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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 for 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 which 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 that 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:

Table 1 Scraped Products

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

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

1. Problem Formulation

How does 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?

2. Research Objectives

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 andto analyze the effect of compensation on the performance of employees of PT Bridgestone Tire Indonesia Bekasi.

3. 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 to 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 comes from the word performance which means work performance. Performance can be interpreted as an achievement in the work of an employee towards the fulfillment of the requirements of a 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* (2016:188), 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 (2015:3) that the notion of performance is a result of the work process in carrying

out tasks by a person. Inputs, outputs, and outcomes are a series of processes from performance. The quality requirements of work include effective, efficient, accuracy, durability, fit, impressive, good standards. In working, of course, someone has the qualities, these qualities are needed in carrying out optimal performance.

Sundari (2019) stated that the notion of performance is a process oriented towards the future, which is carried out according to the circumstances of an individual or company and is based on connecting input or output processes. Meanwhile, according to Kawiana (2020) performance is the result of the achievement of individual or group of employees' work that has been achieved in 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.

From the description of the explanation above, it can be concluded that performance is a process of employee work results 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.

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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 Factors

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.

Efriyaningsih (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, according to 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
dengan aktivitas pekerja, antara 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.

1.   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 (Year)	Variabel independent	Variabel Dependent	Research Results
Meina EkaEfriyaningsih (2017)	Career Development Work Commitment Career Development	Performance Performance	Significant positive effect Significant positive effect
Muhammad Sofyan, Abdul Rahman M, Muh.Jobhar Bima, Syamsu Nujum (2016)	Work Environment	Performance	Significant positive effect
Lyta Lestarydan Harmon(2017)	Work Environment Compensation	Performance	Significant positive effect
Nurul IkhsanSahlan, Peggy A. Mekel, danIrvan Trang (2015)	Compensation	Performance Performance	No effect Significant positive effect
Putri Endah Syaifani, Yudi Siswadi, danJufrizen (2019)	Compensation	Performance	Significant positive effect
Purwanto S.Katidjan, Suharno Pawirosumarto,dan Albertus Isnaryadi (2017)		Performance	No effect

Sumber: Hasil Pengolahan Penelitian (2022)
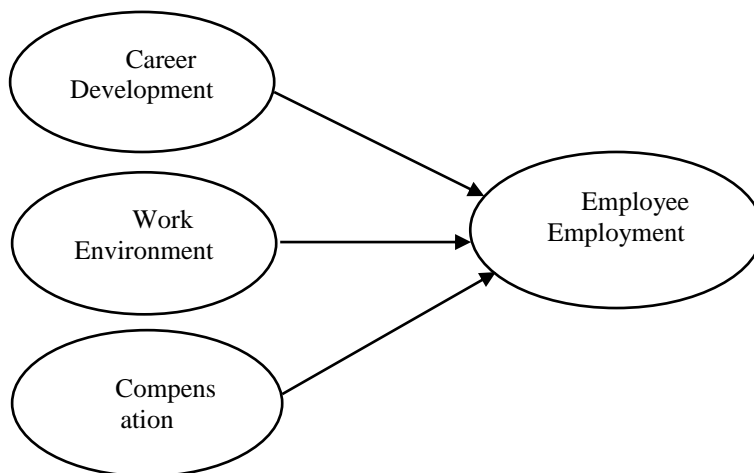
Draw 1
Frame of Mind

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

1. 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.

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. Operational Variabels

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 *Exposure* 2. Organizational Allegiance 3. Mentor dan Sonsor 4. Opportunity to grow	*Likert*
Working Environment (X2)	The work environment is the surrounding environment 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)	1. Working Atmosphere 2. Relationship Co workers 3. Availability of Work Facilities	*Likert*
Kompensasi (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 2. Compensation indirectly	*Likert*
Kinerja (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 2. Work productivity 3. Knowledge 4. Behaviour 5. Belief 6. Communication	*Likert*

Data Source : 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.

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	*Cronbach's Alpha* 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:
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)

Test   Regression Model Assumptions

1. Normality Test

The Normality Test is used to measure whether the data owned is distributed normally or not. Normality tests are carried out to determine whether free variables and bound variables have normal or abnormal data distributions, or the two variables have normal or abnormal data distribution (Ghozali, 2016: 154). Research using the data normality test was carried out using One Sample Kolmogriv Smirnov, which is a significant value above 0.5 meaning that the distributed data runs normally.

2. Multicollinearity Test

The Multicollinearity test is used to test regression models found whether there is a correlation between free variables. According to Ghozali (2018) The multicollinearity test aims to test whether the regression model found a correlation between independent variables. A well-declared regression model means that there is no strong correlation in each free variable because the variables can be similar.

3.   Heteroskedasticity Test

The Heteroskedasticity test is used to test for the presence or absence of deviations. The Heteroskedasticity test is performed to determine whether the regression model can be homoskedasticity or heteroskedasticity. A homoskedasticity test is a test in which the variance from the residual of one observation to another observation is fixed. If the variance of the residual is different, it means that the regression model is heteroskedasticity. The way to find out is done with the Glejser Test. The Glejser test is carried out by regressing the residual absolute value to a free variable (Ghozali, 2018). The significant probability value of a free variable of 5% is stated by the   regression model not to be heteroskedasticity, whereas if the probability value is less than 5% it is stated to be heteroskedasticity.

4. Autocorrelation Test

The Autocorrelation test is carried out to test whether there is a correlation between the data on each variable in a certain period and the previous period. According to Ghozali (2018) the autocorrelation test if the results have similarities, it is declared unfit for use.

The autocorrelation test usually uses the Durbin-Watson test method. Values from Durbin-Watson range from 0 to 4. Broadly speaking, if the Durbin-Watson test value is <1 or >3 then it is stated that the multiple regression model does not occur autocorrelation.

Hypothesis Test

1. Test F

The F test is used to determine whether free variables can jointly have a significant effect on bound variables. According to Ghozali (2016) the F test has a level to be used which is 0.5 or 5%. The value of the sginifikan $F < 0.05$ is then stated that free variables can simultaneously affect bound variables or vice versa.

The criteria for the provisions of the F test are (Ghozali, 2016):

1. If the significant value of $F < 0.05$ then H0 is rejected and H1 is accepted. The result of the F test means that all independent/free variables have a significant influence on   the dependent/bound variables.

2. If the significant value of F > 0.05 then H0 is accepted and H1. The result of the F test means that all independent/free variables have no significant influence on the dependent/bound variables.

2. Partial Test (T Test)

The t-test was carried out to test research hypotheses regarding the influence of each partially free variable on the bound variable. According to Ghozali (2018:98) partial statistical test (T test) shows how far the influence of one independent variable individually in explaining variations on bound variables.

Partial tests can be done through t-test statistics by comparing Sig values. t with an alpha value of 0.05 and also calculated with ttabel, the basis for decision making is as follows.

1. If Sig. <0.05, or count > ttabel, then the free variable has a partial effect on the bound variable.

2. If Sig. >0.05, or calculate < ttabel then the free variable has no partial effect on the bound variable.

3. Coefficient of Determination Test (R2)

The coefficient of determination test analysis is a test used to measure the degree of how far the model is able to explain the variation of bound variables (Ghozali, 2017). The value of the coefficient of determination is between zero or one. An R Square value close to one means that it has the ability of a free variable to describe some of the required predictive information on a bound variable.

Here is the formula of the value of the Coefficient of Determination (R2):

$$Kd = r2 \times 100\%$$

Information:
R2 = Coefficient of determination
r = Correlation coefficient

ANALYSIS AND LANGUAGE RESULTS

Description of the object of study

This research is focused on analyzing the influence between Career Development, Work Environment and Compensation on Employee Performance. The object of research used by the researcher was employees of PT Bridgestone Tire Indonesia Bekasi The researcher took respondents from employees of PT Bridgestone Tire Indonesia Bekasi as many as 71 respondents.

Respondent Profile

Data collection was carried out to employees of PT Bridgestone Tire Indonesia Bekasi as many as 71 respondents who had filled out the questionnaire. Furthermore, researchers will group the identity of respondents' data based on gender, age, recent education , work unit and length of service.

Description of Respondents By Gender

Based on the research data obtained from the results of the questionnaire, the identity of the respondent's profile regarding gender can be seen in the following table:

Table 7 Description of Respondents By Gender

Gender	Sum	Percentage
Man	42	59%
Woman	29	41%
Total	71	100%

Source: Questionnaire Processing Results (2022)

Description of Respondents by Age

Based on the research data obtained from the results of the questionnaire, the identity of the respondent's profile regarding age can be seen in the following table:

Table 8 Description of Respondents by Age

Age	Sum	Percentage
21-30 Years	17	24%
31-40 Years	22	31%
40-50 Years	19	27%
>50 years	13	18%
Total	71	100%

Source: Questionnaire Processing Results (2022)

Description of Respondents Based on Recent Education

Based on the research data obtained from the results of the questionnaire, the identity of the respondent's profile regarding the last education can be seen in the following table:

Table 9 Description of Respondents Based on Recent Education

Final education	Sum	Presented
High School/Vocational School	13	18%
D3/D4	17	24%
Strata one (S1)	38	54%
Magister (S2)	3	4%
Total	71	100%

Source: Questionnaire Processing Results (2022)

Variable Data Description

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
	Average value	**303**	**Excellent**

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
	Average Value	303	Excellent

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	Excellent
	Average Value	300	Excellent

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 12 statements from indicators displayed in the form of the following table:

Table 12 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 SaranaProsperous.	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
	Average	303	Excellent

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
1. 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 α=0.05. Here is the normality test presented in the table below:

Table 13 Normalitas Test Results

One-Sample Kolmogorov-Smirnov Test

UnstandardizedResidual

		UnstandardizedResidual
N		71
Normal Parameters[a,b]	Mean	1,5719
	Std. Deviation	0,62291
Most ExtremeDifferences	Absolute	0,160
	Positive	0,160
	Negative	-0,136
Test Statistic		0,160
Asymp. Sig. (2-tailed)		.000[c]
Monte Carlo Sig. (2-tailed)	Sig.	.056[d]0,003
	95% Confidence Interval	Lower Bound 0,110
		Upper Bound

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 71 sampled tables with starting seed 221623949.

Source : SPSS 25 Processing Results (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.

2. *Multicholinearity Test Results*

The multicholinearity 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 multicholinearity 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 multicholinearity test presented in the table below:

Table 14 Multicholinearity Test Results

| | Model | Collinearity Statistics | |
		Tolerance	Bright
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 multicholinearity test results in this study using data from free variables. The results obtained from the multicholinearity test of all variables can be declared no symptoms of multicoloniality.

Heteroskedasticity Test Results

Figure 2

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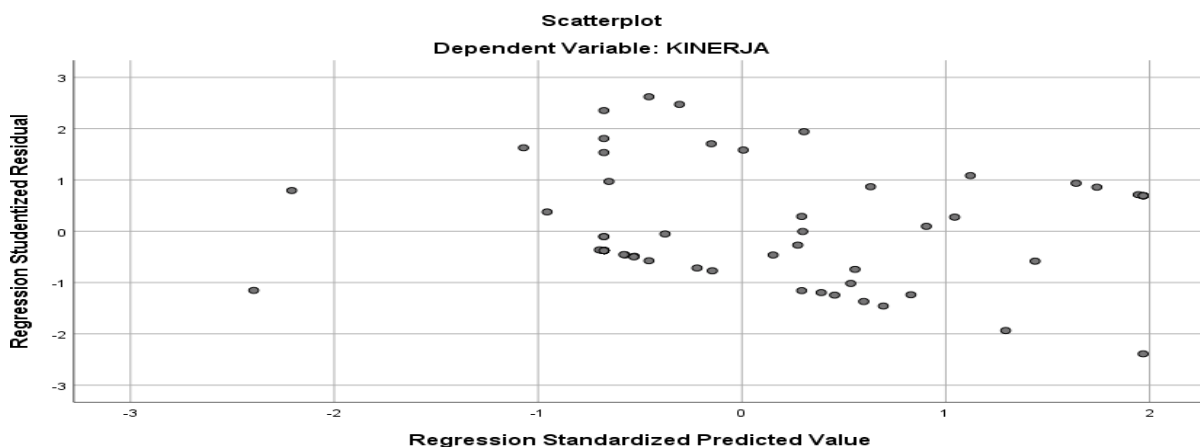
Based on the 1.1 *scatterplots* chart, it can be seen that the dots spread randomly but do not form a pattern clearly and are scattered above or below the number 0 on the Y axis. So, it can be concluded that the result obtained is the absence of heterochedeticity in the regression model.

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 15 Autokorelasi Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598[a]	.358	.329	3.70024	2.126

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

b. Dependent Variable: KINERJA

source: Hasil Pengolahan 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 16 Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
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:

$$Y = 16.805 + 0.203X_1 + 0.068X_2 + 0.406X_3$$

Where: Y = Performance, X1 = Career Development X2 = Work Environment X3 =

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 (X1) 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 (X2) 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 (X3) 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 coefience 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 17 F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	510.484	3	170.161	12.428	.000[b]
	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 18 Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598[a]	.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 18 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.

Recommendations

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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