
The Influence of Career Development, Organizational Culture, and Employee Involvement on Employee Performance at the Nganjuk Regency Cooperative and Micro Business Office

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Article Information

Abstract

Submission date	23 December 2024	<p>Research aim: This study aims to examine whether Career Development, Organizational Culture, and Employee Involvement on Employee Performance at the Nganjuk Regency Cooperative and Micro Business Office</p>
Revised date	4 January 2025	<p>Design/Method/Approach: This study uses a quantitative-based method. Sampling used a saturated sampling technique and obtained a sample of 44 respondents from the results of filling out a questionnaire to employees of the Nganjuk Regency Cooperatives and Micro Enterprises Office Analysis and processing of data using SPSS software</p>
Accepted date	4 February 2025	<p>Research Finding: This study shows the results of career development, organizational culture and employee involvement have a partial and simultaneous significant effect on employee performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office.</p> <p>Theoretical contribution/Originality: The researcher hopes that the results of this research can develop knowledge and a basis of thinking to help overcome the phenomena that occur in this research.</p> <p>Practitioner/Policy implication: In addition, it is a reading material in the development of science regarding employee performance and is the main reference for further research on related topics. . .</p> <p>Research limitation: the limitations of this study are the variables used that are less optimally representative and the object of research is limited to employees of the Nganjuk Regency Cooperatives and Micro Enterprises Office and limited data sources only come from questionnaires.</p> <p>Keywords : Career Development, Organizational Culture, Employee Engagement, Employee Performance</p>

1. Introduction

A company is an organization that is established to achieve a certain goal. Efforts to achieve these goals require the involvement of all human resources in it. Human resources themselves are a valuable asset for the company. The survival of a company can also be determined by the company's employees. Therefore, the performance of the company's employees is an important factor in the company.

To create and build employees with good performance, special attention is needed and several factors from the company such as organizational culture for example. Organizational culture determines employee comfort at work. This will have an influence on several things in the future. The good or bad performance of employees can be influenced by internal factors of the company itself. This is familiar to the general public. This also applies to institutes or government institutions, one of which will be the main topic in this research, namely the Nganjuk Regency Cooperative and Business Office.

The Nganjuk Regency Cooperatives and Micro Enterprises Office is one of the institutions under the Nganjuk Regency government which is tasked with fostering and assisting the cooperative and small business sectors in the Nganjuk Regency area. The focus of this Office is to provide services to the community related to registration assistance to business financing for prospective entrepreneurs. To achieve the focus and goals of this Service, good cooperation from all employees is required. Later, if the performance of employees is good, it will affect the performance of the Nganjuk Regency Cooperatives and Micro Enterprises Office. However, based on the observations made by the researcher, there are internal problems that affect employee performance. This discomfort can be affected by many factors.

Performance is the result of employee achievements in exerting all their abilities to obtain optimal results by considering quantity and quality [1]. Several factors that influence employee performance, one of which is organizational culture. Organizational culture is a set of values and myths that communicate principles and beliefs to employees [2]. In short, it can be said that a well-created and well-built organizational culture will have an influence on employee behavior which will later affect the achievement of employee performance. Other research reveals that building an organizational culture that is appropriate and aligned with employee needs can increase employee satisfaction and motivation [2]. However, other studies revealed that organizational culture does not have a significant influence on employee performance[3].

Apart from organizational culture factors, career development in employees will affect the good and bad of employees career development referring to the process that the company implements in improving the company's career [4]. The company's efforts to develop employee careers both in the form of skill improvement and training can improve employee performance. This is similar to the statement in other studies that stated that career development supports employee performance, because it is given the opportunity to provide skills opportunities and opportunities in developing a career [5]. This statement is different from other studies that state that career development affects employee performance, because the existence or absence of a career development program does not affect employee performance [6].

Apart from the factors mentioned earlier, employee involvement can also affect employee performance. Employee involvement is an attitude of employees who have the desire and enthusiasm to do the work given optimally and even exceed the standards that have been determined by the company [7]. Employee involvement will indirectly affect the organization's performance. This is similar to what was conveyed by previous research which stated that employees who participate and contribute to their work will indirectly issue ideas and opinions

on their work from which the impact on performance will be better [8]. This opinion is different from other studies that state that employee engagement does not have a significant influence on employee performance [2]

Based on the phenomenon and the related theoretical explanation, inconsistencies were found in previous research. So the researcher will examine more deeply related to the factors that affect employee performance and test several related variables through this study entitled **"The Influence of Career Development, Organizational Culture, and Employee Involvement on Employee Performance at the Nganjuk Regency Cooperative and Micro Business Office"**

1.1. Statement of Problem

Based on the above background, several formulations in this study can be drawn as follows:

1. Does Career Development have a significant influence partially on the performance of employees at the Nganjuk Regency Cooperatives and Micro Enterprises Office?
2. Does Organizational Culture have a significant influence partially on the performance of employees at the Nganjuk Regency Cooperatives and Micro Enterprises Office?
3. Does Employee Involvement have a significant partial influence on employee performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office?
4. Does Career Development, Organizational Culture and Employee Involvement have a simultaneous significant influence on employee performance at the Nganjuk Regency Cooperative and Micro Business Office?

1.2. Research Objectives

Based on the background and formulation of the problem that has been described above, the following are the objectives of this study as follows:

1. To analyze whether Career Development has a partial significant influence on employee performance at the Nganjuk Regency Cooperative and Micro Business Office
2. To analyze whether Organizational Culture has a significant partial influence on employee performance at the Cooperative and Micro Business Office of Nganjuk Regency
3. To analyze whether Employee Involvement has a partial significant influence on employee performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office
4. To analyze whether Career Development, Organizational Culture and Employee Involvement have a simultaneous significant influence on employee performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office?

2. Method

This study uses a quantitative approach with a type of correlational research, the goal is to test the influence and relationship between the variables that have been determined. The research variables are independent variables, career development (X1), organizational culture (X2), employee involvement (X3) and dependent variables, namely employee performance (Y). The population of this study covers all employees of the Nganjuk Regency Cooperatives and Micro Enterprises Office as many as 44 people. A sample is a part of the population that has certain characteristics. The sample sampling of this study uses saturated samples, which are sampling techniques in which all members of the population are used as samples [9]. The type of data used is primary data by taking data using a questionnaire which will later be tested using SPSS software. This study uses multiple linear regression analysis with the formula $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. The data test uses several tests, namely the classical assumption test which includes the normality test, the multicollinearity test, the multicholineris test and the heteroscedasticity test. Hypothesis tests are partial tests (t-test), simultaneous tests (f) and determinant coefficients.

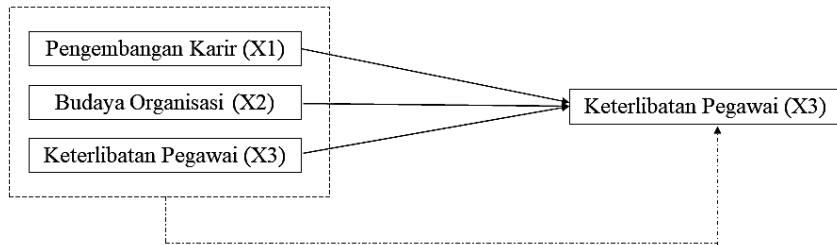
Table 1 : Variable Operational Definition

Variabel	Definition	Indicator
Career Development (X1)	Career development is a continuous process to improve the individual abilities possessed by an employee to achieve the desired career in accordance with the provisions in an organization[6]	<ol style="list-style-type: none"> 1. Work Performance 2. Opportunities to Grow 3. Exposure 4. Organizational Loyalty 5. Mentors and Sponsors 6. Educational Background 7. Work Experience [10]
Organizational Culture (X2)	Organizational culture is the patterns, beliefs and values that should be adhered to. [11]	<ol style="list-style-type: none"> 1. Innovative daring to take risks 2. Quick response to problems, 3. Prioritizing the results achieved, 4. Prioritizing the common interest, 5. Passionate about work, 6. Maintain work stability
Employee Engagement (X3)	<p>Employee Involvement is the attitude of employees who feel that they want and</p> <p>Doing a job well even exceeded the standards that the company has given [7]</p>	<ol style="list-style-type: none"> 1. Response to work 2. Engaging behavior at work 3. A sense of responsibility for the work 4. Feelings about unfinished work and absences.[8]
Employee Performance (Y)	Performance is everything that employees achieve in giving all their abilities to obtain the best results by considering quantity and quality so that effectiveness and efficiency are obtained in all activities and can encourage the	<ol style="list-style-type: none"> 1. Quality of Work 2. Working Quantity 3. Punctuality of Attendance 4. Cooperative Capabilities 5. Cost Emphasis[10]

Variabel	Definition	Indicator
	development of a company in a more advanced direction[1]	

Source : Data processed 2024

Picture 1: Conceptual Framework



Validity Test

The validity test is used to test whether there is a similarity between the collected data and the data that actually occurs in the object being studied and this test uses two sides with a significant level of 0.05 with the test criteria $r \text{ count} \geq r \text{ table}$. The following are the results of data processing

Table 2 : Validity Test

Variable Name	Question Item	Calculated r-value	Table r values	Information
Career Development (X1)	X1.1	0,595	0,297	Valid
	X1.2	0,706	0,297	Valid
	X1.3	0,721	0,297	Valid
	X1.4	0,568	0,297	Valid
	X1.5	0,580	0,297	Valid
	X1.6	0,720	0,297	Valid
	X1.7	0,657	0,297	Valid
	X1.8	0,523	0,297	Valid
	X1.9	0,512	0,297	Valid
Organizational Culture (X2)	X2.1	0,588	0,297	Valid
	X2.2	0,472	0,297	Valid
	X2.3	0,471	0,297	Valid
	X2.4	0,690	0,297	Valid
	X2.5	0,479	0,297	Valid
	X2.6	0,588	0,297	Valid
	X2.7	0,590	0,297	Valid
	X2.8	0,694	0,297	Valid
	X2.9	0,722	0,297	Valid
Employee Engagement (X3)	X3.1	0,496	0,297	Valid
	X3.2	0,629	0,297	Valid
	X3.3	0,632	0,297	Valid

Employee Performance (Y)	X3.4	0,534	0,297	Valid
	X3.5	0,529	0,297	Valid
	X3.6	0,736	0,297	Valid
	X3.7	0,448	0,297	Valid
	Y1	0,559	0,297	Valid
	Y2	0,503	0,297	Valid
	Y3	0,673	0,297	Valid
	Y4	0,438	0,297	Valid
	Y5	0,596	0,297	Valid
	Y6	0,623	0,297	Valid

Source; Data processed at SPSS 2024

Reliability Test

Reliability tests are concerned with the consistency and stability of data. To find out if there is reliability in each instrument, it is by using a coefficient *cornbach alpha* (α). If the data is said to be reliable if $\text{Cornbach alpha } (\alpha) \geq 0.70$. [12]

Table 3: Reliability Test

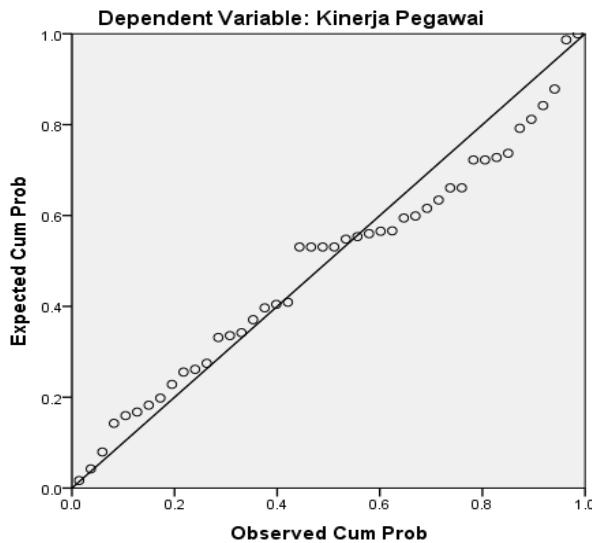
Variabel	Cornbach Alpha (α)	Border	Information
Career Development (X1)	0,817	0,700	Reliabel
Organizational Culture (X2)	0,884	0,700	Reliabel
Employee Engagement (X3)	0,843	0,700	Reliabel
Employee Performance (Y)	0,749	0,700	Reliabel

Source; Data processed at SPSS 2024

3. Results and Discussion

Classic Assumption Test

The classical assumption test aims to find out whether the results of the multiple linear regression analysis used in the study are not affected by deviations. In this study, the classical assumption test used is the normality, multicollinearity and heteroskedasticity test

Table 4: Normality Test Results
Normal P-P Plot of Regression Standardized Residual

Source : SPSSv25 Output

From the data above, it can be seen that the dots spread along the diagonal line and are around the diagonal line so that it can be concluded that the residual distribution is normal

Table 5: Multicollinearity Test Results

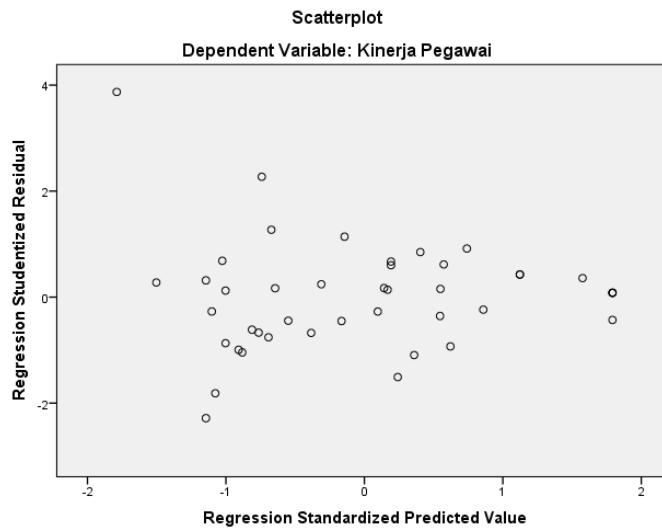
Model		Collinearity Statistics	
		Tolerance	BRIG HT
1	(Constant)		
	Career	.468	2.135
	Development		
	Organizational	.444	2.253
	Culture		
	Employee	.553	1.809
	Engagement		

Source : SPSSv25 Output

The multicollinearity test is a case in regression where there is a strong relationship between independent variables, in regression there should be no relationship between independent variables. One of the multicollinearity tests that is often used is to look at the VIF value or *tolerance* value ($VIF = 1 / \text{tolerance}$).

The criteria used are if the VIF value is < 10 or the *tolerance value* > 0.1 , then regression does not occur multicollinearity.

Table 6: Heteroscedasticity Test Results



Source : SPSSv25 Output

The heteroscedasticity test is carried out with the aim of testing whether there is an unevenness of *variance* or residual from one observation to another. Heteroscedasticity tests were performed to determine whether in a regression model there was a variance of variance from residual in one observation to another.

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Multiple linear regression tests are used to determine the magnitude of the influence of two or more independent variables on dependent variables[13] Multiple linear regression analysis is used to determine whether or not there is an influence of two or more independent variables on dependent variable.

Table 7 : Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		

1	(Constant)	3.7	2.750	1.3	.17
		80		75	7
	Career	.30	.097	.445	.00
	Development	3		22	3
	Organizational	.18	.091	.293	.05
	Culture	1		99	2
	Employee	.12	.111	.145	.27
	Engagement	2		07	5

Source : SPSSv25 Output

Based on the table above, the results of the analysis that have been carried out, a regression equation is obtained which can be stated as follows:

$$Y = 3.780 + 0.303 X1 + 0.181 X2 + 0.122 X3$$

So it can be interpreted:

- A constant value of 3.780 means that it indicates that the average value of the related variable (Y) if all predictive variables (Career Development, Organizational Culture, and Employee Engagement) are at point 0. In other words, it is the base point of the related variable without the contribution of independent variables.
- The value of the regression coefficient of the career development variable of 0.303 shows that every 1 unit increase in career development will be associated with an average increase of 0.303 units in the related variable.
- The regression coefficient value of the organizational culture variable of 0.181 indicates that every 1 unit increase in organizational culture will result in an increase of 0.181.
- The value of the regression coefficient of the employee involvement variable of 0.122 shows that in an increase of 1 unit in employee involvement is estimated to increase by 0.122 related variables.

Table 8 : Determination Coefficient Test Results

Model Summary					
Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.787a	.619	.590	2.064	1.296

a. Predictors: (Constant), Employee Engagement, Career Development, Organizational Culture

b. Dependent Variable: Employee Performance

Source : SPSSv25 Output

Based on the table above, it shows that the R Square value is 0.619 which can be concluded that career development (X1), organizational culture (X2) and employee involvement (X3) have an influence of 61.9% while the remaining 38.1% is influenced by other variables that were not studied by the researcher.

1.1 Hypothesis Test Results (Partial and Simultaneous)

Table 9 : Partial Test Results

Model		t	Itself.
1	(Constant)	1.375	.177
	Career	3.122	.003
	Development		
	Organizational	1.999	.052
	Culture		
	Employee	1.107	.275
	Engagement		

Source : SPSSv25 Output

Based on the results of the table above, the hypothesis testing partially using the t-test can be explained as follows:

- 1) The value of sig, (X1) is $0.003 < 0.05$. It has a significant effect on career development.
- 2) The value of sig, (X2) of $1.999 > 0.05$ can be concluded that it has no effect on career development.
- 3) The value of sig, (X3) of $1.107 > 0.05$ can be concluded that it has no effect on career development.

Table 10 : Simultaneous Test Results

ANOVA					
Model		Sum of Squares	df	Mean Square	F
1	Regress ion	276.713	3	92.238	21.6 .000
				46	b
	Residua l	170.446	40	4.261	
	Total	447.159	43		

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Engagement, Career Development, Organizational Culture

Source : SPSSv25 Output

Based on the F test, it is known that the *f-value of the table* is 21,646 and with the value of *F of the table*, $df = n - k$ ($44 - 4 = 40$) the *f-value* of the table is obtained as 1.42 so that the *f-value* of the calculation $> f_{table}$ or $21,646 > 1.42$ and the significant level of $0.000 < 0.05$. So it can be concluded that the variables of career development (X1), organizational culture (X2) and employee involvement (X3) together have a positive and significant effect on employee performance (Y).

4. Conclusion

Based on the results of the research, data analysis and research discussions related to the topics of Career Development (X1), Organizational Culture (X2), and Employee Involvement (X3) on Employee Performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office, it can be concluded that career development, organizational culture, and employee involvement have a significant influence partially and simultaneously on employee performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office.

The researcher hopes that the results of this study can develop knowledge and a basis of thinking to help overcome the phenomenon that occurs in this study. In addition, as a reading material in the development of science regarding employee performance and as a reference material, especially for further research on topics related to this research.

It is hoped that the next researcher will further develop from the limitations of this research such as the data obtained is only sourced from questionnaires and limited samples. Later, the next researcher is expected to further develop the topic by adding other variables such as loyalty, work discipline, motivation, work environment and so on, as well as expanding the scope of research and adding data sources such as interviews or others.

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