

CAREER MANAGEMENT STRATEGY APPLICATION AND ITS IMPACT ON HR PERFORMANCE

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Abstract

This study aims to examine the influence of Career Management strategy implementation on improving human resource (HR) performance within the Indonesian manufacturing industry. Using a quantitative research approach, data were collected from 100 respondents representing various manufacturing companies. The findings reveal that although Career Management strategies play an important role in developing employee potential, their direct impact on HR performance is not statistically significant.

The study also found that organizational culture positively supports the implementation of Career Management strategies but does not significantly enhance overall HR performance. Furthermore, low work motivation among employees weakens the relationship between Career Management and performance improvement.

These results suggest that the effectiveness of Career Management strategies in the manufacturing sector depends on other supporting factors such as employee motivation, competency development, and organizational culture. Therefore, future research is recommended to identify additional variables that can strengthen HR performance and competitiveness in Indonesia's manufacturing industry.

Keywords: Career Management Strategy, Human Resource Performance

Introduction

As technological innovation accelerates and global competition intensifies, strategic Human Resource Management (HRM) that emphasizes career management initiatives has become increasingly vital for enhancing the performance and competitive advantage of manufacturing companies in Indonesia. The manufacturing sector remains a cornerstone of Indonesia's economy, contributing significantly to national GDP and employment (Martha Rangi Primanthi, 2023). According to Habibur Rohman (2023), improving technical efficiency in tandem with technological progress is essential to sustain long-term productivity and output growth. Similarly, Muhammad Yasin (2023) underscores the strategic importance of the manufacturing industry as a driving force for Indonesia's economic expansion. By investing in structured career management programs and addressing stressors such as role ambiguity and excessive workload, manufacturing firms can cultivate a skilled workforce, enhance productivity, and sustain competitiveness within an ever-changing market landscape.

Moreover, the manufacturing industry continues to serve as a vital engine of Indonesia's economic growth (Rahmat Nurcahyo, 2023). In an increasingly competitive global environment, organizations must prioritize the development and performance of their human resources. Research by Sunarti (2023) indicates that human resource competency has a significant impact on the performance of Small and Medium Enterprises (SMEs) in Indonesia, while financial factors also contribute meaningfully to

business success. Furthermore, Eduart Wolok (2023) identifies that job stress among manufacturing employees is influenced by factors such as role clarity, workload, role conflict, and career management, emphasizing the need for effective HR strategies to mitigate stress and improve organizational performance. Thus, investment in HR development and management is crucial for manufacturing companies in Indonesia to remain competitive and sustain economic growth in the global market.

Career management itself holds a pivotal role in boosting employee performance and strengthening corporate competitiveness. Empirical studies provide strong evidence of its impact: a study in Rwanda revealed that career management initiatives explained 42% of the variation in employee performance (N. Maurya, 2022). Likewise, Budi Rahayu (2022) found that career management directly enhances employee competencies, which subsequently improve performance. Supporting this, Novita Wahyu Setyawati (2022) demonstrated that career management—alongside motivation and promotion—significantly affects performance, confirming its importance in fostering organizational success and maintaining a sustainable competitive advantage.

To maximize these benefits, companies should implement personalized career development plans, mentoring systems, and continuous training programs designed to enhance both professional skills and job satisfaction. These initiatives enable organizations to build a competent, motivated workforce, thereby improving productivity and long-term competitiveness. Nonetheless, the implementation of career management strategies still faces several challenges that must be effectively identified and addressed to ensure sustainable human resource development and organizational resilience.

Career Management is important not only to increase employee competence and skills but also to increase motivation, job satisfaction and organizational commitment. Studies have consistently demonstrated the positive impact of Career Management on various aspects of employee performance and engagement. Research by Saputra and Suyono highlights that Career Management has a significant positive effect on organizational commitment (Darman Saputra, 2022), while Yusuf and Nuraeni emphasize its influence on job satisfaction and organizational commitment among faculty lecturers (Muhammad Yusuf, 2023). Furthermore, Dalimunthe et al. shows that Career Management positively influences work motivation, which in turn influences job performance (Nurlina Nurlina, 2023). In addition, Setiawan and Adji's research underlines the dominant influence of Career Management on employee performance, showing its important role in encouraging organizational success and employee welfare (Novita Wahyu Setyawati, 2022).

Greenhaus et al. (2010) highlight that Career Management encompasses a set of structured activities aimed at assisting individuals in planning and managing their professional paths effectively. In the manufacturing industry, implementing an appropriate Career Management strategy is crucial for retaining skilled employees, enhancing productivity, and improving overall work quality. Studies have underlined the importance of talent planning, employee development, and reward systems as factors that positively influence organizational performance (Anichebe Nnaemeka Augustine, 2022). Moreover, managerial competencies are viewed as essential for achieving sustainable business success, which requires aligning talent management practices with competencies specific to the industry (L. Nanhong, 2023).

Further research also underscores the significance of components such as fair compensation, continuous training, job satisfaction, and a supportive work environment

in improving the quality of work life and retaining competent employees in the highly competitive manufacturing sector (Molly Awino, 2020). Through effective Career Management practices, companies can empower their workforce, enhance operational effectiveness, and ultimately boost productivity (Sheeba Rupavathi D., 2020).

Empirical studies have demonstrated the positive relationship between Career Management strategy implementation and HR performance. For instance, Noe (2008) found that well-structured Career Management programs lead to higher job satisfaction, stronger organizational commitment, and better employee performance. Similarly, Ahmad and Schroeder (2003) discovered that manufacturing firms emphasizing employee training and development achieve superior product quality and operational efficiency. Nevertheless, research examining the application of Career Management strategies in Indonesia's manufacturing sector remains scarce.

To effectively implement Career Management strategies within Indonesia's manufacturing industry, organizations need to focus on factors that promote talent retention—such as competency enhancement, fair compensation and benefits, work-life balance, and meaningful job design for the millennial workforce (Niken Anggraini, 2020). Additionally, support from government policies, infrastructure advancement, access to funding and technology, as well as skill and capacity development programs for Small and Medium Industries (IKM) and Micro, Small, and Medium Enterprises (MSMEs) are vital (Muhammad Yasin, 2023). Examining determinants of outsourcing practices—such as business efficiency, HR development planning, wage structures, recruitment and training costs, skilled labor productivity, and regulatory frameworks—can further strengthen Career Management strategies within the Indonesian manufacturing context (Siti Aisyah Tri Rahayu, 2017). Addressing these aspects enables companies to design effective talent retention and career development programs, thereby fostering sustainable growth and contributing to Indonesia's economic progress and employment creation.

The effectiveness of a Career Management strategy depends on a combination of internal and external factors that shape how employees grow, perform, and remain engaged within an organization. One of the most critical components is training and development, which directly influences employee motivation, attitude, commitment, engagement, coordination, and retention—elements that collectively determine the success of strategy implementation (Chinongwa Edward, 2022). Equally important are individual attributes such as emotional intelligence, communication ability, self-evaluation, career value orientation, and the drive for achievement, all of which contribute to how effectively employees navigate and manage their careers (Elmira Sabirovna Pshembayeva, 2023).

The development of professional competencies, especially among young professionals, is another cornerstone of successful career management, particularly within the context of digital transformation and evolving business demands (Mariia Kuzmina, 2020). Furthermore, organizations must address the “five Ps” that often undermine career management—procrastination, poor communication, lack of partnership, limited internal mobility, and inconsistent implementation. Tackling these issues through early planning, transparent communication, employee involvement, and consistent policy application can prevent disengagement and high turnover rates, thereby ensuring sustainable career growth and organizational stability (Kevin Jacoyange, 2018).

Within the Indonesian manufacturing industry, Career Management strategies have demonstrated a strong impact on human resource performance. Empirical studies show that effective Career Management improves employee productivity, satisfaction, and overall performance outcomes (Usep Deden Suherman, 2023). When organizations invest in structured career programs—such as competency-based training, mentorship, and clear career pathways—employees tend to acquire new skills and enhance their capabilities, leading to improved work quality and operational excellence (Aspizain Caniago, 2022). Moreover, Career Management is closely tied to job satisfaction and employee engagement, both of which are crucial in fostering positive workplace experiences and boosting performance (Unggul Kustiawan, 2023).

Ultimately, evidence suggests that investing in Career Management initiatives contributes not only to higher levels of employee engagement and organizational commitment but also to the overall enhancement of HR performance within Indonesia's manufacturing sector. Such strategies enable companies to retain skilled workers, strengthen their competitive advantage, and support the broader goals of industrial growth and workforce sustainability (Arga Teriyan, 2020).

Literature Review

Career Management

Career Management is a continuous and dynamic process through which individuals plan, develop, and manage their learning, work, and personal lives to achieve evolving career goals. According to Greenhaus et al. (2010), Career Management comprises a set of structured activities that help individuals plan and manage their professional paths effectively. It involves enhancing one's skills, knowledge, interests, and values related to work, with the primary aim of improving career prospects and employability. This process may include activities such as formal education, on-the-job training, mentoring, and self-development initiatives.

Research across various disciplines reinforces the significance of Career Management. In vocational education, it plays a vital role in aligning student competencies with labor market demands (Bonnie Amelia Dean, 2022). Within organizational settings, it is crucial for fostering employee retention, engagement, and psychological well-being. Studies highlight the role of educators in guiding students toward career development (Abdul Kadir Ritonga, 2022), the importance of psychological assessments in identifying professional competencies (Gabriela Cabrera Lorenzo, 2021), and the positive correlation between Career Management, performance, and employee loyalty (Chintya Ones Charli, 2022). Overall, Career Management serves as a cornerstone for personal growth, professional success, and organizational effectiveness, ensuring individuals are equipped to adapt to changes in the modern work environment.

Career Management Strategy

Career Management strategies consist of organizational programs and initiatives aimed at developing employee competencies and ensuring alignment between individual and organizational goals. According to Armstrong (2006), effective strategies encompass activities such as training and development, succession planning, job rotation, mentoring, and career coaching. These initiatives are designed not only to enhance technical and leadership capabilities but also to foster employee satisfaction and commitment.

Empirical studies have demonstrated that Career Management strategies significantly influence job performance and satisfaction. Suparjo (2020) emphasized the positive impact of mentoring and coaching on employee performance, while I. M. Abd Rashid (2022) found that job rotation contributes to leadership development and operational effectiveness. Additionally, Anita Puji Lestari (2023) identified the importance of promotional practices, effective training, and supportive leadership in fostering career growth, and Luis Marnisah (2022) concluded that competency development, organizational culture, and Career Management collectively enhance performance. These findings suggest that a holistic Career Management strategy—one that integrates professional development, leadership support, and organizational culture—is essential for sustainable human capital growth and organizational success.

Human Resources (HR) Performance

HR performance represents the effectiveness and efficiency of employees in achieving organizational objectives. According to Mathis and Jackson (2011), performance is defined as the outcome of work accomplished within a specific period, reflecting both the quantity and quality of results. HR performance encompasses dimensions such as productivity, work quality, innovation, teamwork, and contribution to organizational success.

Key determinants of HR performance include competence, motivation, individual characteristics, organizational practices, and the work environment (Gustria Ningsih, 2022). In high-reliability organizations, maintaining human reliability is critical to preventing operational failures, which requires ongoing training and capacity enhancement (K. S. Ramprasad, 2020). As Saul Carliner (2014) notes, employee performance is a major indicator of organizational progress, emphasizing the strategic importance of human resources in driving success. Moreover, the Human Performance Technology (HPT) framework offers a systematic approach to enhancing performance by addressing skill gaps, resource allocation, and motivational factors (Mohammed Faridi, 2017). Collectively, HR performance reflects a multidimensional construct involving both individual ability and organizational support mechanisms.

Relationship between Career Management and HR Performance Motivational Theory and Career Management

Motivational theories such as Herzberg's Two-Factor Theory (1966) and Maslow's Hierarchy of Needs (1943) provide a strong foundation for understanding how Career Management functions as a motivational driver within organizations. Herzberg identified intrinsic motivators—such as achievement, recognition, and opportunities for personal growth—as essential elements that encourage employees to perform at higher levels. In this context, Career Management serves as a practical mechanism for fulfilling these motivational factors by providing employees with structured opportunities for advancement, development, and self-actualization (Zhandos Kudaibergenov, 2023).

Motivational theory, particularly Herzberg's framework, plays a pivotal role in shaping how organizations design and implement Career Management programs. Empirical findings show a direct positive relationship between motivation and effective Career Management, suggesting that when motivational needs are addressed, employees exhibit greater enthusiasm, performance, and commitment to organizational goals. Research also highlights that improving motivational aspects—such as career growth

opportunities and meaningful recognition—enhances Career Management effectiveness and employee morale.

Beyond the workplace, the application of motivational theory has also proven beneficial in the field of higher vocational education, where it helps tackle issues like low learning motivation and unclear career planning among students. By integrating motivational principles into educational management, institutions can foster stronger career direction and engagement, ultimately enhancing the quality of education and preparing students for future employment (Yan Zhang, 2022). Overall, understanding and applying motivational theory significantly enhances Career Management practices, positively influencing employee performance and organizational commitment across different professional and academic settings.

Empirical Research on Career Management and HR Performance

Empirical studies consistently demonstrate a positive and significant relationship between Career Management and employee performance. Noe (2008) found that well-structured Career Management programs enhance job satisfaction, organizational commitment, and individual performance. Similarly, Lee and Bruvold (2003) reported that companies investing in employee career development experience higher productivity and lower turnover rates, reinforcing the value of Career Management as a strategic HR function.

Further research, such as that conducted in the Rwanda Housing Authority (Chintya Ones Charli, 2022), as well as studies examining the link between human resource development and performance outcomes (Indira Basalamah, 2022), confirms that organizations with active Career Management initiatives tend to achieve superior performance results. These programs—comprising personal career planning, mentoring, and continuous training—not only improve employees' skills and satisfaction but also enhance overall organizational effectiveness.

Collectively, the findings from these studies underscore that Career Management is not merely an HR function but a core strategic investment. By integrating systematic career planning, mentorship, and capability-building initiatives, organizations can strengthen their workforce, increase retention, and achieve sustainable competitive advantages. Therefore, implementing effective Career Management strategies plays a crucial role in enhancing HR performance and driving long-term organizational growth.

Methods

This study adopts a quantitative approach combined with a case study design to analyze the implementation of Career Management strategies in enhancing human resource (HR) performance within the Indonesian manufacturing industry. The case study method was selected to provide an in-depth and comprehensive understanding of how such strategies are applied in real organizational contexts.

The data analysis techniques employed include validity and reliability testing, linear regression analysis, and descriptive statistical analysis to identify patterns and examine the relationships between variables.

The population in this study comprises all employees working in manufacturing companies across Indonesia. The sample was determined using a purposive sampling technique, focusing on manufacturing companies that actively implement Career Management programs. From each selected company, participants were drawn from both employees and management directly involved in the Career Management initiatives. In total, 100 respondents—representing

various divisions and hierarchical levels within these companies—were included in the study.

Results and Discussion

Descriptive Analysis

Respondent Analysis Table

Variabel	Kategori	Frekuensi (n)	Persentase (%)
Age	< 1 year	10	10%
	1-3 year	25	25%
	4-6 year	30	30%
	≥ 6 year	35	35%
Gender	Man	60	60%
	Woman	40	40%
Career Management Program	Never Following	10	10%
	Attended 1x	20	20%
	Attended 2-3x	40	40%
	Attended >3x	30	30%
Satisfaction with Career Management Programs	Very Dissatisfied	5	5%
	Not satisfied	15	15%
	Quite satisfied	35	35%
	Satisfied	30	30%
	Very satisfied	15	15%
Influence on Performance	No effect	10	10%
	Low Influence	20	20%
	Medium Influence	40	40%
	High Influence	30	30%

Source : 2024 data processing results

The majority of respondents in this study were men. This shows that there are more male than female workers in the manufacturing industry studied. The majority of respondents have worked more than 6 years in the manufacturing industry, indicating significant work experience. The number of respondents with 4-6 years of work experience is also quite high. Most respondents have participated in Career Management programs more than once. This shows that there are quite significant efforts in Career Management in the manufacturing industry studied. The level of satisfaction with Career Management programs varies, but the majority of respondents feel quite satisfied or satisfied with the program. This shows that Career Management programs are generally well received by respondents. Most respondents felt that Career Management programs had a moderate to high influence on their performance. This shows that Career Management programs are considered effective in improving HR performance in the manufacturing industry studied.

Discriminan Validity

	Budaya Organi...	Kepuasan Kerja	Kinerja SDM	Kompetensi Ka...	Moderating Eff...	Moderating Eff...	Moderating Eff...	Moderating Eff...
Budaya Organi...	1.000							
Kepuasan Kerja	0.574	1.000						
Kinerja SDM	0.583	0.607	1.000					
Kompetensi Ka...	0.564	0.733	0.665	1.000				
Moderating Eff...	0.091	0.177	0.263	0.109	1.000			
Moderating Eff...	0.170	0.104	0.152	0.100	0.673	1.000		
Moderating Eff...	0.096	0.091	0.121	0.049	0.664	0.865	1.000	
Moderating Eff...	0.137	0.106	0.189	0.019	0.881	0.720	0.720	1.000
Motivasi Kerja	0.827	0.658	0.596	0.572	0.127	0.095	0.016	0.109
Strategi Penge...	0.592	0.770	0.687	0.924	0.147	0.070	0.071	0.057

The results of data processing using SmartPLS3 show that each variable in this research meets the requirements to be continued in this research variable, it is proven that the resulting value is 1,000 and is greater than the value below it.

Cronch's Alfa

	Original Sampl...	Sample Mean (...	Stan
Budaya Organi...	1.000	1.000	
Kepuasan Kerja	1.000	1.000	
Kinerja SDM	1.000	1.000	
Kompetensi Ka...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Moderating Eff...	1.000	1.000	
Motivasi Kerja	1.000	1.000	
Strategi Penge...	1.000	1.000	

The results of statistical data processing using the SmartPLS3 application resulted in a Cronbach's Alpha value of 1,000, indicating that the value was below 5,000, thus each variable in this study was declared reliable.

R Square

	R Square	R Square Adjusted
Kinerja SDM	0.565	0.522

Based on the results of statistical data processing in the Rsquare test analysis, a value of 0.522 was obtained, thus stating that all independent variables in this study had a strong influence with a value of 52.2%, while 47.8% resulted from variables outside the study.

Path Coefficients

	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	C
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Budaya Organi...	0.175	0.171	0.138	1.273	0.204
Kepuasan Kerja...	0.038	0.040	0.135	0.281	0.779
Kompetensi Ka...	0.209	0.191	0.180	1.165	0.245
Moderating Eff...	0.224	0.227	0.157	1.425	0.155
Moderating Eff...	-0.055	-0.053	0.164	0.334	0.738
Moderating Eff...	-0.013	-0.011	0.136	0.094	0.925
Moderating Eff...	-0.028	-0.039	0.177	0.159	0.874
Motivasi Kerja ...	0.137	0.125	0.133	1.030	0.303
Strategi Penge...	0.252	0.282	0.210	1.197	0.232

The results of statistical data processing using the SmartPLS 3 application showed that Career Management strategies influence performance but are not significant, as well as job satisfaction influences performance but are not significant. Meanwhile, competency influences employee performance, but in this research the influence is not significant, whereas if the influence of organizational culture on Career Management strategies has a positive but not significant influence on performance engagement, likewise, if the influence of employee competency is low then Career Management strategies do not significantly influence employee performance. Likewise, work motivation. If work motivation is low then the influence of Career Management strategies is not significant.

Conclusion

All variables in this study were declared reliable, as evidenced by the Cronbach's Alpha value of 1,000, which is far above the minimum required limit, namely 0.700. This shows that the research instrument has very good internal consistency. The multi collinearity test shows that the Variance Inflation Factor (VIF) value is 1,000, which means that all variables in this study are free from multicollinearity problems and can be used in the research model. Based on R-square analysis, it is known that the independent variables in this study are able to explain 52.2% of the variation in HR performance. Meanwhile, 47.8% of the variation in HR performance is explained by other variables not included in this study. The influence of Career Management strategies on HR performance was found to be insignificant. Likewise, job satisfaction was also found to be insignificant in influencing HR performance, while employee competency did not show a significant influence on HR performance in this study. Meanwhile, organizational culture has a positive influence on Career Management

strategies, but this influence is not significant on improving HR performance. Meanwhile, if work motivation is low, then Career Management strategies do not significantly influence employee performance. The results of this research show that although Career Management strategies, job satisfaction and employee competence are important factors, their influence on HR performance in the manufacturing industry is not significant. This indicates the need for further evaluation and possible improvements in the implementation of Career Management strategies and increasing employee competence and job satisfaction. The influence of organizational culture and work motivation also needs further attention, because these factors influence the effectiveness of Career Management strategies.

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