

## The Influence of Career Development on Job Satisfaction in Improving Performance

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**Abstract.** *This study aims to analyze the influence of career development on job satisfaction and its implications in improving the performance of Cirebon Police personnel, by considering the moderating role of the quality of the work environment. In the context of a military-based police organization, the challenge of improving performance is greatly influenced by internal and external factors, including motivation, talent management, and career development. This study uses a quantitative approach with data collection techniques through questionnaires to all Cirebon Police personnel totaling 201 respondents, with a census sampling technique. The variables studied include career development, job satisfaction, and personnel performance as the main variables, and the quality of the work environment as a moderating variable. Data analysis was carried out using the Partial Least Square Structural Equation Modeling (PLS-SEM) method to test the relationship between variables. The results of the study indicate that career development has a positive and significant effect on job satisfaction and personnel performance. Job satisfaction also has a positive effect on improving performance. In addition, the quality of the work environment has been shown to strengthen the relationship between career development and personnel performance. The implications of the results of this study indicate that organizations, especially police institutions, need to be more serious in designing structured and sustainable career development paths. In addition, it is important to create a conducive work environment both physically and psychosocially to increase personnel motivation and productivity. It is hoped that this study can be a reference for policy makers in the public sector, especially in designing effective human resource development strategies to create performance-based organizational excellence. This study also contributes to strengthening the theory of the relationship between career development, job satisfaction, and performance, and highlights the importance of the role of the work environment as a determining factor in the success of human resource development programs.*

**Keywords:** Career Development; Job Satisfaction; Personnel Performance; PLS-SEM; Work Environment..

## 1. Introduction

The importance of human resource management in an organization cannot be underestimated. Human resources are the main pillar that supports the success of an institution. Success in managing employees not only impacts the performance and profitability of the organization, but also its survival.(Hongal & Kinange, 2020). Leaders must understand that to improve performance and productivity, employees need to be actively involved. They are not only the main determinants in implementing change, but also have a significant role in planning the change. In the current era of globalization, the public service sector faces extraordinary challenges. So that organizations must maximize employee performance. Therefore, human resource management is the main focus in organizational development strategies. The need for qualified and competent employees is very important for institutions to compete effectively. In this case, human resource issues are a very serious concern in order to ensure the continuity and quality of optimal service. Human Resources (HR) are strategic assets that play a key role in supporting the success of an organization. In an era of increasingly tight global competition, Personnel Performance is one of the determining factors of organizational competitiveness. Therefore, improving Personnel Performance is a top priority that must be considered by organizational management.

Job Satisfaction is a strategic process that involves the identification, development, management and retention of talented individuals within an organization to ensure the sustainability and success of the organization.(Rinadra et al., 2023). This process includes a series of activities, such as succession planning, training, skills development, and providing a clear career path for employees who are considered to have high potential.(Kwon & Jang, 2022). The importance of Job Satisfaction to Personnel Performance lies in its ability to ensure that the organization has the right individuals in the right positions, thereby increasing productivity, efficiency, and innovation.(Himma Ulya, 2022). Apart from that, effective Job Satisfaction can increase motivation(Rastgoo, 2016), job satisfaction(Redondo et al., 2021a), and employee loyalty(Krishnan & Scullion, 2017; Redondo et al., 2021b)which ultimately has a positive impact on achieving organizational goals. In an era of increasingly tight global competition, Job Satisfaction is one of the main keys to creating sustainable competitive advantage.(Gallardo-Gallardo et al., 2020).

Career development is an important strategy that demands personal efforts from HR to plan and implement steps to achieve their career goals.(Estikomah & Alimatus Sahrah, 2019). This process can involve support from the personnel unit, but can also depend on individual initiative. To ensure optimal performance, organizations need to be committed to meeting their career needs. One key factor in this is career development.(Polii et al., 2023). By providing encouragement and rewards such as career development opportunities and other incentives, institutions can increase individual motivation to achieve their goals.(Prakosa, 2023). If an organization fails in its human resource management, this can have an impact on the achievement of the organization's mission, including its performance and profitability,

and prevent employees from developing and improving their skills and competencies. Providing motivation and career development opportunities will improve employee performance.(Niati et al., 2021).

Work environment quality refers to the conditions and characteristics of the environment in which employees perform their tasks that affect their comfort, productivity, and well-being.(Hendy Tannady et al., 2019). A quality work environment includes physical aspects, such as lighting, temperature, cleanliness, layout, and ergonomic facilities that support work activities.(Mutahir et al., 2023). In addition, non-physical aspects such as interpersonal relationships, organizational culture, leadership, and managerial support are also important parts that can create a harmonious and productive work atmosphere.(Riyadi & Onsardi, 2023). Psychosocial factors, such as stress levels, sense of security, and work-life balance, also play a significant role in creating a healthy work environment.(Mulyadi et al., 2023). A good working environment not only increases employee motivation and satisfaction, but also encourages productivity and reduces stress and turnover; and conversely, a non-conducive working environment can hinder performance and create conflict in the workplace. (Kaydan Tajeddini et al., 2020).

## **2. Research Methods**

Population, according to Sugiyono (2017), Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics. determined by researchers to be studied and then conclusions drawn. The population in this study was Cirebon Police Personnel totaling 201 police personnel.

## **3. Results and Discussion**

### **3.1. Personnel Performance**

Performance according to Rivai, (2018) is a work result achieved by a person in carrying out the tasks given to him based on skills, experience, sincerity and time. Personnel Performance is the work result in terms of quality and quantity achieved by a Personnel in carrying out his duties with the responsibilities he is given.(Mangkat et al., 2019).

Performance refers to a person's ability to carry out tasks and behaviors as expected of them.(Sopiah et al., 2020a). According to(Uddin et al., 2019) Performance is the result of the work and behavior of a person or group over a certain period of time, usually one year. Opinion(Mangkunegara, 2015) states that performance is an achievement in terms of quality and quantity produced by an employee in carrying out his responsibilities.

In general, the factors that influence performance, according to (Hasibuan & Bahri, 2018) divided into internal and external factors. Internal factors come from individual

employees, such as intellectual ability, discipline, experience, job satisfaction, educational background, and motivation. While external factors are work environment support, such as leadership style, career development opportunities, work environment, training, compensation, and management systems in the company.

Definitions of police personnel performance can vary depending on the context and perspective used.(Rezki et al., 2022). In general, the performance of police personnel refers to their ability and effectiveness in carrying out tasks related to law enforcement, maintaining order, crime prevention, and community service.(Hidayat & Agustina, 2020). Police personnel performance is often measured by a variety of metrics, including arrests of criminals, resolution of cases, response to emergency calls, compliance with procedures and protocols, and positive interactions with the community.(Arif, 2021).

The definition of police personnel performance can also include aspects such as integrity, professionalism, teamwork, and the application of fair and just legal principles.(Rahmawati et al., 2022). To measure performance,(Sedarmayanti, 2017)suggests several indicators that include criteria such as quality, quantity, timeliness, cost-effectiveness, level of supervision required, and interpersonal relationships.

It can be concluded that, Police Personnel Performance refers to their ability and effectiveness in carrying out tasks related to law enforcement, maintaining order, crime prevention, and community service. While the indicators used are to suggest several indicators that include criteria such as quality, quantity, timeliness, cost effectiveness (Sedarmayanti, 2017).

**Table 3.1 Respondents' Responses to Personnel Performance**

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Quality	22	16	50	56	57	3,547	Currently
Kp 2	Quantity	20	19	47	59	56	3,557	Currently
Kp 3	Punctuality	18	16	69	47	51	3.483	Currently
Kp 4	Level of supervision required	14	19	58	59	51	3,567	Currently
Kp 5	Interpersonal relationships	18	17	68	55	43	3.438	Currently
Average							3,518	Currently

Source: Processed primary data, 2025

Based on Table 3.1, survey data on Cirebon Police personnel regarding performance variables, overall respondents' responses indicate that personnel performance is in the Moderate category with an average value (mean) of 3,518. This reflects that although the performance of the personnel has reached a fairly adequate level, there is still room for more optimal improvement so that work results can be maximized and have a significant impact on achieving organizational goals.

If reviewed in more detail from each indicator, the Level of supervision required indicator obtained the highest mean value of 3,567, which indicates that personnel are able to work independently with less intensive supervision. This could be a reflection that most members have good discipline and responsibility in completing their tasks. Followed by the Quantity (3,557) and Quality (3,547) indicators of work results, which are also in the Moderate category, reflecting that the work output of the personnel has met the targets and standards set although not yet at an optimal level.

Meanwhile, the indicator of Punctuality in completing tasks got a mean value of 3,483, and Interpersonal relationships got the lowest mean value of 3,438. This value shows that improvements are still needed in terms of time management and fostering interpersonal relationships between personnel so that collaboration within the team is more effective. Strong working relationships are essential in supporting team synergy and creating a harmonious work environment.

Thus, although the personnel performance is generally in the Moderate category, improvements in the aspects of punctuality and interpersonal relationships will be key in driving performance to a higher level. This can be achieved through time management training, strengthening teamwork, and soft skills development programs to strengthen communication and cooperation between individuals in the Polres Cirebon work environment.

### 3.2. Career Development

Career development is an employee's action to achieve his/her career plan, which is sponsored by the human resources department, manager or other party.(Al Rinadra et al., 2023). The purpose of career development is to match employee needs and goals with career opportunities available in the organization now and in the future.

According to(Fahmi & Ali, 2022)The purpose of career development is that the organization needs to maintain the original position for a certain period of time by providing appropriate rewards. Career development is a series of steps and positions that a person goes through during his/her work period, through education and training in the company environment.(Handoko & Handoko, 2018). The main objective of career development as part of human resource management is to increase the effectiveness of employees in carrying out

their duties so that they can make the best contribution in achieving the company's goals.(Fouad et al., 2023).

Career development is an important step because hard work in improving careers can help employees achieve positions that match their competencies and qualifications. An employee's career journey begins from the beginning of work until the end of their term of office, with the hope of improving their performance in the company. Employee development also includes efforts to promote to higher positions.(Akhmal et al., 2019).

According to Al Rinadra et al (2023) Employee development is the process of refreshing, developing, and enhancing employee abilities, skills, talents, interests, and behaviors. Yulizar et al (2020) explains that career development tools include skills, education, experience, and behavioral modification and improvement techniques, which provide added value so that someone can work better. While Prakosa (2023) explains that development is a process in which employees gain skills and experience to succeed in their current and future jobs. Meanwhile, The Last Supper (2018) states that career development is an individual's effort to improve themselves in order to achieve success in their career.

According to (Siagian, 1997) There are seven factors that influence a person's career development, including satisfactory work performance, recognition from others, loyalty to the organization, support from superiors and sponsors, support from coworkers, opportunities to grow, and the decision to quit at one's own request and will. Siagian (2014) also mentions several indicators that need to be considered in career development, such as fair treatment in a career, attention from direct superiors, information about promotion opportunities, interest in being promoted, and level of satisfaction.

Career development is a condition in which a person experiences an increase in status in an organization through a career path that has been determined by the organization which involves a combination of training needs for the future and human resource planning.(Shaito, 2019). From the employee's perspective, career development provides an overview of possible future career paths within the organization, as well as demonstrating the organization's long-term commitment to its employees.(Gupta, 2019).

Police career development is a process designed to help police personnel plan, develop and advance their careers within the police force. It encompasses a range of activities and programs aimed at enhancing the skills, knowledge and competencies of police personnel to enable them to take on greater roles and responsibilities in law enforcement and community service.(Setiadi et al., 2016). In addition, police career development also includes identifying clear career paths, training and coaching, performance appraisals, promotions, and recognition of the achievements and contributions of police personnel in carrying out their duties.(Yulizar et al., 2020). This aims to improve the professionalism, performance, and job satisfaction of police personnel, as well as provide better services to the public.



So it is concluded that Career development is a continuous process that aims to improve individual competence, opportunities, and potential in achieving professional and organizational goals. In general, a person's career journey can be grouped into four stages: exploration, consolidation, maintenance, and possible decline. (Shaito, 2019).

**Table 3.1 Respondents' Responses to Career Development**

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
1 p.m.	Exploration	20	14	63	56	48	3,488	Currently
pk 2	Consolidation	20	12	65	55	49	3,502	Currently
pk 3	Maintenance	18	16	66	43	58	3,532	Currently
4 pk	Possible setback	19	19	57	45	61	3,547	Currently
Average							3,517	Currently

Source: Processed primary data, 2025

Based on Table 3.2 data obtained from the survey results of Cirebon Police personnel, respondents' responses to the Career Development variable are generally in the Moderate category, with an average value (mean) of 3,517. This indicates that personnel feel that the career development aspect has been implemented quite well, although there is still room for further improvement and strengthening. This category reflects that initiatives in supporting personnel career advancement are visible, but have not yet reached an optimal level that truly encourages increased job satisfaction and overall performance.

When viewed in detail based on each indicator, the Maintenance indicator obtained the highest mean value of 3,532, followed by the Possibility of Decline with a mean of 3,547. This value shows that Polres Cirebon personnel are quite aware of the importance of maintaining and preserving performance and the risks that may occur if performance declines. This indicates that awareness of the importance of maintaining performance is one of the strengths in the career development system in this institution.

Meanwhile, the Exploration and Consolidation indicators each received a mean value of 3,488 and 3,502, which are also in the Medium category. This means that although personnel feel they are given the opportunity to understand their career paths and strengthen their positions and competencies, this has not been optimally implemented. Support for career path exploration and the process of consolidating positions in the organization needs to be improved, so that personnel feel more appreciated and motivated to continue to develop.

Overall, these results suggest that Polres Cirebon needs to put more emphasis on the aspect of personnel career exploration and strengthening by providing training programs, coaching, and clear and structured career paths. That way, career development can truly be the main driver in increasing job satisfaction and performance in a sustainable manner.

### **3.2.1. The Influence of Career Development on Personnel Performance**

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Career Development variable is proven to have a positive and significant influence on Personnel Performance at the Cirebon Police. The path coefficient value is 0.426, the T-statistic is 7.358 which is much larger than the T-table of 1.982, and the P-value is 0.000 which is far below the significance limit of 0.05, indicating that the relationship between Career Development and Personnel Performance is statistically significant.

These results indicate that Career Development has a significant impact on improving Personnel Performance. Career development includes various aspects, such as training, work experience, and increasing competence in dealing with police tasks. The higher the career development received by personnel, the greater their ability to face challenges in the field. This allows them to work more efficiently, make more appropriate decisions, and improve the quality of the implementation of tasks faced every day.

This study is in line with previous research by Raharjo & Santosa (2020), which also found that good career development contributes to improving the performance of police personnel. In the study, it was explained that adequate training and experience improve the ability of personnel to handle more complex tasks and lead to improved overall organizational performance. Therefore, police institutions should pay more attention to the career development aspect of personnel, by providing opportunities for appropriate training and challenges that can improve their abilities.

With continuous career development, police personnel at Polres Cirebon can face challenges and changes in their duties more prepared and effective. This development does not only focus on technical aspects, but also on improving soft skills that are very necessary in the world of policing, such as quick decision making, effective communication, and adaptation to changing situations. The results of this study emphasize the importance of investing in career



development as a strategic step to improve personnel performance, which will ultimately support improved public services and the effectiveness of law enforcement.

### 3.2.2. The Influence of Career Development on Job Satisfaction

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, it can be concluded that Career Development has a positive and significant influence on Job Satisfaction of Cirebon Police personnel. The Path Coefficient value for this relationship is 0.872, with a T-statistic of 49.115, which is much greater than the T-table value of 1.982, and a P-value of 0.000 which is smaller than 0.05. This shows that Career Development plays a very important role in increasing Job Satisfaction, which means that the better the career development given to personnel, the higher the level of job satisfaction they feel.

Career development referred to in this study includes training, opportunities to take part in education and experience relevant to their duties, and improving the skills needed to carry out police duties. A good development program provides personnel with the opportunity to develop in their profession, which in turn will increase their sense of job satisfaction. This job satisfaction is not only related to the material aspect, but also to recognition of achievements, opportunities for development, and support to overcome the challenges they face in carrying out their duties.

This result is in line with research conducted by Luthans (2011), which states that good career development can increase a person's level of job satisfaction. An effective career development program can provide a sense of achievement and empowerment, which will ultimately increase commitment and satisfaction with the job. In the context of the Cirebon Police, this result shows the importance for institutions to pay more attention to the aspect of career development as an effort to increase personnel job satisfaction, which in turn will contribute to better performance in carrying out police duties.

Therefore, it is important for Polres Cirebon to continue to provide opportunities for personnel to improve their careers through training, education, and providing opportunities to handle more challenging tasks. Thus, the institution will not only increase the job satisfaction of personnel, but also facilitate the creation of a more productive and harmonious work environment, which will ultimately strengthen their performance in carrying out law enforcement duties.

### 3.3. Job Satisfaction

Job Satisfaction is a series of processes designed by the company to recognize and advance the knowledge, abilities and skills of employees to become quality human resources. (Viany & Susilo, 2018). The Last Supper (2022) describes Job Satisfaction as a concept that involves planning, recruiting, developing, and retaining talent in an organization. Job Satisfaction is not

just a single process or implementation of a development program, but a series of interrelated processes.(Mathew, 2015).

Prakosa (2023)revealed that Job Satisfaction involves a series of initiatives in identifying existing talents. Another point of view, as expressed byThe Last Supper (2022)emphasizes that Job Satisfaction is a systematic activity that contributes to the development of talent potential. Job Satisfaction is expected to increase competitive advantage, organizational performance, and maximize productivity.(Rahmawati, 2019).

In the talent management process, analysis is carried out through three stages: Input, Process, and Output.(Kaliannan et al., 2023). In this study, researchers used Job Satisfaction measurements according to(Barkhuizen et al., 2014)which includes: 1) Talent recruitment, which involves activities in searching, attracting, assessing, and recruiting potential employees to fill current and future job, position, or role needs. 2) Talent development, which aims to strengthen the skills and contributions of talents to the success and growth of the company. 3) Talent retention, which is a company strategy to keep these talents in the company and maintain a high level of loyalty from talented employees to the company.

**Table 3.2** Respondents' Responses to Job Satisfaction

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kk 1	Supervision	16	20	60	53	52	3,522	Currently
Kk 2	Work environment	15	19	63	55	49	3,517	Currently
Kk 3	Promotion	18	20	49	57	57	3,572	Currently
Kk 4	Supportive coworkers	15	22	63	44	57	3,527	Currently
Kk 5	Mentally challenging work	21	17	51	52	60	3,562	Currently
Kk 6	Rewards in the form of wages/salary	15	26	52	56	52	3,517	Currently
Average							3,536	Currently

Source: Processed primary data, 2025

Based on Table 3.3 data obtained from the survey results of Cirebon Police personnel regarding job satisfaction, it is known that overall the respondents' responses are in the Moderate category, with an average mean value of 3,536. This indicates that the level of job satisfaction of the personnel is quite good, but there is still room for improvement in order to provide a more significant impact on performance.

If reviewed further based on each indicator, the highest value is shown in the Promotion indicator, which is 3,572, which indicates that personnel feel they have a fair opportunity to get a promotion. This is important because clear career development opportunities can increase work motivation. Furthermore, the Mentally Challenging Job indicator obtained a mean value of 3,562, indicating that personnel feel their work encourages self-development and intellectual challenges, aspects that also positively influence job satisfaction.

Other indicators such as Supportive co-workers (3,527), Supervisory or direction from superiors (3,522), Work environment (3,517), and Salary rewards (3,517) are also included in the moderate category. However, these values indicate that important elements of job satisfaction have been formed. Co-worker support, a conducive environment, and supervision from superiors are important foundations in creating a positive work atmosphere. However, the relatively lower value of the salary indicator can be a concern, considering that compensation is also a key factor in job satisfaction.

Overall, these results confirm that although the job satisfaction of Cirebon Police personnel is already at a moderate level, improvements are still needed, especially in the aspects of rewards and work environment. With improvements in these aspects, it is expected that job satisfaction can increase even higher, which in turn will contribute to improving overall personnel performance.

### **3.3.1. The Influence of Job Satisfaction on Personnel Performance**

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Job Satisfaction variable is proven to have a positive and significant influence on Personnel Performance at the Cirebon Police. The results obtained show an original sample value of 0.516, a T-statistic of 9.033 which far exceeds the T-table value of 1.982, and a P-value of 0.000 which is much smaller than the significance limit of 0.05. This shows that the relationship between Job Satisfaction and Personnel Performance is statistically significant.

Job satisfaction in this study refers to the feeling of satisfaction that personnel have with their work, both in terms of salary, working conditions, relationships with coworkers, and opportunities for development. High job satisfaction will encourage personnel to be more committed in carrying out their duties, so that they can improve their performance. When personnel feel satisfied with their work, they tend to be more motivated to give their best in carrying out police duties, both in serving the community and in law enforcement.

These results are in line with research conducted by Tamba & Dewi (2020), which shows that job satisfaction has a positive influence on employee performance in various agencies, including in the context of the police. High job satisfaction can increase the sense of responsibility and concern for tasks, thus having a direct impact on improving personnel performance. Thus, police institutions need to pay attention to factors that influence

personnel job satisfaction, such as improving the quality of the work environment, providing awards, and opportunities for career development that can increase personnel satisfaction with their work.

#### 4. Conclusion

Career development has been proven to have a positive and significant influence on the Performance of Cirebon Police Personnel. The better the Career Development provided, the greater the potential for personnel to improve their performance. Career development that includes training, experience, and opportunities to face new challenges contributes to improving the ability of personnel to complete police tasks more efficiently and effectively. Career development has also been proven to have a positive and significant influence on Personnel Job Satisfaction. Personnel who get the opportunity to develop their careers through varied training and experience tend to feel more satisfied with their jobs. This high job satisfaction in turn strengthens their commitment and motivation in carrying out their duties, which has a positive impact on overall performance. Job satisfaction has been proven to have a positive and significant influence on Personnel Performance. Personnel who are satisfied with their jobs tend to have higher motivation and are committed to giving their best in carrying out their duties. High job satisfaction will increase the responsibility and performance of personnel in carrying out police duties, which contributes to increasing the effectiveness and quality of public services.

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