

The Influence of KPI (*Key Performance Indicator*), Workload and Career Development on Employee Performance at PT Pegadaian Pringgan Medan

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ABSTRACT

The purpose of this research is to examine the influence of *Key Performance Indicators* (KPIs), workload, and career development on employee performance at PT. Pegadaian Pringgan Medan. The background of this research is based on the condition of employee performance that is not optimal and there are problems related to the implementation of KPIs, increased workload, and career development systems that are considered less than optimal. The research method used is a quantitative approach. The population in this research is around 40 employees and all of them are sampled through the saturated sampling technique. The data analysis technique used multiple linear regression with the help of the SPSS program. The results of the study explained that partially, KPIs and career development have a positive and significant effect on employee performance, while workload has no effect and is insignificant. Simultaneously, these three variables have a positive and significant effect on employee performance with a contribution of 88.1%. These findings indicate that the implementation of measurable KPIs and effective career development is critical in improving employee performance.

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Introduction

Human Resources (HR) is a strategic component in the sustainability and success of an organization, because human resources play a role as planners, implementers, as well as the main drivers in achieving company goals. The quality and competence of human resources greatly affect the performance of the organization as a whole, especially in the current era of globalization and digital transformation which demands high productivity, adaptability, and competitiveness (Albrecht et al., 2022). In the modern managerial context, HR management not only focuses on improving technical skills, but also emphasizes the importance of performance evaluation systems, proportionate workloads, and fair and transparent career development as key pillars of optimal performance shaping (Jain & Singh, 2021).

This research was conducted at PT Pegadaian Pringgan Medan, a business unit engaged in pawn-based and non-pawn-based financial services in the North Sumatra region. In practice, companies face various challenges in managing human resources effectively. One of the main issues identified is the implementation of *Key Performance Indicators* (KPIs) that are not fully optimal, as shown by the company's expectations that still demand an increase in target achievement by employees. KPIs as a quantitative work achievement measurement tool should be an objective basis for assessing employee performance, but if not communicated and monitored properly, it can actually become a psychological burden (Osman et al., 2020).

In addition, the increased workload due to the addition of services in the company is also an important concern. Excessive workload can have an impact on decreased efficiency and job satisfaction, as well as cause work stress that inhibits productivity (Ahmad et al., 2023). This situation requires an in-depth evaluation, especially in the management of the distribution of tasks and the balance between work targets and employee capacity. On the other hand, the career development system implemented by the company has received a positive response, but not all employees feel that they have an equal opportunity to advance. This perception reflects the gap between career development policies and their implementation, where some employees feel that work performance has not been fully a determining factor in promotion or promotion.

The performance of employees themselves in general is still considered not optimal, shown by delays in completing tasks and lack of effectiveness in following the direction of the leadership. In fact, from the

perspective of modern performance management, the effectiveness of carrying out tasks in accordance with the planned and set time is the main indicator of individual and team success (Purwanto et al., 2023). The research gap arises from the lack of studies that simultaneously integrate KPI, workload, and career development variables as determinants of employee performance in the context of state-owned financial institutions in Indonesia, especially in the pawn sector. Most previous studies only focused on one variable partially, so the results did not provide a holistic picture that could be used as a basis for internal policy.

With this background, this research is relevant and has new value in empirically evaluating the influence of KPIs, workload, and career development on employee performance at PT Pegadaian Pringgan Medan. This research is expected to make a practical contribution to company management in developing a more measurable, fair, and adaptive HR management strategy to operational challenges. The results of this research can also be the basis for designing policies to improve employee performance through comprehensive KPI evaluation, proportional workload distribution, and a career development system based on competencies and objective performance. From the academic side, this research enriches the literature related to performance management and human resources in the financial services sector, and can be used as a reference in the development of performance evaluation theories and models in similar organizational environments. In addition, the findings in this study can encourage further research that explores the qualitative and psychological dimensions of the relationship between managerial indicators and performance outcomes in the context of public organizations and SOEs.

Literature Review

Key Performance Indicator (KPI)

Key Performance Indicators (KPIs) are strategic measurement tools used by organizations to evaluate the effectiveness and efficiency of individual and work unit performance in achieving preset targets. Parmenter (2015) refers to KPI as a performance assessment method that aligns operational activities with organizational strategic goals through measurable indicators. To be used optimally, KPIs must have five main characteristics known as the SMART principle, namely specific, measurable, achievable, relevant, and time-bound (Kurniati & Abbas, 2023). This indicator is important because it helps organizations formulate data-driven policies, motivate employees, and strengthen internal accountability. In a broader context, recent research by Huang et al. (2021) in the *Journal of Business Research* shows that organizations that systematically implement KPIs tend to perform better and are adaptive to changes in the business environment.

Workload

Workload refers to the amount of work or responsibilities that an individual must complete within a certain time limit and under specified working conditions. Rohman and Ichsan (2021) explained that workload is a consequence of a combination of tasks, frequency, and work completion time that must be undertaken by employees. An unbalanced workload can lead to psychological distress and decreased performance quality. Putra (2018) stated that indicators in measuring workload include targets to be achieved, work situations, work time allocation, and applicable work standards. In an international study, Grawitch et al. (2022) through the *Journal of Occupational Health Psychology* emphasized that a high uncontrolled workload can trigger burnout and reduce job satisfaction, so workload management is a vital element in human resource development strategies.

Career Development

Career development is a systematic process carried out by organizations to improve individual competencies, capacities, and potentials in order to adapt to the demands of a dynamic job. According to Samsudin (2023), career development not only includes aspects of training and technical skill improvement, but also involves the formation of morale, work values, and the readiness of individuals to move up to a higher career level. Sugiyono (2019) mentioned several indicators of career development, including promotion opportunities, training and development, career coaching, compensation and benefits, and work culture support. In a study published in *Human Resource Development Quarterly*, Hirschi et al. (2020) stated that structured career development has a significant impact on increasing employee loyalty and productivity, especially in the service and finance sectors.

Employee Performance

Employee performance is the result of work achieved by an individual in carrying out his or her duties and responsibilities as measured through certain standards such as quality, quantity, effectiveness, and timeliness. Sutrisno (2016) explained that performance reflects the ability of employees to translate work instructions into objectively measurable outputs. Robbins (2016) added that the main indicators in assessing employee performance include work quality, quantity of work, punctuality, effectiveness, and independence. In a study by Koopmans et al. (2021) published in the *Journal of Occupational and Organizational Psychology*, it was found that performance measurement based on multidimensional indicators provides a more accurate picture of employees' contributions to the achievement of organizational goals, as well as being the basis for development planning

The Effect of KPIs (Key Performance Indicators) on Employee Performance

Key Performance Indicator (KPI) is one of the strategic tools used by organizations to measure and monitor performance achievements based on specific and measurable indicators. Proper implementation of KPIs allows management to direct employee behavior towards achieving organizational goals. Kurniati and Abbas (2023) emphasized that the implementation of KPIs not only provides clarity on organizational expectations, but also creates a sense of responsibility and work focus on individuals, which ultimately has an impact on improving overall performance.

Employees who have a clear understanding of what is assessed and how the assessment is carried out will show more directed work efforts, as well as be motivated to meet the indicators that have been set. Research by Al-Kahtani et al. (2021) in *Sustainability* also revealed that KPIs that align with employee competencies and company vision significantly increase work productivity and operational efficiency. Based on this explanation, the following hypotheses can be formulated:

H1: Key Performance Indicators (KPIs) have a positive and significant effect on employee performance.

The Effect of Workload on Employee Performance

Workload refers to the quantity and complexity of tasks that an individual must complete in a given period of time. An imbalance between work capacity and the workload charged can lead to psychological distress, physical fatigue, and decreased performance. Anastasya (2019) explained that excessive workload has the potential to decrease performance because employees face time constraints and the need to process a lot of information at the same time, which can have an impact on work mistakes and decreased motivation.

The findings are in line with a study conducted by Bakker and Demerouti (2020) in *the Journal of Applied Psychology*, which showed that high workloads are negatively correlated with employee productivity, especially when not balanced with adequate organizational resources such as employer support, training, and work flexibility. However, a proportionate and challenging workload can actually be a boost to work morale and self-development if managed properly. Based on this description, the following hypotheses can be formulated:

H2: Workload has a negative and significant effect on employee performance.

The Influence of Career Development on Employee Performance

Career development is an ongoing process that aims to improve employees' skills, competencies, and promotion opportunities. Organizations that provide a clear career path, regular training, and development opportunities will shape employees' positive perception of the workplace. According to Nurdin (2020), employees who feel cared for in their career development tend to have high job satisfaction and show optimal performance due to the internal encouragement to grow and develop in the organization.

Research results from Weng & McElroy (2022) in *the Human Resource Management Journal* also show that perceptions of career development are directly proportional to increased work engagement, retention, and employee productivity. An organization's investment in career development creates loyalty, affective commitment, and a passion to deliver the best results for the company. From the explanation above, the hypotheses that can be proposed are:

H3: Career development has a positive and significant effect on employee performance.

Method

This research was conducted at PT. Pegadaian Pringgagan Medan, located at Jl. Sei Bahorok No. 2, Babura, Kec. Medan Baru, Medan City, North Sumatra, during the period of December 2024 to July 2025. The approach used in this study is a quantitative approach, with descriptive and explanatory research types. The quantitative approach was chosen because this research is based on a positivistic paradigm, using numerical data and statistical analysis to test hypotheses. Descriptive design is used to provide a factual picture of the phenomenon being studied, while explanatory is used to explain the causal relationship between independent variables and dependent variables.

The population in this study is all employees of PT. Pawnshop of the Pringgagan Medan which totals 40 people. Because the population is relatively small, the sampling technique used is saturated sampling, where the entire population is used as a research sample. The data collection technique was carried out through questionnaires distributed to all respondents, interviews with leaders to obtain in-depth information, as well as documentation of secondary data such as company documents and related literature.

The types of data used include primary and secondary data. Primary data was obtained directly from respondents through questionnaires, while secondary data was obtained from books, journals, and relevant company documents. The operational definition of each variable is determined based on theories and indicators that have been tested for validity and reliability. The research instrument was tested for validity by comparing the *calculated r* value to the *r* table, while the reliability was tested using the Cronbach Alpha value, where a value above 0.60 indicates a reliable instrument.

Before performing multiple linear regression analysis, a classical assumption test was first carried out which included the normality test, the multicollinearity test, and the heteroscedasticity test. The normality test was carried out by analysis of Kolmogorov-Smirnov graphs and statistics, the multicollinearity test was seen from the value of the Variance Inflation Factor (VIF), and the heteroscedasticity test was carried out through a scatter plot between the prediction and residual values.

The data analysis model in this study uses multiple linear regression to test the influence of KPIs, workload, and career development on employee performance. The regression equation used is $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y is employee performance, and X_1 , X_2 , and X_3 are KPIs, workload, and career development respectively. To measure the strength of the relationship between the free and bound variables, the determination coefficient (R^2) was used, while the hypothesis test was carried out with the t-test to determine the partial influence and the F-test to determine the simultaneous influence of the three independent variables on the dependent variable.

Results and Discussion

Statistics Descriptive

Table 1. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Hours of deviation
KPI	40	30.00	50.00	39.28	4.72
Workload	40	24.00	43.00	32.15	4.15
Career Development	40	30.00	50.00	40.23	5.17
Employee Performance	40	30.00	50.00	39.48	5.01

Source: SPSS 2025 data processing results

The results of descriptive statistics show that all variables have a proportional range of values. The average KPI is 39.28, workload is 32.15, career development is 40.23, and employee performance is 39.48. This shows that there is a tendency to perceive these indicators quite high.

Normality Test

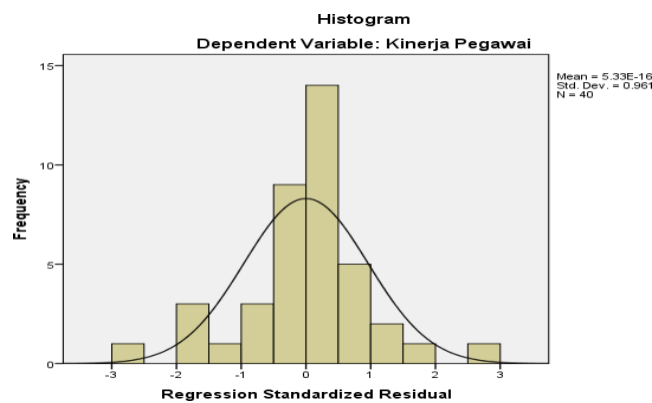
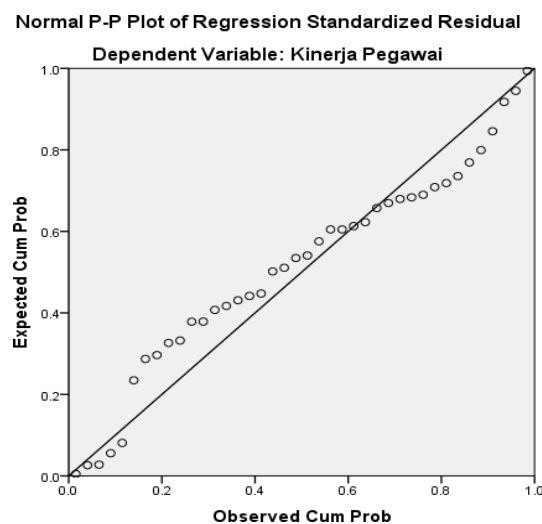


Figure 1. Residual Distribution Histogram

Figure 1 shows the results of the normality test with a histogram depicting a perfectly bell-shaped curve, not tilted to the left or right side. This indicates that the data is distributed normally and in accordance with the assumption of normality



Gambar 2. Normal P-P Plot of Regression Standardized Residual

The graph above shows that the dots are in the area of the diagonal line and follow the pattern of the line. Thus, the residual in the regression model is normally distributed

Tabel 2. Uji One-Sample Kolmogorov-Smirnov

Statistics	Value
N	40
Mean	0.0000000
Std. Dev.	1.65888911
Absolute	0.129
Sig. (2-tailed)	0.091

Source: SPSS 2025 data processing results

Both histogram results and normal P-P plots show that the residual distribution is close to the normal distribution. The significance value of the Kolmogorov-Smirnov value of $0.091 > 0.05$ indicates that there is no violation of the assumption of normality.

Multicollinearity Test

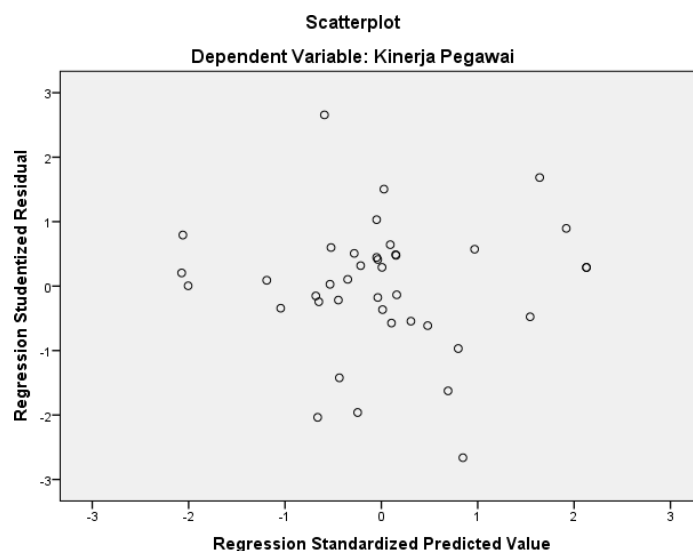
Table 3. Multicollinearity Test Results (Coefficients)

Variabel	Tolerance	BRIGHT
KPI	0.333	2.999
Workload	0.359	2.785
Career Development	0.319	3.139

Source: SPSS 2025 data processing results

All values of Tolerance > 0.1 and VIF < 10, so it can be concluded that there is no multicollinearity between the free variables in the model.

Heteroscedasticity Test



Gambar 3. Scatterplot Residual

Source: SPSS 2025 data acquisition

In the scatterplot in Figure 3, the distribution of dots looks random around the number 0, either above or below it, with no obvious pattern. This explains that there is no heteroscedasticity, so the regression model is considered to meet the ideal criteria

Table 4. Glejser Test Results

Variabel	Itself.
KPI	0.407
Workload	0.740
Career Development	0.315

Source: SPSS 2025 data processing results

The scatter pattern of points on a scatterplot shows a random spread. In addition, the significance value of the Glejser test for all variables > 0.05. This indicates that there are no symptoms of heteroscedasticity, so the model is feasible to use.

Multiple Linear Regression

Table 5. Multiple Linear Regression Coefficients

Variabel	B	t	Itself.
Konstanta	-0.644	-0.266	0.792
KPI	0.262	2.585	0.014
Workload	0.204	1.838	0.074

Variabel	B	t	Itself.
Career Development	0.578	6.098	0.000

Source: SPSS 2025 data processing results

Multiple linear regression equations:

$$Y = -0.644 + 0.262X_1 + 0.204X_2 + 0.578X_3 + e$$

1. The constant of -0.644 indicates that if all independent variables are zero, then employee performance is negative, which logically indicates the need for support from X_1 , X_2 , and X_3 factors to improve performance.
2. An X_1 coefficient (KPI) of 0.262 means that every increase of one unit of KPI will increase employee performance by 0.262, assuming other variables are constant.
3. The X_2 (Workload) coefficient of 0.204 indicates a positive direction, but it is not significant, so its effect on performance is not statistically proven.
4. The X_3 (Career Development) coefficient of 0.578 indicates the strongest influence. Each one unit increase in career development will increase employee performance by 0.578 units.

Coefficient of Determination (R^2)

Tabel 6. Model Summary

R Square	Adjusted R Square
0.889	0.881

Source: SPSS 2025 data processing results

An Adjusted R Square value of 0.881 indicates that 88.1% of the variation in Employee Performance can be explained by KPIs, Workload, and Career Development. The remaining 11.9% is explained by factors other than the model.

T test (Partial)

Table 7. Test Results t

Variabel	t Count	t Table	Itself.	Conclusion
KPI	2.585	2.028	0.014	Signifikan
Workload	1.838	2.028	0.074	Insignificant
Career Development	6.098	2.028	0.000	Signifikan

Source: SPSS 2025 data processing results

F Test (Simultaneous)

Table 8. ANOVA Test Results

F Calculate	F Table	Sig.	Conclusion
97.571	2.87	0.000	Simultaneously significant

Source: SPSS 2025 data processing results

The value of the F calculation is much greater than the F value of the table with a significance value of < 0.05 . This shows that KPIs, Workload, and Career Development simultaneously have a significant effect on Employee Performance at PT. Pegadaian Pringgan Medan.

Discussion

The Influence of KPIs on Employee Performance

The results of the study show that Key Performance Indicators (KPIs) have a positive and significant effect on employee performance. These findings confirm that a well-structured KPI system acts as a clear work guide, allowing employees to work more focused and efficiently. With measurable and targeted indicators, employees can understand work expectations and organizational goals, thereby increasing accountability and work motivation.

These findings are in line with the opinion of Aguinis (2019) in *Performance Management*, which states that an effective performance management system depends on specific, measurable, and results-

oriented indicators. KPIs provide ongoing feedback and facilitate monitoring of individual achievements, which ultimately reinforces employees' contributions to organizational goals.

Research conducted by Inda Yati (2018) at Bank Syariah Mandiri also supports this finding. He found that the systematic use of KPIs encourages employees to improve performance due to a better understanding of work targets and clear evaluation standards. In the context of PT Pegadaian Peringatan, respondents indicated that the implementation of good KPIs is one of the main factors that drive productivity and performance, especially because it provides a clear direction of work and encourages overall operational efficiency.

The Influence of Workload on Employee Performance

This study found that workload does not have a significant influence on employee performance. While theoretically workloads can affect employee performance, in practice they depend largely on the extent to which the burden is perceived as a challenge or pressure. In the context of this study, the existing workload is still within reasonable limits and can be managed by employees, so that it does not cause significant pressure on performance.

Hasibuan (2020) in *Human Resource Management* explained that as long as the workload is still within the tolerance limit and adequate resources are available, employee performance will not be disturbed. Employees will be more likely to perform optimally if they have high commitment and strong organizational support, regardless of how heavy their workload is.

Similar findings were also put forward by Ana Nur'Aini and Gina Fauziah (2024), who found that workload does not have a significant impact on employee performance at PT Adhya Graha Kencana, as long as employees are able to manage stress and manage work time well. The majority of respondents in this study stated that their workload is currently still within the tolerance threshold and does not interfere with productivity. Therefore, workload variables are not the main determinants in explaining the variation in employee performance in this work unit.

The Influence of Career Development on Employee Performance

Career development has been proven to have a positive and significant influence on employee performance. These findings suggest that when companies provide clear career development pathways and support competency improvement, employees tend to become more motivated, loyal, and proactive in carrying out their duties. Career development not only has an impact on improving technical skills, but also forms a positive work attitude that supports organizational effectiveness.

Evinita and Kambey (2022) in their book *Improving Public Servant Performance Based on Career Development, Compensation, and Employee Interests* stated that career development that is planned and according to individual interests is able to increase intrinsic motivation and employee participation in achieving the organization's vision. The availability of training programs, job promotions, and professional coaching is the main driver in achieving optimal performance.

Research by Enggowa, Rompas, and Plangiten (2023) also strengthens these findings, concluding that the better the quality of career development programs, the higher the quality of employee performance. This kind of program increases employee confidence, job satisfaction, and attachment to the institution.

The results of the questionnaire on employees of PT Pegadaian Peringatan show that career development is an important aspect that has a direct impact on individual performance. Employees who feel they have good career prospects will be more motivated to perform at their best, in order to support the overall success of the organization.

Conclusion

Based on the results of the study, it can be concluded that Key Performance Indicators (KPIs) and Career Development have a positive and significant influence on Employee Performance, while Workload does not show a significant influence partially. This shows that the clarity of performance indicators and the existence of career development opportunities are key factors in increasing employee productivity. Meanwhile, workloads that are within reasonable limits do not necessarily decrease or increase performance, because they can still be optimally managed by individuals with adequate organizational support.

However, this study has some limitations. First, the data used is cross-sectional so that it is not able to capture the dynamics of changes in employee performance over time. Second, the number of respondents is limited to one agency, namely PT Pegadaian Peringatan, so generalization of results to the context of other organizations needs to be done carefully. In addition, this study did not consider mediating or moderation

variables such as work motivation, leadership, or job satisfaction that may have an important role in the relationship between variables.

The implications of these findings demonstrate the importance of management to strengthen a clear, objective, and measurable KPI system, as well as provide employees with structured career development programs. Companies that want to improve their HR performance should invest in standardized training, career coaching, and performance evaluation. Workload needs to be continuously monitored to keep it within reasonable limits, but the main focus should be on the quality of work and support work, not just the quantity of tasks.

The recommendation for future research is to expand the scope by involving more different companies or sectors so that the results are more general. Further research is also recommended to use a longitudinal approach to see the influence of variables on an ongoing basis, as well as add other variables such as job satisfaction, leadership style, or motivation as a mediator or moderator in the analysis model, in order to gain a more comprehensive understanding of the factors that affect employee performance.

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