

The Effect Of Employee Loyalty And Work Creativity On Work Performance Of Employee Through Career Development PT. Astra International, Tbk Isuzu Malang

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Abstract : Human Resources (HR) are an important element in the survival of a company from time to time. One indicator of a good company is the high work performance of its employees. Work performance as the best work results can be achieved by employees with full dedication to the company. High work performance can be achieved through high employee loyalty and work creativity that can be applied through career development. Many studies have been conducted examining the relationship between career development and job performance. However, some things have not shown success and there are research gaps. The research results have a big influence on employee performance appraisal. PT. Astra International, Tbk Isuzu Malang tries to measure employee performance from employee loyalty and work creativity through career development as an intervention. This decision making is based on existing theory. Even the role of career development which is expected to be able to make the work performance of employees of PT. Astra International, Tbk Isuzu Malang will be better than other branches that have achieved their goals.

Keywords: Loyalty, Work Creativity, Career Development, Work Performance

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I. Introduction

PT. Astra International, Tbk Isuzu Malang, is a company in the automotive sector which is located at Sunandar Priyo Sudarmo street Number 40, Belimbing District, Malang City and is an agent holding the Isuzu brand and manufacturers of vehicles, components, accessories and spare parts for the Isuzu brand in Malang city. The existing phenomenon is PT. Astra International, Tbk Isuzu Malang to achieve organizational goals certainly requires quality human resources. The quality of human resources can be seen from the work performance of its employees. Employees regard their superiors as co-workers, not as enemies or people who like to give orders, and employees will not hesitate to tell honestly if their superiors make mistakes, and employees have a high attitude of loyalty that helps the continuity company to grow, which means this will make employees always ready and able to work harder, and they will suggest positive things in order to improve the work environment to be better. Employees are required to contribute new ideas or ideas in order to provide enlightenment and fresh thoughts for the organization, so this is also a step to avoid boredom and stress from piling up work because they can explore every potential possessed by each employee, and therefore think to seek new ideas is quite important because the creative attitude of an employee wants to move forward with something new that is related to the formation of mindsets, for example in expressing ideas and taking risks. Career development programs have been implemented by it.

PT. Astra International, Tbk Isuzu Malang starts from planning to implementing career development towards its goals, namely the company assists employees in planning careers, one of which is by creating an atmosphere and welfare relationship between employees in order to generate employees with high loyalty to the company, helping employees to realize their potential abilities which in the career development of an employee can help make people aware of the ability to occupy a certain position in the company in accordance with the potential and expertise possessed by each employee and strengthen the relationship between employees and the company with career development. It can also create relationships and strengthen relationships between employees and the company .

II. Literature Review

According to Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2015), employee loyalty can be defined as the tendency of employees to maintain long-term working relationships with organizations, which is reflected in commitment, identification, and pride in the organizations where they work. Employee loyalty

dimensions are important aspects that affect employee loyalty to the company where they work. This dimension includes various things, such as job satisfaction, organizational commitment, trust in management, and intention to stay in the company. Employee loyalty indicators according to Al-Zubi (2018) are variables or factors that can be used to measure how much employees maintain their membership and loyalty to the organization where they work. Employee loyalty indicators can cover several aspects such as job satisfaction, organizational commitment, employee engagement, and employee retention.

According to Amabile and Pratt (2016), work creativity can be defined as the ability to generate new and useful ideas or solutions in a work context, arising from original and flexible thinking. According to Tierney and Farmer (2019), work creativity is the ability to generate new and different ideas in a work context, as well as the ability to implement these ideas effectively in solving problems or creating value for the organization. Indicators of work creativity can be explained as a measure to assess how creative a person is at work. This indicator can be used to evaluate the level of creativity in a team or organization, as well as help find ways to increase creativity in a work environment.

According to Robbins and Judge (2017), work performance is the level of effectiveness and efficiency of employees in carrying out their duties and responsibilities. Work performance indicators are measures or metrics used to evaluate the extent to which employees achieve the goals and results expected by the company in their work. Work performance indicators may vary depending on the type of work and the company concerned, but in general, work performance indicators cover various things such as productivity, quality of work, attendance, discipline, initiative, and target achievement.

According to Hall and Mirvis (2017), career development is a process that includes efforts made by individuals to improve their abilities and work skills, as well as efforts made by organizations to help individuals develop their careers inside or outside the organization. Career development indicators are measures or metrics used to evaluate the extent to which companies provide opportunities and support for employees in developing their careers. This indicator covers various things such as participation in training, work experience, involvement in career planning, and so on

III. Conceptual Model

Based on the theoretical review and previous research, it is explained that performance or job performance is defined as a person's success in carrying out work, or successful role achievement that a person obtains from his actions. The conceptual framework in this study aims to analyze which variables are positioned as exogenous variables of employee loyalty (X1) and work creativity (X2). Career development intervening variables (Z) and endogenous work performance variables (Y). So that the proportions are based on theoretical and empirical studies that explain how many hypotheses and how the relationship between variables. The research conceptual framework is shown as follows in figure 1:

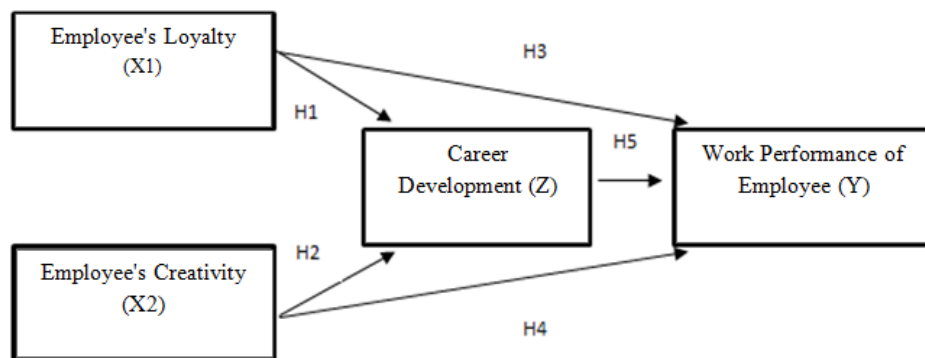


Figure 1. Conceptual Framework

HYPOTHESIS

The Effect of Employee Loyalty on Career Development

This research was conducted with the aim of examining the effect of career development on employee job satisfaction, as well as the moderating effect of employee loyalty and employee involvement on the relationship between career development and job satisfaction. This research was conducted using a survey method of 218 employees in the banking sector in Pakistan. Research shows that career development has a positive and significant impact on employee job satisfaction. In addition, this study also shows that employee loyalty moderates the relationship between career development and job satisfaction, which means that the relationship between career development and job satisfaction is stronger for employees who have high levels of loyalty.

H1: Employee loyalty has a significant effect on career development

The Effect of Employee Creativity on Career Development

The study that is conducted by Wijayanti, Dewi, & Subekti (2020) in Indonesia. This study aims to analyze the effect of work creativity on the career development of employees in manufacturing companies. The results of the study show that there is a strong positive relationship between work creativity and career development. This can be explained that employees who have a high level of creativity tend to be more active in seeking opportunities for their career development. Work creativity can help employees to create new ideas and innovative solutions that can improve their performance and support career development.

H2: Employee creativity has a significant effect on career development

The Effect of Career Development on Work Performance

Judiati, R., & Ferdiana, R. (2019). The effect of career development and work motivation on employee performance with organizational culture as a moderator variable. *Journal of Talent Development and Excellence*, 11(2), 294-303. This research was conducted at retail companies in Indonesia and found that career development has a positive and significant effect on employee performance. In addition, work motivation also has a positive and significant effect on work performance, and organizational culture moderates the relationship between career development and job performance.

H3: Career Development has a significant effect on Job Performance

The Effect of Employee Loyalty on Work Performance

"The Impact of Employee Loyalty on Organizational Performance: An Empirical Study on the Banking Sector of Pakistan" by Shahzad, Luqman, and Chaudhry (2019). This study found that there is a significant relationship between employee loyalty and job performance in Pakistan's banking sector. Researchers identified that employee loyalty can influence factors such as individual performance, job attendance, and job engagement which all have a positive impact on overall organizational performance.

H4: employee loyalty has a significant effect on work performance

The Effect of Work Creativity on Work Performance

The impact of employee creativity on organizational performance: The moderating role of transformational leadership" by Javed, Khan, & Khan (2019). This study found that work creativity has a strong positive relationship with job performance. In addition, this study also showed that transformational leadership can moderate the relationship between work creativity and job performance.

H5: work creativity has a significant effect on work performance

The Effect of Employee Loyalty Affects Work Performance through Career Development

The Impact of Career Development on Employee Loyalty and Performance" by Muna Almutairi and Amani Alghamdi (2017): This research shown that there is a positive relationship between career development and employee loyalty, which in turn has a positive impact on work performance.

H6: Employee loyalty has a significant effect on work performance through Career Development

The Effect of Work Creativity Affects Work Performance through Career Development

The Role of Career Development in Fostering Innovative Work Behavior among Nigerian Academics" by Oluwaseun Michael Olowodunoye and Abiodun Oluwakemi Adeoye (2019): This research shown that career development has a positive relationship with work creativity and employee performance, and that work creativity mediates the relationship between career development and innovative work behavior.

H7: Work creativity has a significant effect on work performance through Career Development

IV. Conclusion

The changes of specific developments from time to time do not rule out threats or opportunities. One of the changes that occurred in the globalization era is the development of improving the quality of human resources. Advances in the quality of human resources have the impact of such a big change. The development of the quality of human resources also influences the company's work patterns, this shows that the quality of human resources has become a necessity to show the company's work. Required strategic planning and utilization of complex human resources within the company as a solution to face uncertain changes.

In the develop business competition, PT. Astra International, Tbk Isuzu Malang requires excellent human resources in the field of work, especially in the work performance of its employees. With the fierce competition, human resources are the main subject in overcoming threats and opportunities. For this reason, it is necessary to conduct further research to determine the effect of employee loyalty and work creativity on work performance through career development as an intervening variable at PT. Astra International, Tbk Isuzu Malang.

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