



**THE EFFECT OF SITUATIONAL LEADERSHIP AND COMPENSATION
ON EMPLOYEE PERFORMANCE MEDIATED BY CAREER
DEVELOPMENT OPPORTUNITIES AT PT. CKD**

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Abstract

In the era of globalization and increasingly competitive business competition, companies are required to have high-performance, adaptive, and professional human resources (HR). Employee performance is a key factor that determines the success of the organization, which is influenced by various variables such as leadership style and the compensation system implemented. However, the results of previous studies show inconsistencies regarding the influence of situational leadership and compensation on employee performance. Therefore, this study aims to analyze the influence of situational leadership and compensation on employee performance mediated by career development opportunities at PT. CKD. This study uses a quantitative method, sampling using the Lemeshow formula, and obtained a sample of 100 respondents. Data were collected through questionnaires distributed using Google Forms. Data management was carried out using Partial Least Squares (PLS) through the Structural Equation Model (SEM) technique with the help of the SmartPLS program version 4.1.1. The results of the analysis obtained show that situational leadership has a significant effect on employee performance at PT CKD. Compensation has a significant effect on employee performance at PT CKD. Career development opportunities have a significant effect on employee performance at PT CKD. Leadership significantly influences career development opportunities at PT CKD. Compensation does not

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significantly influence career development opportunities at PT CKD. Situational leadership has a significant influence on employee performance, with career development opportunities as a mediating variable at PT CKD. Compensation has a significant impact on employee performance, with career development opportunities as a mediating variable at PT CKD.

Keywords: Situational Leadership, Compensation, Employee Performance, Career Development Opportunities



INTRODUCTION

In an era of globalization and increasingly competitive markets, companies are required to have high-quality, productive, and adaptable human resources (HR). One key indicator of organizational competitive advantage is employee performance.

Employee performance an employee's ability to complete specific tasks. This performance has a significant impact on the overall success of the organization, as well as on an individual's ability to carry out assigned responsibilities. Therefore, it is important to establish clear, measurable, and systematic standards to facilitate the benchmarking and evaluation process (Yuliana & Kusdiyanto, 2024). The following presents the results of a pre-survey to 30 respondents at PT. CKD regarding employee performance at PT. CKD:

Table 1. Employee Performance Pre-Survey Data at PT. CKD

No	Statement Items	Results Yes	Results No	Results Yes	Results No
1	The amount of work I handle always meets the targets that have been set.	13	17	43.3%	56.7%
2	The quality of my work has met the standards set by the company.	10	20	33.3%	66.7%
3	I can complete the tasks that are my responsibility that I am currently working on.	15	15	50%	50%
Average Score Total				42.2%	57.8%

Source: Processed Primary Data, 2025

Based on Table 1, the results of a pre-survey of 30 respondents at PT. CKD shows that 42.2% of respondents stated that their performance had met the targets

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and standards set by the company, both in terms of work quantity, quality of results, and task completion. Meanwhile, 57.8% of respondents stated that their performance had not reached the predetermined targets. This indicates that the majority of employees at PT. CKD still experience difficulties in achieving optimal performance.

Another factor that can influence employee performance is situational leadership, a leadership style that adapts its managerial approach based on the level of readiness, competence, and commitment of its subordinates. Leaders who effectively implement a situational leadership style are able to guide and motivate employees according to their individual circumstances and needs. Thus, leaders act not only as instructors but also as facilitators capable of creating an adaptive and supportive work environment.

Research conducted by (Hamzah et al., 2023) stated that situational leadership influences employee performance. According to (Rezeki et al., 2023) stated that there is a direct and indirect positive influence of situational leadership style on employee performance. This research is inversely proportional to the research (Arfianty et al., 2021) which says that situational leadership style does not affect employee performance.

Furthermore, compensation is also a crucial factor influencing employee performance. Fair and competitive compensation, whether financial, such as salary and incentives, or non-financial, such as awards or benefits, can increase employee motivation and loyalty to the company. Conversely, inadequate compensation can reduce morale and productivity.

Several researchers have conducted research on compensation and employee performance. The research conducted by (Ndruru et al., 2025) states that compensation has an impact on employee performance. According to (Mediaty et al., 2023) stated that the compensation variable has a significant influence on employee performance. This research is inversely proportional to the research (Agus et al., 2023) which says that compensation does not have a positive and significant effect on employee performance.

Several studies that have been conducted on situational leadership and compensation have revealed a discrepancy in their results. Some say they are influential, while others say they are insignificant. This discrepancy between



previous research suggests the need for further research into the influence of situational leadership and compensation on employee performance.

Several previous studies on situational leadership and compensation on employee performance found that some had no significant effect, but situational leadership and compensation at PT. CKD were considered to have important roles that need to be optimized in order to improve employee performance. To strengthen the results of this study, the researcher will add the variable of career development opportunities as a mediator between situational leadership and compensation.

Career development is an effort that can be made by companies to maintain loyalty and improve employee performance, while also equipping them in planning their future career paths (Yuliana & Kusdiyanto, 2024).

Study (Yanti & Sinollah, 2023) States that Leadership has a direct and significant influence on career development. According to (Dien Putri Pamungkas & Surendra, 2020) stated that leadership has a direct and significant influence on career development. Researchers (Yusup & Saragih, 2020) stated that career development has a positive and significant effect on employee performance. According to (Purwanti & Yudiastra, 2024) stated that career development has a positive and significant impact on employee performance. Researchers (Wahyudi et al., 2024) states that compensation has a significant effect on career development opportunities.

LITERATURE REVIEW

Employee Performance

According to (Yuliana & Kusdiyanto, 2024), Performance is an employee's ability to complete specific tasks. This performance has a significant impact on the overall success of the organization, as well as on an individual's ability to carry out assigned responsibilities. Therefore, it is important to establish clear, measurable, and systematic standards to facilitate the benchmarking and evaluation process.



Performance is a crucial indicator in evaluating the extent to which an individual or team contributes to achieving organizational goals. Therefore, improving performance is a primary focus in human resource management, as an organization's success is significantly influenced by the performance of each member (Ndruru et al., 2025).

According to (Antika et al., 2021), Performance is the work output obtained by an employee, both in terms of quality and quantity, when carrying out tasks that are his responsibility.

According to (Antika et al., 2021), there are 4 employee performance indicators, namely:

1. Quality

The quality of work is assessed based on the employee's views on the quality of work results and the level of perfection in completing the assigned responsibilities.

2. Quantity

Refers to the volume of work completed, expressed in terms of the number of units or cycles of activity successfully completed within a given time period.

3. Punctuality

Describes how quickly a task can be completed according to a predetermined schedule, as well as the ability to manage time efficiently so that it can be used for other activities.

4. Effectiveness

Refers to the extent to which organizational resources such as labor, funds, technology, and raw materials are used optimally to increase the output of each unit of these resources.

Situational Leadership

According to (Abbas et al., 2020) Situational leadership is a leadership approach that focuses on the conditions of followers. This model adapts leadership style based on the employee's level of readiness and maturity in completing assigned tasks. In practice, situational leadership involves adjusting the leader's behavior, both in terms of task execution and interactions between superiors and subordinates.



The situational leadership model is a leadership approach tailored to specific conditions, particularly the maturity level of employees. Therefore, in implementing this style, a leader focuses more on the extent to which employees are prepared to accept and carry out the given direction (Tetania & Susanto, 2022).

According to (Nabillah & Arifin, 2022) Situational leadership is a manager's ability to read various signs or changes in the work environment, analyze the situation, and adjust his or her leadership style to suit the existing conditions.

According to (Nabillah & Arifin, 2022), there are 4 situational leadership indicators, namely:

1. Telling (Leader Instruction Style)

a. Outlining employee duties

The leader directly conveys the roles and responsibilities of each employee in carrying out work in the company.

b. Open two-way communication

Effective communication is created between leaders and subordinates, where leaders provide space for subordinates to respond to messages received.

c. Decision Making by leaders

Leaders have the authority to make decisions to resolve problems, using a specific approach that is acceptable to all parties.

d. Providing additional instructions

To clarify the directions, the leader provides additional instructions so that the task can be carried out better.

2. Selling (Consultative Leadership Style)

a. Involvement in decision making and clarification

Employees are given the opportunity to be involved in decision-making and are given the opportunity to explain their opinions.

b. Ability to influence followers

Leaders demonstrate their ability to influence their subordinates to be willing to follow the directions given.



- c. Motivation to improve performance
Leaders provide positive encouragement and motivation to help subordinates improve their work enthusiasm and productivity.
3. Participating (Leader Participation Style)
 - a. Be a responsive listener
Leaders show an open attitude and are ready to listen to all input and opinions from their subordinates.
 - b. Providing support in decision-making
Leaders support subordinates in making decisions related to completing tasks or problems faced.
 - c. Appreciate the success of subordinates
For success in completing a task, the leader directly gives praise as a form of appreciation.
 - d. Boost self-confidence
Leaders help build the self-confidence of subordinates so that they feel comfortable in carrying out their tasks and improve their performance.
4. Delegating (Leader Delegation Style)
 - a. Provide general directions
Leaders only convey general directions, then hand over the implementation of these tasks to subordinates.
 - b. Monitoring Work
Even though tasks have been delegated, leaders still monitor the progress of their subordinates' work to ensure it goes according to expectations.

Compensation

According to (Novita et al., 2022) Compensation is a form of reward an employee receives as appreciation for the work they have done. This reward can be an hourly wage or a regular salary designed and managed by the company's human resources department.

Compensation is a crucial tool for improving employee effectiveness. When organizations provide appropriate compensation, it can increase employee motivation in carrying out their responsibilities. Providing appropriate compensation is also part of a managerial strategy to maintain optimal work performance. The amount of compensation received not only serves as a token of



appreciation for employee dedication but also impacts their family well-being and social interactions (Ndruru et al., 2025).

According to (Mediaty et al., 2023) Compensation is a form of reward given by a company as a token of appreciation for employee performance. Efforts to maintain work enthusiasm and motivation can be achieved through rewards and recognition, which ultimately encourage employees to perform at their best in response to this appreciation.

According to (Munparidah et al., 2023), there are 4 compensation indicators, namely:

1. Wages and Salaries

Wages are typically associated with hourly payments and are generally applied to operational or maintenance workers. Meanwhile, salary more often refers to weekly, monthly, or annual payment systems.

2. Incentive

Incentives are a form of additional compensation given outside of wages or basic salary as a reward for certain achievements made by employees.

3. Allowance

Benefits include a variety of benefits such as health and life insurance, paid leave, retirement plans, and other assistance related to employment status.

4. Facility

Facilities include various forms of convenience provided by the company to employees, such as official cars, exclusive club memberships, special parking spaces, and access to company aircraft.

Career Development Opportunities

According to (Purwanti & Yudiastra, 2024) Career development is a systematic approach implemented by organizations to ensure the availability of individuals with the appropriate qualifications and experience when needed. Structured career development programs play a vital role in maintaining employee morale and loyalty.



Career development is an effort that can be made by companies to maintain loyalty and improve employee performance, while also equipping them in planning their future career paths (Yuliana & Kusdiyanto, 2024).

According to (Enggowa et al., 2023) Career development is a series of processes and activities designed to prepare employees to achieve specific future positions within an organization. This demonstrates that career development is an ongoing effort and plays a vital role in supporting individual career success.

According to (Enggowa et al., 2023) There are 4 compensation indicators, namely:

1. Educational background

In the job promotion process, management will consider the employee's educational background to assess the suitability between the education they have and the qualifications and abilities required.

2. Work experience

Work experience is an important indicator in determining the direction of a person's career development, because adequate experience can have a positive impact on an employee's career progress.

3. Work performance

An employee's performance serves as the primary foundation for various other career development programs. Good work performance has the potential to accelerate career advancement and increase position within the organization.

4. Opportunity to Grow

When an employee actively improves their competencies through training, continuing education, or courses, it opens up broader career opportunities. These efforts not only benefit personal development but also support the improvement of the quality of human resources within the company.

Hypothesis Development

The Influence of Situational Leadership on Employee Performance

According to previous research that discussed the influence of situational leadership on employee performance, including the results of research conducted (Hamzah et al., 2023) stated that situational leadership influences employee performance. According to (Rezeki et al., 2023) stated that there is a direct and

The Influence of Situational Leadership



indirect positive influence of situational leadership style on employee performance. This research is inversely proportional to the research (Arfianty et al., 2021), which states that situational leadership style does not affect employee performance. Based on this description, the following hypothesis can be formulated:

H1: It is suspected that situational leadership has an influence on employee performance.

The Effect of Compensation on Employee Performance

According to previous research that discussed the influence of compensation on employee performance, including the results of research conducted (Ndruru et al., 2025) states that compensation has an impact on employee performance. According to (Mediaty et al., 2023) stated that the compensation variable has a significant influence on employee performance. This research is inversely proportional to the research (Agus et al., 2023), which states that compensation does not have a positive and significant effect on employee performance. Based on this description, the following hypothesis can be formulated:

H2: It is suspected that compensation has an impact on employee performance

The Influence of Career Development Opportunities on Employee Performance

According to previous research that discussed the influence of career development opportunities on employee performance, including the results of research conducted (Yusup & Saragih, 2020) stated that career development has a positive and significant effect on employee performance. According to (Purwanti & Yudiastra, 2024) stated that career development has a positive and significant effect on employee performance. This research is inversely related to research (Yuliana & Kusdiyanto, 2024), which states that career development has a negative but insignificant effect on employee performance. Based on this description, the following hypothesis can be formulated:

H3: It is suspected that career development opportunities have an impact on employee performance.



The Influence of Leadership on Career Development Opportunities

According to previous research that discussed the influence of leadership on career development opportunities, including the results of research conducted (Yanti & Sinollah, 2023), States that Leadership has a direct and significant influence on career development. According to (Dien Putri Pamungkas & Surendra, 2020) states that leadership has a direct and significant influence on career development. Based on this description, the following hypothesis can be formulated:

H4: It is suspected that leadership influences career development opportunities.

The Influence of Compensation on Career Development Opportunities

According to previous research that discussed the influence of compensation on career development opportunities, including the results of research conducted (Wahyudi et al., 2024) stated that compensation has a significant influence on career development opportunities. Researchers (Dewi et al., 2022) state that compensation does not significantly influence career development opportunities. Based on this description, the following hypothesis can be formulated:

H5: It is suspected that compensation has an impact on career development opportunities.

The Influence of Situational Leadership on Employee Performance with Career Development Opportunities as a Mediating Variable

According to previous research that discussed the influence of situational leadership on employee performance with career development opportunities as a mediating variable, including the results of the research conducted (Yanti & Sinollah, 2023), States that Leadership has a direct and significant influence on career development. Researchers (Yusup & Saragih, 2020) stated that career development has a positive and significant impact on employee performance. Based on this description, the following hypothesis can be formulated:

H6: It is suspected that situational leadership influences employee performance with career development opportunities as a mediating variable.

The Effect of Compensation on Employee Performance with Career Development Opportunities as a Mediating Variable

According to previous research that discussed the influence of compensation on employee performance with career development opportunities as a mediating variable, including the results of the research conducted (Wahyudi et al., 2024) stated that compensation has a significant influence on career development opportunities. Researchers (Yusup & Saragih, 2020) stated that career development has a positive and significant impact on employee performance. Based on this description, the following hypothesis can be formulated:

H7: It is suspected that compensation affects employee performance with career development opportunities as a mediating variable.

The framework of thought in this research is as described below:

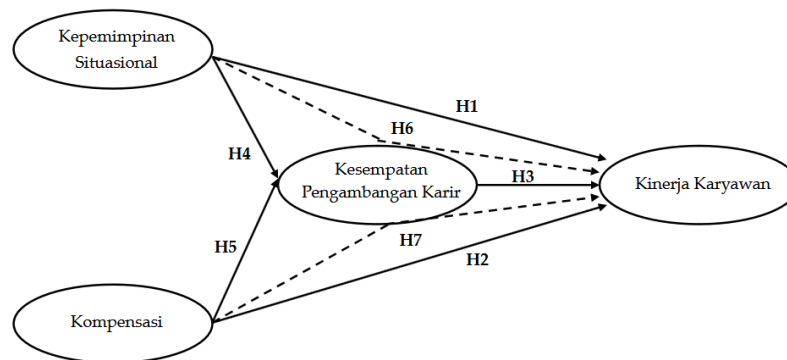


Figure 1.
Research Framework
Source: Researcher

RESEARCH METHOD

This type of research uses a quantitative approach. According to (Economy et al., 2023). This approach is based on the positivist paradigm and is used to research specific populations or samples. Data collection techniques are conducted using standardized research instruments, and data analysis is numerical or statistical, with the primary goal of testing predetermined hypotheses.

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The respondents in this study were employees of PT. CKD. Since the exact population size is unknown, the sampling method used was the Lemeshow formula, resulting in 100 respondents. The data source used in this study was primary data collected through questionnaires administered directly to respondents.

This study uses a structural analysis method with a Partial Least Squares (PLS) approach through the Structural Equation Model (SEM) technique, namely the outer containing validity analysis, outer loading, reliability, and hypothesis test results. This study used the assistance of the SmartPLS program version 4.1.1.

RESULTS AND DISCUSSION

Validity Test

This test was conducted to assess the extent of the relationship between the scores of each item or component and the overall construct score. This relationship is reflected through the standardized loading factor, which indicates the strength of the relationship between the measurement indicators and the intended construct. In this study, a loading factor value of at least 0.70 and an Average Variance Extracted (AVE) of 0.50 are considered to meet the acceptable criteria (Amalia et al., 2025).

Table 2.
Outer Loading

Variables	r indicator	Outer Loading	Validity
Situational Leadership (X1)	KS1	0.769	Valid
	KS2	0.900	Valid
	KS3	0.859	Valid
	KS4	0.791	Valid
Compensation (X2)	K1	0.950	Valid
	K2	0.853	Valid
	K3	0.950	Valid
	K4	0.878	Valid
Career Development Opportunities (Z)	KPK1	0.747	Valid
	KPK2	0.888	Valid
	KPK3	0.874	Valid
	KPK4	0.811	Valid



Employee performance (Y)	KK1	0.853	Valid
	KK2	0.947	Valid
	KK3	0.904	Valid
	KK4	0.740	Valid

Source: Research data processed by SmartPLS, 2025

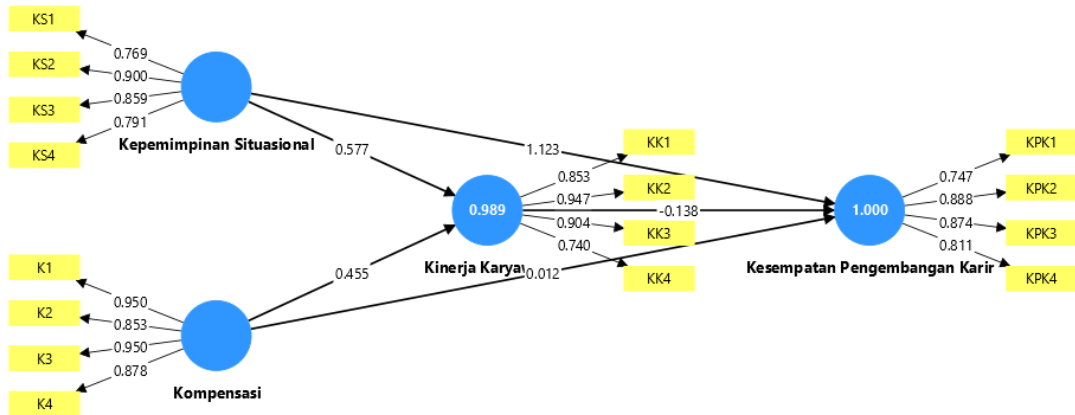


Figure 2. Outer Loading

Source: Research data processed by SmartPLS, 2025

Based on the outer loading results, all indicators showed values above 0.7, thus meeting the established criteria. These results conclude that all constructs meet the standards recommended in the validity test and are declared valid.

Reliability Test

Reliability was tested using a sample of 100 respondents in this study. The reliability of a variable can be used to assess its validity and consistency. If the composite reliability value exceeds 0.70, the variable is considered to have strong reliability (Amalia et al., 2025).

Table 3. Reliability Test

Variables	Cronbach's Alpha	rho_A	Composite	Description
Situational Leadership (X1)	0.849	0.858	0.899	Reliable



Compensation (X2)	0.929	0.932	0.950	Reliable
Career Development Opportunities (Z)	0.849	0.856	0.899	Reliable
Employee Performance (Y)	0.884	0.890	0.922	Reliable

Source: Research data processed by SmartPLS, 2025

Based on Table 3, all variables obtained values above 0.70, indicating that the trial had a good level of reliability and validity. This further confirms the trial's success, based on the analysis.

Hypothesis Testing

Hypothesis testing is conducted by analyzing the coefficient values for each type of influence, namely direct, indirect, and total influence. This process uses a t-test by comparing the significance value (sig t) to the researcher's established significance level ($\alpha = 0.05$).

Table 4.
Hypothesis Test Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Situational Leadership → Employee performance	0.577	0.577	0.021	26,957	0.000
Compensation → Employee performance	0.455	0.455	0.022	20,824	0.000
Career Development Opportunities → Employee performance	-0.138	-0.140	0.046	3,004	0.003
Situational Leadership → Career Development Opportunities	1,123	1,124	0.038	29,583	0.000



Compensation→Career Development Opportunities	0.012	0.011	0.008	1,476	0.140
Situational Leadership→Career Development Opportunities→Employee performance	-0.079	-0.080	0.026	3,099	0.002
Compensation→Career Development Opportunities→Employee performance	-0.063	-0.064	0.023	2,768	0.006

Source: Research data processed by SmartPLS, 2025

Situational Leadership on Employee Performance

In the results of the first hypothesis test, the influence of situational leadership on employee performance produced a P value of 0.000. This result is less than 0.05 ($0.000 < 0.05$), meaning it has a significant effect. In conclusion, the situational leadership variable has a significant effect on employee performance. Therefore, Ho is rejected and Ha is accepted.

These results are relevant to the findings(Hamzah et al., 2023)stated that situational leadership influences employee performance. This result is also relevant to the findings(Rezeki et al., 2023)stated that there is a direct and indirect positive influence of situational leadership style on employee performance.

Compensation for Employee Performance

In the results of the second hypothesis, the influence of compensation on employee performance produces a P value of 0.000. This result is less than 0.05 ($0.000 < 0.05$), meaning it has a significant effect. In conclusion, the compensation variable has a significant effect on employee performance. Therefore, Ho is rejected and Ha is accepted.

These results are relevant to the findings (Ndruru et al., 2025) state that compensation influences employee performance. This result is also relevant to the findings(Mediaty et al., 2023) state that compensation variables have a significant influence on employee performance.

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Career Development Opportunities for Employee Performance

In the results of the third hypothesis, the influence of career development opportunities on employee performance produces a P value of 0.003. This result is less than 0.05 ($0.003 < 0.05$), meaning it has a significant effect. In conclusion, the career development opportunity variable has a significant effect on employee performance. Therefore, H_0 is rejected and H_a is accepted.

These results are relevant to the findings (Yusup & Saragih, 2020) stated that career development has a positive and significant effect on employee performance. This result is also relevant to the findings (Purwanti & Yudiasra, 2024) stated that career development has a positive and significant effect on employee performance.

Leadership Towards Career Development Opportunities

In the results of the fourth hypothesis, the influence of leadership on career development opportunities produces a P value of 0.000. This result is less than 0.05 ($0.000 < 0.05$), meaning it has a significant effect. In conclusion, the leadership variable significantly influences career development opportunities. Therefore, H_0 is rejected and H_a is accepted.

These results are relevant to the findings (Yanti & Sinollah, 2023), States that Leadership has a direct and significant influence on career development. These results are relevant to the findings (Dien Putri Pamungkas & Surendra, 2020) stated that leadership has a direct and significant influence on career development.

Compensation For Career Development Opportunities

In the results of the fifth hypothesis, the influence of compensation on career development opportunities produces P values as big as 0.140. This result is greater than 0.05 ($0.140 > 0.05$), meaning it has no significant effect. In conclusion, the compensation variable does not significantly influence career development opportunities. Therefore, H_0 is accepted and H_a is rejected.

These results are relevant to the findings (Dewi et al., 2022) stated that compensation did not have a significant effect on career development opportunities. This result is also relevant to the findings (Adiyanto Pamungkas et al., 2025) stated that compensation does not have a significant effect on career development opportunities.



Situational leadership on employee performance with career development opportunities as a mediating variable

In the results of the fifth hypothesis test, the influence of situational leadership on employee performance with career development opportunities as a mediating variable produced P values as big as 0.002. This result is smaller than 0.05 ($0.002 < 0.05$), meaning it has a significant effect. In conclusion, the situational leadership variable has a significant effect on employee performance with career development opportunities as a mediating variable. H_0 is rejected, and H_a is accepted.

These results are relevant to the findings (Yanti & Sinollah, 2023), which state that Leadership has a direct and significant influence on career development. These results are relevant to the findings (Yusup & Saragih, 2020) stated that career development has a positive and significant impact on employee performance.

Compensation for Employee Performance with Career Development Opportunities as a Mediating Variable

In the results of the sixth hypothesis test, the influence of compensation on employee performance with career development opportunities as a mediating variable produces P values as big as 0.006. This result is smaller than 0.05 ($0.006 < 0.05$), meaning it has a significant effect. In conclusion, the compensation variable has a significant effect on employee performance with career development opportunities as a mediating variable., H_0 is rejected, and H_a is accepted.

These results are relevant to the findings (Wahyudi et al., 2024) state that compensation has a significant influence on career development opportunities. This result is relevant to the findings (Yusup & Saragih, 2020) stated that career development has a positive and significant impact on employee performance.

CONCLUSION

Based on the description of the discussion of the research results on the influence of situational leadership and compensation on employee performance mediated by career development opportunities at PT. CKD, the researcher can

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conclude as follows: situational leadership has a significant effect on employee performance. Compensation has a significant effect on employee performance. Career development opportunities have a significant effect on employee performance. Leadership has a significant effect on career development opportunities. Compensation does not have a significant effect on career development opportunities. Situational leadership has a significant influence on employee performance, with career development opportunities as a mediating variable. Compensation has a significant impact on employee performance with career development opportunities as a mediating variable.

Based on the conclusions of this study, several suggestions can be made as follows: it is recommended that PT. CKD continues to strengthen the implementation of situational leadership styles, as they have been proven to have a significant impact on improving employee performance. Leaders in the company environment are expected to be able to adapt their leadership styles to the level of readiness and needs of employees, thereby creating a more adaptive and productive work environment. Furthermore, the company also needs to pay attention to the provision of comprehensive compensation, including aspects of incentives and facilities that encourage work enthusiasm. Although compensation does not directly affect career development opportunities, it still plays an important role in shaping job satisfaction and motivation. The company also needs to develop systematic training and career development programs so that employees have a clear career path, which ultimately has an impact on improving performance. For future researchers, this study can be used as a reference to further examine other factors that may influence employee performance, such as organizational culture, work motivation, or the work environment. It is also recommended to expand the scope of the study by involving research objects in different companies or in other industrial sectors to obtain broader generalization of the results. Further research can also use quantitative and qualitative approaches simultaneously (mixed methods) to gain a deeper understanding of the relationship between variables. Finally, it is also important to consider employee demographic factors such as age, length of service, and education level, which may be moderating variables in the relationship between the variables studied.

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