

## **The Role of Career Development, Work Environment, and Compensation in Improving Employee Performance PT Bridgestone Tire Indonesia Bekasi**

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### **Abstract**

*This study aims to analyze the effect of career development, work environment and compensation on the performance of PT Bridgestone Tire Indonesia Bekasi employees. The free variables used are career development, work environment and compensation while the bound variables of this study are employee performance. This research method uses quantitative methods with a total sample of 71 respondents. The analysis technique used in the study is a regression test. The results of this study can be concluded that the variables of career development and work environment do not have a significant effect on employee performance, while the compensation variable has a significant effect on employee performance.*

**Keywords:** Career Development, Work Environment, Compensation, Employee Performance.

## INTRODUCTION

### Background

The development of information technology takes a very important role in human life. The extraordinary development of information technology has caused the level of business competition to become more intense. To win the business competition, companies need human resources (employees) who have high creativity and competence, so that employees are expected to have optimal performance.

Companies want optimal employee performance, of course, the company must support and take a role that encourages employees to improve their performance. Companies can conduct performance evaluations to find out what policies are right for their company. The right policy will help the company in achieving the company's vision and mission strategically.

Likewise, with PT Bridgestone Tire Indonesia Bekasi expects its employees to have optimal employee performance. Below is an overview of the performance of PT Bridgestone Tire Indonesia Bekasi employees in 2019 to 2020.

PT Bridgestone Tire Indonesia produced the first tires at the Bekasi factory on October 1, 1975. PT Bridgestone Tire Indonesia is a company engaged in the automotive sector. The products marketed are motorcycle tires, passenger cars, trucks, forklifts, and others. Based on researchers' observations, there are still high-quality problems caused by inadequate physical and non-physical environments. And also, the compensation obtained is not appropriate and also career development is not measurable. This is often the cause of employees being reluctant to make more contributions to the company. The following is data from the report on scrap tires produced due to quality problems over the past 2 years which shows the high number of scraped products:

#### Based on the description above, and various factors behind employee performance.

| 2019 | Moon  | Jan  | Feb  | Mar  | Apr  | May  | Jun | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Total |
|------|-------|------|------|------|------|------|-----|------|------|------|------|------|------|-------|
|      | Tire  | 1495 | 1163 | 1445 | 1323 | 1193 | 898 | 1209 | 1262 | 1232 | 1079 | 1189 | 1429 | 14917 |
|      | Scrap |      |      |      |      |      |     |      |      |      |      |      |      |       |
| 2020 | Moon  | Jan  | Feb  | Mar  | Apr  | May  | Jun | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Total |
|      | Tire  | 1160 | 1230 | 1319 | 668  | 497  | 339 | 375  | 703  | 896  | 989  | 981  | 1014 | 10171 |
|      | Scrap |      |      |      |      |      |     |      |      |      |      |      |      |       |

PT Bridgestone Tire Indonesia Bekasi experienced a decline in employee performance, which was possible due to the Covid-19 pandemic that occurred since the beginning of 2020. The Covid-19 pandemic has caused companies to set policies for employees to work *from home*.

Employee performance is influenced by many factors. One of the factors is career development. Companies that have a good career development program will encourage employees to strive to have high performance, with the hope of obtaining a promotion. The phenomenon that occurred at PT Bridgestone Tire Indonesia Bekasi due to the impact of Covid-19, career development was temporarily eliminated. This encourages researchers to conduct research because according to the results of efriyaningsih (2017) research that there is an influence of career development on employee performance. However, in contrast to research by Sofyan, Rahman, Bima, and Nujum (2016) argues that career development has no effect on employee performance.

The next factor affecting performance is the working environment. The work environment is one of the factors that support the performance results of employees in a company. In the era of the Covid-19 pandemic, employees do work from home. This is likely to affect employee performance. Before the pandemic, employees were accustomed to a conducive work environment in the company every day. At this moment, employees have to adapt to the surrounding environment and carry out work online which is considered less effective at work.

Research conducted by Lestary and Harmon (2017) shows that there is an influence of the work environment on employee performance. However, in contrast to research conducted by Sahlan, Mekel, and Trang (2015) believe that the work environment does not have a significant impact on employee performance.

The next factor that can affect the performance of employees is compensation. A company that provides good compensation will encourage its employees to have high performance. In the era of the Covid-19 pandemic, PT Bridgestone Tire Indonesia Bekasi reduced the provision of bonuses at the end of the year and made cuts in employee salaries. According to the results of research by Syaifani, Siswandi, and Jufrizen (2019)

that compensation has a positive effect on employee performance. This is different from the results of research conducted by Katidjan, Pawirosumarto, and Isnaryad (2017) stating that compensation does not have a significant effect on employee performance.

Based on the description from the background, the researcher is interested in conducting a study "The Effect of Career Development, Work Environment and Compensation on Employee Performance of PT Bridgestone Tire Indonesia Bekasi".

### **Problem Formulation**

How do career development, work environment, and employee performance at PT Bridgestone Tire Indonesia Bekasi? does career development affect the performance of PT Bridgestone Tire Indonesia Bekasi employees? Does the work environment affect the performance of PT Bridgestone Tire Indonesia Bekasi employees? and Does compensation affect the performance of employees of PT Bridgestone Tire Indonesia Bekasi?

### **Research Purposes**

Based on the formulation of the problem formulated above, the objectives of this study are: To find out career development, work environment, compensation, and employee performance at PT Bridgestone Tire Indonesia Bekasi. To analyze the effect of career development on the performance of employees of PT Bridgestone Tire Indonesia Bekasi. To analyze the effect of the work environment on the performance of employees of PT Bridgestone Tire Indonesia Bekasi and to analyze the effect of compensation on the performance of employees of PT Bridgestone Tire Indonesia Bekasi.

### **Research Benefits**

1). For the World of Education: The results of this research can be used as a source of information and reference sources, and can be used to conduct similar research on career development, work environment, and compensation for employee performance. 2). For Researchers: This research provides benefits for developing thinking patterns and adding broader knowledge about the influence of career development, work environment, and compensation on the performance of employees. 3). For the Company: The results of this study are expected to be used as reference material for the company in developing and evaluating human resources on employee performance.

## **THEORETICAL STUDIES**

### **Employee Performance**

Performance can be interpreted as an achievement in the work of an employee towards the fulfillment of the requirements of the performance. Performance is an indicator of the success of a person, team, or organizational unit to achieve the goals set by the organization with the expected behavior. Performance can be used to monitor the productivity of human resources, whether in the form of services, services, or goods.

According to Robbins and Coulter (2016), the notion of performance is the end result of an activity. The end result of an activity in which a person or group in carrying out work obligations with the responsibility assigned to them, and the activity is carried out efficiently and effectively. Employee performance is important for the achievement of the company's organizational goals.

According to Amir (2015) that the notion of performance is a result of the work process of carrying out tasks by a person. Inputs, outputs, and outcomes are a series of processes from performance. The quality requirements of work include effectiveness, efficiency, accuracy, durability, fit, impressive, and good standards. In working, of course, someone has the qualities, these qualities are needed in carrying out optimal performance. carrying out their duties in accordance with the company's work standards, with indicators including employee morale, employee work quality, products excellence, employee success, and accountability carrying out their duties in accordance with the companies with indicators including employee morale, employee work quality, products excellence, employee success, and accountability.

From the description of the explanation above, it can be concluded that performance is a process of employee work resulting in completing work tasks in order to aim to manage company resources so that employee performance runs effectively and efficiently and the achievement of the company's vision and mission.

## Factors Affecting Performance

Employee performance in achieving company success has an influence on the goal process. There are several supporting and inhibiting factors in employee performance. According to Darmawan (2018) a person's performance can be influenced by factors, namely ability factors and motivational factors as follows:

### Capability Factor

Ability is a skill and knowledge that employees have. Performance skills are important for the company. By knowing the abilities of employees, the company will be right in placing the employee's performance position. With the appropriate capabilities and work positions, employees will make optimal profits for the company.

### Motivational Factor

Motivation is a part of self-development that is very important for a person to have. Motivation can also be said to be an employee's personal condition in carrying out targeted performance to achieve company goals. Motivation can encourage employees to achieve work achievements.

## Performance Management Objectives

A company certainly has company goals, in order to achieve company goals, performance management goals are made. According to Suryani and Foeh (2019:94-95) in general, the objectives of performance management in the company include: 1). Strategic Objectives, 2). Administrative Purposes, c). Development Objectives. In addition, it serves as a guiding tool for employee development through the identification of advantages and disadvantages of training and development programs in the company.

## Performance Indicators

If you want to achieve the company's goals, the company will conduct an employee performance appraisal. By conducting a performance appraisal, the company can identify performance indicators to find out the needs and shortcomings of the company. According to Dessler (2015) there are six indicators as a performance assessment, including: 1). Work Quality, namely the quality or expertise possessed by employees in carrying out job duties. 2). Productivity is an activity carried out to increase the efficiency value of the work done in a certain period. 3). Knowledge i.e. knowledge or experience and talents of employees that will be used in completing work. 4). Behavior is a form of employee attitude towards work, either with positive or negative expressions. 4). Trust is the confidence that employees have by being able to carry out work tasks optimally. 5). Communication is the extent of the delivery of work information in the company so that employees are connected to each other.

## Career Development

Employee career development is an important part of the company as a form of responsibility to employees for performance. If the company is increasing, then performance management is increasing and must be considered, because so that the personal qualities of employees experience an increase in competitiveness. Therefore, career development planning is very important in the company.

According to Sinambella (2016) career development is an effort made by companies towards employees in their career planning, or also known as career management, among others is planning, carry out, and supervise careers. Career development is something that is highly expected by employees to motivate employees at work.

Efrianingsih (2017) argues that career development is a process of self-development in a person where the change is a process from childhood to formal education and a process that continues with a more mature maturation to lead life in the field of work and at retirement. Career development is a process in life that will be passed by each individual employee of the company aimed at identifying and taking steps that will be prepared for the career development of that individual.

The term career development according to Kasmir (2016) is a process carried out by companies on employees with the aim of developing, refreshing, and improving the ability of employees in promotion to become better employee abilities than previously.

From the description above, it can be concluded that career development is a process of activity in the company where the activity aims to plan the development of employee potential to prepare a higher career path in order to realize the upcoming career plan.

## **Benefits of Career Development**

Career development is very important for individuals and groups of employees in the company. According to Bernadin and Russel (2013) in Priansa (2017) career development can increase employee satisfaction and organizational effectiveness. The following are the benefits of career development, including:

### **For Leaders:**

- 1). The leader can improve his skills in managing his personal career,
- 2). Leaders can do planning and career development will be more realistic about performance.
- 3). Leaders have a high reputation and are good by improving the development of human resources.

### **For officers:**

- 1). Employees can have better promotions for their performance.
- 2). Employees get current and future information that will be useful.
- 3). Employees pay more attention to greater personal responsibility to performance and career.

### **For organizations:**

- 1). The company gains the responsibility and loyalty of employees for career development in the company.
- 2). Provide and assist the company towards employees in clarifying the company's goals or maxims.
- 3). A good career development will have an impact on overall good communication in the company.

## **Career Development Dimensions and Indicators**

In general, companies carry out career development with the aim of providing opportunities and employee needs for future career planning. Personal improvement of employees in career development, certainly has dimensions and indicators in achieving it, here are the indicators of career development according to Handoko (2015): Work Achievement, Exposure (introduction by other parties), Organizational Loyalty, Mentors and sponsors, Opportunity to grow.

## **Work Environment**

According to Zaenuddin et al. (2020) argues that the work environment is an important factor that companies need to pay attention to. The environment in maintaining human resources, by providing safe, comfortable, and conducive work environment conditions as an employee work environment where employees do work every day, with a good work environment will have an impact on increasing enthusiasm and high work motivation.

In addition, Sumantri (2016) stated that the work environment is an important role for individuals and employees in the company in carrying out work. The work environment will have a direct or indirect impact on company employees in the surrounding environment. Another term work environment according to Heizer and Render (2015: 467) explains that the work environment is a physical environment that is visible to employees where the work environment has an influence on employee performance either from the quality of work or work safety.

From some of the definitions above, it can be concluded that the work environment is everything around workers or employees that affects the implementation of work every day so that the work environment can have an impact with maximum work results, where the work environment includes facilities and supports for the optimal work environment for employees.

## **Types of Work Environment**

According to Sedarmayanti (2017), the work environment is broadly divided into two, including:

### **Physical Work Environment**

A physical work environment is a condition in which physical work can affect workers directly or indirectly. The work environment is a related environment with the employee performance such as other tables, chairs, computers, etc. While the indirect work environment is an environment that affects the condition of employees, for example, light, air, color, air circulation, unpleasant odors, etc.

## **Non-Physical work environment**

A non-physical work environment is the entire employee interaction relationship, either where the interaction relationship with the superior or the relationship with other employees and the interaction relationship with the subordinate. A non-physical work environment is an environment that cannot be ignored. Companies must be able to establish communication relationships with superiors, subordinates, and colleagues with good communication, support each other at work, and create good family relationship conditions.

## **Benefits of the Work Environment**

In the company environment, there is a physical work environment and a non-physical work environment that has a good and bad impact on employees. According to Widyaningrum (2019) there are benefits from the work environment is that employees have the spirit to work and the passion of the surrounding environment, which will encourage high employee productivity and performance.

## **Working Environment Indicators**

The work environment is strongly related to employee performance, because the work environment is seen every day by workers and supports employees in carrying out work. An optimal work environment will have a safe, happy, and comfortable impact on employees. According to Nitisemito (2016: 117) the work environment has several indicators, including:

- 1) Work Atmosphere,
- 2). Co-worker relationships,
- 3). Availability of work facilities.

## **Compensation**

Compensation is important as a driver in work that affects morale and labor discipline. Therefore, The compensation provided by the company must be fair in the distribution of salaries to employees.

Definition of Compensation According to Sinambella (2016: 216) states that compensation is the provision of compensation by the company to employees for work and services provided. The purpose of compensation is the provision of services provided by the company with the aim of attracting, maintaining, and motivating employees in achieving company goals. Compensation includes two types of components, namely direct financial compensation and indirect financial compensation. Direct financial compensation is employees who receive in the form of salaries, commissions, and bonuses. Meanwhile, indirect financial compensation is that employees receive salary rewards indirectly.

Compensation is a reward for repayment to employees of the company. The company can provide compensation in the form of money, direct goods and indirect goods. The compensation provided is in the form of currency, direct goods and indirect goods in the form of objects (Paita et al. 2015). According to Enny W (2019) compensation is a form of reward for services from the company to employees for contributions in achieving company goals. The compensation provided by the company can be both direct financial compensation and indirect compensation.

From several definitions of compensation, it can be concluded that compensation is a reward for the company's services to employees for the work completed in order to achieve the company's goals. The compensation provided can be in the form of financial and nonfinancial compensation. Employees are entitled to compensation from the company in a fair and adequate manner.

## **Types of Compensation**

One of the company's ways to improve employee performance and retain employees is by means of compensation. According to Enny W (2019) broadly speaking, companies providing compensation to employees are divided into two types, including : 1). Compensation directly, 2). Indirect compensation.

## **Factors Affecting Compensation**

In general, compensation is given to employees in exchange for services. By providing compensation, employees will be motivated and improve performance performance. The compensation provided by the company according to Hasibuan (2017) has several factors that will affect the size of income, namely: 1). Supply and demand, 2). Enterprise availability capabilities, 3). Labor unions, have an impact on the level of compensation in circulation.

## Compensation Indicator

In general, the company will compensate employees fairly for the benefit of employees and the company. Therefore, the compensation provided has several components that are feasible, according to Hasibuan (2017) there are several indicators of compensation, namely:

**Direct compensation:** 1) Salary: remuneration for employees at regular intervals because the employee has completed a job task. 2). Incentives: remuneration of services to employees because the employee's performance has exceeded the standards set by the company. 3) Bonus: additional remuneration of services to employees for work completed and providing company benefits. 4) Benefits: remuneration for services that are provided regularly with specific goals set by the company. 5). Severance pay: salaries and benefits provided by the company to employees where employees will leave the company.

**Indirect compensation:** 1). Job Promotion: a transfer of an employee's position includes the transfer of salary, facilities, position of position, responsibility, and others. 2). Health Insurance: guarantees provided to employees with the aim of maintaining and protecting health. 3). Work safety: guaranteed services and compensation provided to employees if the employee has an occupational accident. 4). Learning Opportunities: learning provided to employees so that employees can be able to learn about other areas. 5). Work Performance: the praise given can be in the form of an award, an oral or official written gift.

## Previous Research

This research requires observation of previous research as reference material and comparison reference. The following are the results of previous research that have been summarized in the form of a table as follows:

**Table 2. Previous Research**

| Researcher's Name<br>(Year)  | Variabel independent                  | Variabel<br>Dependent | Research Results            |
|--|---------------------------------------|-----------------------|-----------------------------|
| Meina EkaEfriyaningsih<br>(2017)   | Career Development Work<br>Commitment | Performance           | Significant positive effect |
|  | Career Development                    | Performance           | Significant positive effect |
| Muhammad Sofyan, Abdul<br>Rahman M, Muh. Jobhar Bima,<br>Syamsu Nujum (2016)     | Work Environment                      | Performance           | Significant positive effect |
|  | Work Environment                      |                       |                             |
| Lyta Lestary dan Harmon (2017)   | Compensation                          | Performance           | Significant positive effect |
|  |                                       |                       |                             |
| Nurul Ikhsan Sahlan, Peggy A.<br>Mekel, dan Irvan Trang (2015)                   | Compensation                          | Performance           | No effect                   |
|  |                                       |                       |                             |
| Putri Endah Syaifani, Yudi<br>Siswadi, dan Jufrizen (2019)                       | Compensation                          | Performance           | Significant positive effect |
|  |                                       |                       |                             |
| Purwanto S. Katidjan, Suharno<br>Pawirosumarto, dan Albertus<br>Isnaryadi (2017) |                                       | Performance           | Significant positive effect |
|  |                                       | Performance           | No effect                   |

Source: Research Processing Results (2022)

## Research Framework

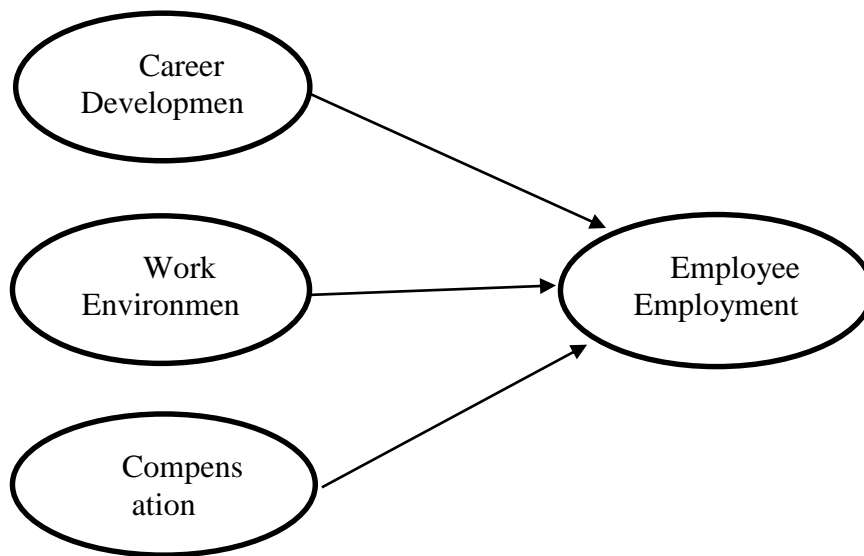


Figure 1.  
Research Framework

### Research Hypothesis

The proposed research hypotheses include:

- H1: There is an influence of career development on employee performance at PT Bridgestone Tire Indonesia Bekasi.
- H2: There is an influence of the work environment on employee performance at PT Bridgestone Tire Indonesia Bekasi.
- H3: There is an effect of compensation on employee performance at PT Bridgestone Tire Indonesia Bekasi.

## RESEARCH METHODS

### Research Design

In this study, the authors will examine career development, work environment and compensation for employee performance. The object of this study is an employee of the company PT Bridgestone Tire Indonesia Bekasi. Furthermore, an important step taken by the authors in the study is to determine the design of the study. According to Sugiyono (2017) research design is a scientific way to obtain valid data with a specific purpose and use. This research design is using quantity research.

### Unit of Analysis

In this study, the analysis unit that will be used as the target of respondents is an employee of PT Bridgestone Tire Indonesia Bekasi.

### Operational Definition of Variables

The variables in this study are: Bound Variables, namely: Employee performance (Y) of PT Bridgestone Tire Indonesia Bekasi Independent Variables, while Free Variables are variables that will affect changes in bound variables. The free variables in this study are career development (X1), work environment (X2) and compensation (X3) in employees of PT Bridgestone Tire Indonesia Bekasi, here is the operational table of research variables:



Tabel 3. Operasional Variabel

| Variabel                 | Konsep Variabel  | Indikator   | Skala  |
|--------------------------|--|---|--------|
| Career Development (X1)  | Career development is a way of increasing employees where the employee can carry out future career planning in a company. (Handoko, 2015)  | 1. Work Performance<br>2. Exposure<br>3. Organizational Allegiance<br>4. Mentor dan Sponsor<br>4. Opportunity to grow | Likert |
| Working Environment (X2) | The work environment is the surrounding environment  | 1. Working Atmosphere<br>2. Relationship  | Likert |
|                          | employees who are seen every day in carrying out work which includes a cooperative relationship between superiors, subordinates, and fellow employees in a company. (Nitisemito, 2016:117) | Co-workers<br>Availability of Work<br>Facilities  |        |
| Compensation (X3)        | Compensation is the entire result of employee income in exchange for services provided by the company can be in the form of money, goods direct, or indirect. (Hasibuan, 2017)             | 1. Direct compensation<br>2. Compensation indirectly  | Likert |
| Performance (Y)          | Performance is a result of the performance of employees with work achievements who perform work in accordance with work standards set by the company. (Dessler, 2015:335)                  | 1. Quality of Work<br>2. Work productivity<br>3. Knowledge<br>4. Behaviour<br>5. Belief<br>6. Communication           | Likert |

Sumber: Data olahan peneliti (2022)

## POPULATION AND SAMPLE

### Population

Population is the sum of the total units or individuals that have characteristics and want to be studied. According to Hardani et al (2020) the population is a whole combination in the form of events, individuals or other things that have the characteristics of information that the researcher seeks to study and produce research conclusions. In this study, the target population chosen by the researcher was employees of PT Bridgestone Tire Indonesia Bekasi with a total of 1750 employees.

### Sample

The sample is an integral part of the population. In population and sample studies are two interrelated and inseparable things. According to Hardani et al (2020) the sample is the set of parts of the target population to be studied. This sample was taken because the researcher could conduct the study through representatives of the population and a sample of at least 30. By examining the sample, researchers can draw the results of the study into conclusions in outline as a whole population. According to Sugiyono (2018) the sampling technique is for researchers to determine the size or size of the sample to be used in the study. In this study, the sampling techniques used were *nonprobability sampling*, Ecidental sampling and a sample of 71 employees was taken.

## Data Types and Sources

In this study, researchers used a type of subjective data where this data was obtained from respondents' statements about an event or condition. Subjective data conducted by researchers in the form of questionnaires distributed to employees of PT Bridgestone Tire Indonesia Bekasi. Through this questionnaire, respondents were able to determine the answers to the questionnaire statements made by the researcher regarding the variables of career development, work environment, compensation and performance. In this study, researchers used primary data sources. According to Abdullah (2015) primary data is data that has been collected directly from the main actors or sources in the study. Data Collection Methods

## Research Instruments

The study used an online questionnaire. The type of questionnaire used is a closed questionnaire, where the researcher provides a questionnaire in the form of statements about the variables to be studied to employees of PT Bridgestone Tire Indonesia Bekasi by providing answers to agree and disagree choices that can be measured using a measurement scale. The research measurement scale used to measure the score of questionnaire statements in this study was using a *likert scale*. As stated by Sugiyono (2018) that the *likert scale* is a measurement scale against a research data result that will be used to measure opinions, statements, and behaviors towards individual respondents or groups who are the subject of the study.

Berikut ini adalah tabel skala *likert* yang akan digunakan peneliti dalam skor penilaian kuesioner secara online:

**Table 4. Likert Scale**

| Statement     | Shoes |
|---------------|-------|
| Very Disagree | 1     |
| Disagree      | 2     |
| Neutral       | 3     |
| Agree         | 4     |
| Very Agree    | 5     |

Source: Sugiyono (2018)

## Testing the Validity and Reliability of Instruments

In quantitative research, the data obtained through the research questionnaire is data that has valid criteria. According to Darmanah (2019) *valid* is a measure of a degree of accuracy between the actual data results on the object of study and the data obtained from the questionnaire by the researcher. In general, *valid* data is *reliable* and objective data.

### Validity Test

The Validity Test used by researchers is useful for measuring whether or not it is *valid* from the results of questionnaire data. A questionnaire that can be said to be *valid* if the questionnaire statement can provide accurate measuring data results according to something measured by the questionnaire.

Statements in the questionnaire distributed online regarding Career Development (X1), Work Environment (X2), Compensation (X3) and Employee Performance (Y). The measuring instrument used by researchers in the study was using IBM *SPSS Statistic Version 25.00* software. In this study, the measurement validity test used 30 respondents.

The validity test is performed by looking at the calculated  $r$  value  $>$   $r$  table. On the validity test it is known that the  $r$  table of this study is 0.361. To find out whether the questionnaire statement is valid or not, it can be seen if  $r$  count  $>$   $r$  table. The results of the validity test research of all statements on the variables of career development, work environment, compensation and performance are all valid, and

### Reliability Test

Reliability test is a measuring instrument that measures the consistency of a questionnaire which is an indicator of a variable or construct (Ghozali, 2018: 45). Reliability test is an advanced measurement of validity

test, where the item included in the test is a valid item. A method often used to measure the range scale (*likert scale*) is *Cronbach Alpha*.

Researchers conducted reliability tests using the *Cronbach Alpha* formula assisted by IBM SPSS 25 software. There are *cronbach Alpha* testing criteria as follows:

1. If the *Cronbach Alpha* value has a calculation result of  $> 0.60$  then it can be stated that the variable of the study is reliable.
2. If the *Cronbach Alpha* value has a calculation result of  $> 0.60$  then it can be stated that the variables of the study are not reliable.

Based on the reliability test calculation from the questionnaire data tested with SPSS 25.0 software, the following are the reliability results of each variable in this study as follows:

**Table 5. Reliability Test Results**

| Variable             | <i>Cronbach's Alpha</i> Grades | Information |
|----------------------|--------------------------------|-------------|
| Career Development   | 0.984                          | Reliable    |
| Work Environment     | 0.987                          | Reliable    |
| Compensation         | 0.970                          | Reliable    |
| Employee Performance | 0.962                          | Reliable    |

Source: Questionnaire Processing Results (2022)

In table 5 of the reliability test results, it can be seen that all variables are reliable

### Data Interval Classification

Based on the results of the questionnaire answer values that have been collected, the researcher will then group the value data and measure the classification of calculation intervals with the formula:

The highest score (The highest score Sample) - Lowest value (Lowest value X Sample)

Intervals = Number of Classes

$$= \frac{(5 \times 71) - (1 \times 71)}{5} = 57$$

It can be seen from the results of the calculations above, the researchers grouped the respondents' research results as follows:

**Table 6 Data Interval Results**

| Interval | Information     |
|----------|-----------------|
| 57-117   | Very Unkind     |
| 118-177  | Not Good Enough |
| 178-237  | Good Enough     |
| 238-297  | Good            |
| 298-357  | Excellent       |

Source: Questionnaire Processing Results (2022)

### Variable Data Description

#### 1. Career Development Variable Data Analysis (X1)

The description of the data on variable X1 i.e. Career Development measured through a questionnaire based on 10 statements of indicators displayed in the form of the following table:

**Table 9 Recapitulation of respondents' assessment results on career development variables (X1)**

| No                   | Statement   | Value      | Category Criteria |
|----------------------|---|------------|-------------------|
| 1                    | Outstanding employees get career path planning .  | 305        | Excellent         |
| 2                    | The company highly values the achievements of employees.  | 303        | Excellent         |
| 3                    | Senior employees provide guidance to junior employees who help with career development.                 | 295        | Excellent         |
| 4                    | Senior employees provide career development opportunities to junior employees.                          | 304        | Excellent         |
| 5                    | Employees have a high loyalty to the company.   | 295        | Excellent         |
| 6                    | Employee loyalty can be measured by the length of service in the company.                               | 303        | Excellent         |
| 7                    | Senior employees take an active role in career development for junior employees.                        | 308        | Excellent         |
| 8                    | Leaders help employees to open access to opportunities in career development .                          | 303        | Excellent         |
| 9                    | The company provides support to employees who continue their education.                                 | 306        | Excellent         |
| 10                   | The company conducts training and development as a form of career planning opportunities for employees. | 304        | Excellent         |
| <b>Average Value</b> |   | <b>303</b> | <b>Excellent</b>  |

Source: Questionnaire Processing Results (2022)

Based on table 9 Recapitulation of Respondents' Assessment Results on Career Development Variables (X1) it can be seen from the overall average score of respondents of 303 included in the excellent category. Thus it can be said that the Career Development at PT Bridgestone Tire Indonesia Bekasi is very good.

#### Data Analysis of Work Environment Variables (X2)

The description of the data on the variable X2 is the Work Environment measured through a questionnaire based on 9 statements of indicators displayed in the form of the following table:

**Table 10 Recapitulation of respondents' assessment results on work environment variables(X2)**

| No                   | Statement  | Value      | Category Criteria |
|----------------------|--|------------|-------------------|
| 1                    | Cleanliness and safety in the company environment are well managed .   | 302        | Excellent         |
| 2                    | Lighting, air temperature, and the design of work spaces in the company have provided comfort to employees.          | 304        | Excellent         |
| 3                    | Layouts in a corporate environment can help make communication easier with colleagues.                               | 302        | Excellent         |
| 4                    | Good communication with colleagues can make it easier to carry out work tasks.                                       | 310        | Excellent         |
| 5                    | Relationships with colleagues are open to each other and if there are problems employees will conduct deliberations. | 290        | Excellent         |
| 6                    | Cooperation between fellow colleagues in the company is well established.  | 306        | Excellent         |
| 7                    | The office equipment facilities provided are complete and adequate.  | 307        | Excellent         |
| 8                    | Internet access used never experienced interference so that it will not interfere with employee work activities .    | 304        | Excellent         |
| 9                    | Computers, laptops, and printers are sufficient to support the implementation of work.                               | 303        | Excellent         |
| <b>Average Value</b> |  | <b>303</b> | <b>Excellent</b>  |

Source: Questionnaire Processing Results (2022)

Based on table 10 Recapitulation of Respondents' Assessment Results on Work Environment Variables (X2) it can be seen from the overall average score of respondents of 303 is included in the excellent category . Thus it can be stated that the Working Environment at PT Bridgestone Tire Indonesia Bekasi is very good.

### Compensation Variable Data Analysis (X3)

The description of the data on the variable X3 is Compensation measured through a questionnaire based on 11 statements from the indicators displayed in the form of the following table:

**Table 11.** Recapitulation of respondents' assessment results on compensation variables (x3)

| No                   | Statement  | Value      | Category Criteria |
|----------------------|--|------------|-------------------|
| 1                    | The employee receives a salary according to the workload and responsibility.                   | 309        | Excellent         |
| 2                    | Employees receive a salary in a timely manner every month.                                     | 304        | Excellent         |
| 3                    | Higher employee performance will be incentivized.  | 301        | Excellent         |
| 4                    | The company provides incentives as an encouragement for employees to attend training.          | 295        | Good              |
| 5                    | Bonuses are given to employees who have worked beyond the company's targets.                   | 289        | Good              |
| 6                    | Employees receive Holiday Allowance annually.  | 304        | Excellent         |
| 7                    | Employees who have entered retirement age will be given severance pay.                         | 299        | Excellent         |
| 8                    | The policy of promotion of positions by the company helps employees improve the career ladder. | 302        | Excellent         |
| 9                    | The company provides health and safety guarantee facilities to employees.                      | 302        | Excellent         |
| 10                   | The company compensates fairly for employees who have good quality work.                       | 298        | Excellent         |
| 11                   | The company's financial condition greatly affects employee compensation.                       | 302        |                   |
| <b>Average Value</b> |  | <b>300</b> | <b>Excellent</b>  |

Source: Questionnaire Processing Results (2022)

Based on table 11 Recapitulation of Respondents' Assessment Results on Compensation Variables (X3) it can be seen from the overall average value of respondents of 300 included in the excellent category. Thus it can be stated that the compensation at PT Bridgestone Tire Indonesia Bekasi is very good.

### Performance Variable Data Analysis (Y)

The description of the data on variable Y is Performance measured through a questionnaire based on 11 statements from indicators displayed in the form of the following table:

**Table 11.** Recapitulation of respondents' assessment results on performance variables (Y)

| No | Statement   | Value | Category Criteria |
|----|---|-------|-------------------|
| 1  | I arrived at the office on time.  | 306   | Very Good         |
| 2  | I work in accordance with the vision and mission of PT Sapta Sarana Prosperous. | 307   | Very Good         |
| 3  | I was able to achieve the work targets set by company.                          | 306   | Very Good         |
| 4  | I can complete the work according to the SOP that happened.                     | 304   | Very Good         |
| 5  | I can complete work tasks precisely time.                                       | 309   | Very Good         |
| 6  | I use creativity to finish work task issues .                                   | 306   | Very Good         |

|                      |  |            |                  |
|----------------------|--|------------|------------------|
| 7                    | I follow the rules and procedures that apply in PT Sapta Sarana Sejahtera. | 308        | Very Good        |
| 8                    | I can help colleagues who are experiencing the difficulty of work problems | 305        | Very Good        |
| 9                    | I analyze each job according to responsibility.                            | 301        | Very Good        |
| 10                   | I am able to work with colleagues in a good job .                          | 288        | Good             |
| 11                   | I treat superiors, co-workers, and subordinates respectfully and politely. | 300        | Excellent        |
| <b>Average Value</b> |  | <b>303</b> | <b>Excellent</b> |

Source: Questionnaire Processing Results (2022)

Based on table 4.50 Recapitulation of Respondents' Assessment Results on Performance Variables (Y) can be seen from the overall average score of respondents of 303 included in the excellent category. Thus it can be stated that the performance at PT Bridgestone Tire Indonesia Bekasi is very good.

## Test Classical Assumptions

### Normality Test Results

The normality test is used to find out whether the free variable (X) and the bound variable (Y) are normally or abnormally distributed. In this study, the normality test using the Kolmogorov-Smirnov test because the data > 30, to make decisions in the Kolmogorov smirnov normality test can be done by comparing the Significance value with the significance used  $\alpha=0.05$ . Here is the normality test presented in the table below:

**Tabel 12 Hasil Uji Normalitas  
One-Sample Kolmogorov-Smirnov Test**

Unstandardized Residual

|                                  |                         |                            |
|----------------------------------|-------------------------|----------------------------|
| N                                |                         | 71                         |
| Normal Parameters <sup>a,b</sup> | Mean                    | 1,5719                     |
|                                  | Std. Deviation          | 0,62291                    |
| Most Extreme Differences         | Absolute                | 0,160                      |
|                                  | Positive                | 0,160                      |
|                                  | Negative                | -0,136                     |
| Test Statistic                   |                         | 0,160                      |
| Asymp. Sig. (2-tailed)           |                         | .000 <sup>c</sup>          |
| Monte Carlo Sig. (2-tailed)      | Sig.                    | .056 <sup>d</sup>          |
|                                  | 95% Confidence Interval | Lower Bound<br>Upper Bound |
|                                  |                         | 0,003<br>0,1               |
|                                  |                         | 10                         |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 71 sampled tables with starting seed 221623949.

Sumber: Hasil Pengolahan SPSS 25 (2022)

Based on table 12 of the normality test results with Kolmogorov-Smirnov, the probability value of p or Asymp is processed. Sig. (2-tailed) of 0.056. Because the probability value of p is 0.056 > of the significance level which is 0.05. It is stated that the calculation results of the normality test are normally distributed.

### Multicholinerity Test Results

The multicholinerity test is used to find out whether the relationship between one or more free variables has a multicorrelation problem or not. The way to find out multicholinerity is by looking at the variance inflation factor (VIF) value and tolerance value in the regression model. A good regression model if the Tolerance value > 0.10 and the VIF < 10. The following is the multicholinerity test presented in the table below:

**Table 13 Multicholinerity Test Results**

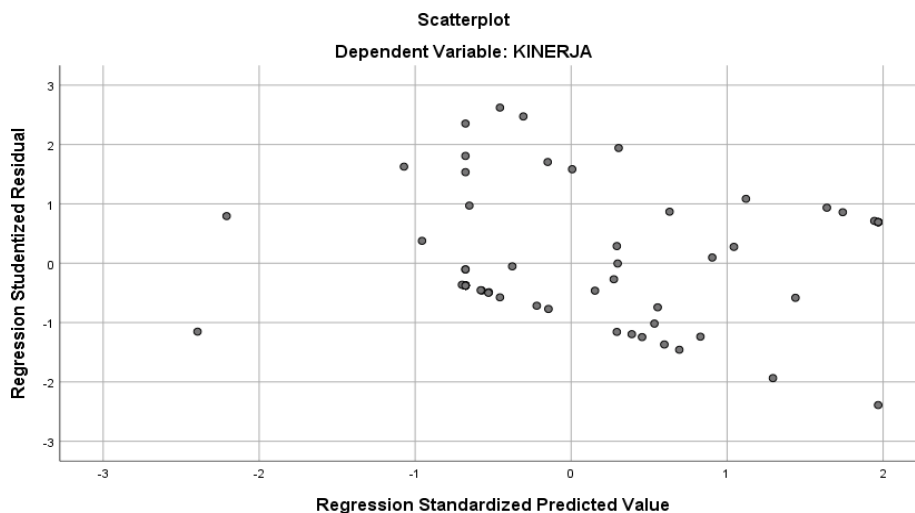
| Model |                    | Collinearity Statistics |         |
|-------|--------------------|-------------------------|---------|
|       |                    | Tolerance               | Brig ht |
| 1     | (Constant)         |                         |         |
|       | CAREER DEVELOPMENT | .552                    | 1.811   |
|       | WORK ENVIRONMENT   | .447                    | 2.235   |
|       | COMPENSATION       | .531                    | 1.882   |

Source: SPSS 25 Processing Results (2022)

Based on table 13 multicholinerity test results in this study using data from free variables. The results obtained from the multicholinerity test of all variables can be declared no symptoms of multicollinearity.

### Heteroskedasticity Test Results

**Figure 2 Heteroskedasticity Test Results**



Based on the 1.1 *scatterplots* chart, it can be seen that the dots spread randomly but do not form a pattern clearly and are scattered above or below the number 0 on the Y axis. So, it can be concluded that the result obtained is the absence of heteroskedasticity in the regression model.

### Autocorrelation Test Results

This test aims to determine the presence or absence of correlations that occur between residuals in one observation and other observations in the regression model. *Table 14 Test Result of Autocorrelation*

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .598 <sup>a</sup> | .358     | .329              | 3.70024                    | 2.126         |

a. Predictors: (Constant), KOMPENSASI, PENGEMBANGAN KARIR, LINGKUNGAN KERJA

b. Dependent Variable: KINERJA

Source: Processing Results of SPSS 25 (2022)

Based on table 4.54 of the autocorrelation test results, it can be seen that the value of the Durbin-Watson statistics in the table above is 2.126 using  $n$  (number of data) = 71 and  $K$  (number of free variables) = 3 then the *durbin-Watson value* ( $Dw$ ) is 1.6733 and the value of  $4-DU = 4-1.6733 = 2.3266$ . Based on this, it can be concluded that *Durbin-Watson* values are located between  $1.6733 < 2.126 < 2.3266$ , which means that there are no symptoms of autocorrelation in the residual.

## Multiple Linear Regression Test Results

The multiple linear regression test aims to measure how much influence career development, work environment and compensation have on the performance of PT Bridgestone Tire Indonesia Bekasi employees. The following are the results of data processing from the Multiple Linear Regression Test presented in the table below:

**Table 15 Multiple Linear Regression Test Results**

|       |                    | Coefficients <sup>a</sup>   |            |                           |       |      |           | Collinearity Statistics |  |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|------|-----------|-------------------------|--|
| Model |                    | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Tolerance | VIF                     |  |
|       |                    | B                           | Std. Error | Beta                      |       |      |           |                         |  |
| 1     | (Constant)         | 16.805                      | 5.031      |                           | 3.340 | .001 |           |                         |  |
|       | PENGEMBANGAN KARIR | .202                        | .131       | .203                      | 1.544 | .127 | .552      | 1.811                   |  |
|       | LINGKUNGAN KERJA   | .066                        | .142       | .068                      | .467  | .642 | .447      | 2.235                   |  |
|       | KOMPENSASI         | .411                        | .136       | .406                      | 3.021 | .004 | .531      | 1.882                   |  |

a. Dependent Variable: KINERJA

Source: SPSS 25 Processing Results (2022)

Based on table 4.55 of the Multiple Linear Regression Test Results, the following regression model was obtained:

$$\square = 16.805 + 0.203\square_1 + 0.068\square_2 + 0.406\square_3$$

Where:  $Y$  = Performance,  $X_1$  = Career Development  $X_2$  = Work Environment  $X_3$  = Compensation

Based on the results of the multiple linear regression model above, the following explanation was obtained : 1). A constant of 16.805 which means that if the variables of Career Development, Work Environment and Compensation are considered zero then the performance variable is 16.805. 2). The value of the regression coefficient of the career development variable ( $X_1$ ) was obtained by 0.203 with a significance value of 0.127. This means that career development variables do not have a significant effect on employee performance variables. 3). The value of the regression coefficient of the working environment variable ( $X_2$ ) is 0.068 with a significance value of 0.642. This means that the variables of the work environment do not have a significant effect on employee performance. 4). The value of the regression coefficient of the compensation variable ( $X_3$ ) is 0.406 with a significance value of 0.004. This means that the compensation variable has a significant effect on the employee performance variable. The positive regression confidence value of the compensation variable indicates that the effect of Compensation on Employee Performance is unidirectional, which means that if the compensation is better, it will improve Employee Performance.

## F Test Results (Model Feasibility Test)

Model feasibility test in this case means that independent variables are able to explain dependent variables. The following are the results of data processing from the F test results presented in the table below:



**Table 16 F Test Results**

|       |            | <b>ANOVA<sup>a</sup></b> |    |             |        |                   |
|-------|------------|--------------------------|----|-------------|--------|-------------------|
| Model |            | Sum of Squares           | df | Mean Square | F      | Sig.              |
| 1     | Regression | 510.484                  | 3  | 170.161     | 12.428 | .000 <sup>b</sup> |
|       | Residual   | 917.347                  | 67 | 13.692      |        |                   |
|       | Total      | 1427.831                 | 70 |             |        |                   |

a. Dependent Variable: KINERJA

b. Predictors: (Constant), KOMPENSASI, PENGEMBANGAN KARIR, LINGKUNGAN KERJA

Source: SPSS 25 Processing Results (2022)

Based on table 16 and the significance value is less than 0.05 which is 0.000. This means that the usable model is acceptable .

### Coefficient of Determination Test Results ( $R^2$ )

The Coefficient of determination test is used to measure how far the model is in order to explain the variance in the free variable. The value of  $R^2$  (*Adjusted R Square*) is used to determine how much the ability of a free (independent) variable to describe a bound (dependent) variable. The following are the results of data processing from the results of the Coefficient of Determination Test presented in the table below

**Table 17. Coefficient of Determination Test Results**

| <b>Model Summary<sup>b</sup></b> |                   |          |                   |                            |               |
|----------------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                            | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                                | .598 <sup>a</sup> | .358     | .329              | 3.70024                    | 2.126         |

a. Predictors: (Constant), KOMPENSASI, PENGEMBANGAN KARIR, LINGKUNGAN KERJA

b. Dependent Variable: KINERJA

Source: SPSS 25 Processing Results (2022)

Based on table 17 of the coefficient of determination test results above, it is known that the value of  $R^2$  of 0.329 if persenized will be 32.9% meaning that the variation of the bound variable, namely Performance, can be explained by variations of the three free variables, namely Career Development, Work Environment, and Compensation. While the rest ( $100\% - 32.9\% = 67.1\%$ ) is influenced by other variables outside the study.

### Discussion of Research Results

Based on the results of research conducted on the Effect of Career Development, Work Environment and Compensation on Employee Performance of PT Bridgestone Tire Indonesia Bekasi, researchers found results that can be compared with previous studies that were used as references in this study.

#### 1. The Effect of Career Development on Employee Performance of PT Bridgestone Tire Indonesia Bekasi

The results of this study show that the career development variable has no significant influence on the Employee Performance of PT Bridgestone Tire Indonesia Bekasi, by showing that the career development value has a significance value of  $0.127 > 0.05$ , with a calculated t value of  $1.544 < t$  table 1.996. This means that Career Development does not affect the Employee Performance of PT Bridgestone Tire Indonesia Bekasi, this means that whatever the employee's career, it does not affect the performance of PT Bridgestone Tire Indonesia Bekasi employees. Which when viewed from the questionnaire that 'Senior employees provide guidance to junior employees who help career development' has the lowest value so that Career Development on Employee Performance. This is in

line with research conducted by Sofyan, Rahman M, Bima, and Nujum (2016) argues that career development does not have a significant effect on employee performance at the Regional Office of the Ministry of Religious Affairs in South Sulawesi.

## 2. Effect of Work Environment on Employee Performance of PT Bridgestone Tire Indonesia Bekasi

The results of this study show that the work environment variable has no significant influence on the Employee Performance of PT Bridgestone Tire Indonesia Bekasi, by showing that the Work Environment value has a significance value of  $0.642 > 0.05$ , with a calculated  $t$  value of  $0.467 < t$  table 1.996. This means that the Work Environment does not affect the Performance of PT Bridgestone Tire Indonesia Bekasi Employees. Whichever work environment there is PT Bridgestone Tire Indonesia Bekasi will not affect the performance of employees of PT Bridgestone Tire Indonesia Bekasi. Because according to researchers' observations, many employees come from the local area who are very familiar with the environment at PT Bridgestone Tire Indonesia Bekasi. This is in line with research conducted by Sahlan, Mekel and Trang (2015) argues that the work environment does not have a significant effect on employee performance at PT Bank Sulawesi Utara, Airmadidi Branch.

## 3. Effect of Compensation on Employee Performance of PT Bridgestone Tire Indonesia Bekasi

The results of this study show that the Compensation variable has a significant influence on the Employee Performance of PT Bridgestone Tire Indonesia Bekasi, by showing that the compensation value has a significance value of  $0.004 < 0.05$ , with a calculated  $t$  value of  $3.021 > t$  table 1.996. This means that compensation has a significant positive effect on employee performance of PT Bridgestone Tire Indonesia Bekasi, the higher the compensation, the higher the employee's performance. This is because when an employee gets high compensation or gets a reward for his achievements, the employee is more excited so that compensation causes high motivation and results in higher performance. This is in line with research conducted by Syaifani, Siswandi, and Jufrizen (2019) argues that compensation has a significant effect on employee performance in the Bina Marga Office of the Technical Implementation Unit for Road and Bridge Construction in North Sumatra Province .

## CONCLUSION

Based on the objectives of the research and hypothesis analysis, it can be concluded as follows: 1). Career Development at PT Bridgestone Tire Indonesia Bekasi is very good. 2). The Working Environment at PT Bridgestone Tire Indonesia Bekasi is very good. 3). The compensation at PT Bridgestone Tire Indonesia Bekasi is very good. 4). Employee performance at PT Bridgestone Tire Indonesia Bekasi is very good. 5). Career Development has no effect on Employee Performance at PT Bridgestone Tire Indonesia Bekasi. 6). The work environment does not affect employee performance at PT Bridgestone Tire Indonesia Bekasi. 7). Compensation has a positive and significant effect on Employee Performance at PT Bridgestone Tire Indonesia Bekasi.

## RECOMMENDATION

Based on the above conclusions, researchers want to provide recommendations that can be useful for companies as follows: 1). In the career development variable, it is recommended to companies to take a good teamwork approach, because the indicator that has the lowest score of 295 compared to other indicators is "Senior employees provide guidance to junior employees who help career development". In addition, it is recommended to companies to carry out clear career development, since the indicator that has the lowest score of 295 compared to other indicators is "Employees have high loyalty to the company" 2). In the work environment variable, it is recommended to companies to carry out effective communication, because the indicator that has the lowest score of 290 compared to other indicators is "Relationships with colleagues are open to each other and if there are problems employees will conduct deliberations" 3). In the compensation variable, it is recommended for companies to give bonuses to employees in accordance with performance, because the indicator that has the lowest score of 289 compared to other indicators is "Bonuses are given to employees who have worked beyond the company's target". 4). In the Employee Performance variable, it is

recommended to companies to provide aspiration space and build effective communication with fellow employees, because the indicator that has the lowest score of 288 compared to other indicators is "I am able to cooperate with colleagues in good work". In addition, it is recommended to companies to conduct character development training and moral values so that employees can respect each other, because the indicator that has the lowest score of 288 compared to other indicators is "I treat superiors, co-workers, and subordinates respectfully and politely".

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