: Career Development

The Effect of Performance on Career Development

From the calculation results, the calculated t value for the performance variable was 27,010 and using the *significance* level (signification level) of 5% obtained t table of 1.658. Where t table is obtained from $dk = n - k$ ($115 - 4$) = 1.658 (Siregar, 2012) which means that the calculated t value is greater than the table t which is $27,010 > 1,658$. While the sig value in the table is 0.000 because the sig is smaller or less than 0.05, which shows that performance has a positive and significant influence on career development. Thus it can be concluded that it is worthy of being used as a moderation variable.

Test the Moderation Effect

Table 4. Total Effect

	Direct Influence	Indirect Influence	T Count	Sig
Training => Career Development	0.501		6.620	0.000
Discipline => Career Development	0.489		6.542	0.000
Training => Performance => Career Development		0.439	6.405	0.000
Discipline=> Performance => Career Development		0.428	6.339	0.000

^b Source: SPSS and Sobel Test (2021)

Hypothesis Test 3

The indirect influence of Education and training on career development through performance is $0.495 \times 0.867 = 0.439$ or by 43.9 percent with a sig of 0.000 which is smaller than 0.05 and it can be interpreted that Education and training indirectly have a significant positive effect on career development if moderated by performance So the hypothesis is accepted.

Based on the results of statistical tests for the variables Education and Training it is concluded that Education and training has a positive and significant influence on career development through performance. This shows that if education and training is getting better, it will increase career development through performance. The results of the study also showed respondents' responses about Education and training to career development through performance which showed a high / good average respondent response although there were still those who showed doubtful and disapproving responses to career development through the performance currently felt by Education and Training (DIKLAT). Based on the results of interviews and observations with several ASNs who were met, it was said that education and training in Bantaeng Regency was less effective so that it had a focus on performance and career development.

The results of this study are supported by the opinion expressed by Niati et al (2021) that the career development of an employee in occupying a position is strongly influenced by certain factors. Factors that determine the career of an employee include the attitude of superiors and colleagues, work experience, education and training, work performance or performance, and other factors.

Hypothesis Test 4

The indirect influence of discipline on career development through performance is $0.489 \times 0.867 = 0.428$ or 42.8 percent with a sig of 0.000 which is smaller than 0.05 and it can be interpreted that discipline indirectly has a significant positive effect on career development if moderated by performance so that the hypothesis is accepted.

Based on the results of statistical tests for disciplinary variables it is concluded that discipline has a positive and significant influence on career development through performance. This shows that if the better discipline, it will increase career development through performance. The results also showed respondents' responses about discipline to career development through performance which showed a high/good average respondent response although there were still those who showed doubtful and disapproving responses to career development through the performance currently felt by the discipline. Based on the results of interviews and observations with several ASNs who were met, they said that discipline in Bantaeng Regency is still low so that it has a focus on performance and career development.

The results of this study are supported by the opinion expressed by Leibnitz et al., (2022) mentioning that good discipline fosters awareness and a sense of responsibility to the tasks assigned to him. Regulations are very necessary to provide guidance and counseling for employees in

creating good discipline in the company. This encourages morale and employee performance. And according to martoyo in RLeibnitz et al., (2022) that Development usually deals with the improvement of intellectual or emotional abilities necessary to carry out a better job. Career development affects employee performance, where career development is a formal approach step taken by the organization to ensure that employees with appropriate and experienced qualifications are available when needed These results are also supported by the research of Elsafty & Oraby (2022) with the research title The Effect of Work Discipline and Career Development on Employee Performance at the Faculty of Economics and Business Unsrat in Manado. And strengthened by the research of Diamantidis & Chatzoglou (2019)with the research title The Effect of Work Discipline on Employee Career Development at the Office of the Community Empowerment Agency and Village Government (Bpmpd) of Pelalawan Regency, Riau Province

4. Conclusion

Education and training that has been carried out and worked well by state civil officials within the scope of 11 Village Offices in Bissappu District, Bantaeng Regency has shown a significant impact on career development with consideration of the optimal performance that has been implemented.

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