

# The Effect of Career Planning and Employee Loyalty on Increasing Work Achievement


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**ABSTRACT.** This research was conducted at Madrasah XYZ, with quantitative research. The number of respondents in this study was 46 people, which is the entire population of this study, namely teachers and staff at XYZ Madrasah. The data collection technique used a questionnaire that was distributed directly to the respondents, who then processed the data or answers of the respondents using statistics. The steps are to test the validity, reliability test, and classic assumption test which consists of the normality test, linearity test, heteroscedasticity test, and multicollinearity test. The next step is to test the data analysis using multiple linear regression and the last test is to test the research hypothesis. Partially, career planning has a positive effect on work performance, but the effect is greater on employee loyalty on work performance. Simultaneously or together career plans and employee loyalty have a significant and positive effect on work performance.

**Keywords:** *Career Planning, Employee Loyalty, and Work Performance*

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## INTRODUCTION

Career planning and employee loyalty have a very strong relationship.(Rinna, R, R., & Lotje, 2014). There are fundamental problems with teacher career planning in madrasahs in Indonesia (Indraini, 2022). Based on (Bangun, 2012) Career planning is a process of taking full consideration of the interests, knowledge, and skills possessed by employees with regard to information about opportunities and choices and identifying career goals to be achieved in the future. Various resources and methods that need to be prepared in career planning, including facilities and equipment, as well as the most appropriate methods needed to support career planning (Harahap & Hasanah, 2022; Syafaruddin et al., 2021).

Improving work performance is the process of work performance or achievement of work results given by a person or group of people (Sylvester Simanjuntak et al., 2015), which has indicators of work performance, quality of work toughness, and attitudes are influenced by other variables including career planning and loyalty. Career planning is a plan of matters that enables an employee in an organization as an individual to be able to climb the stages of promotion and position in accordance with applicable regulations. (Nurmasari, 2015). Career planning indicators are composed of the dimensions of fair treatment for a career, concern for direct superiors, information, interest in being promoted, and level of satisfaction (Setyowati et al., 2021). (Mely Cahyani & Utama, 2019) states that career development affects employee performance and is reinforced by research conducted by (Katharina & Kartika, 2020). Loyalty is the willingness of employees or members of the organization to do work or stay for a long time in the organization without coercion or pressure

(Onsardi, 2018). The four indicators of employee loyalty are obedience and obedience, responsibility, dedication and honesty (Ari Kartiko, Sanusi Anwar, 2021). The relationship that shows the influence between loyalty and increased work performance is shown by research conducted by (Walyono, 2022) revealed that partially employee loyalty has a positive impact on employee performance.

This research has the aim of looking for loopholes to get something new in the scope of human resources. This study has three objectives, among others, to analyze the magnitude of the influence of career planning on improving the work performance of Madrasah XY teachers. Analyze the magnitude of the effect of loyalty on improving achievement of XYZ Madrasah teachers and finally analyze the effect of career planning and loyalty simultaneously on improving achievement of Madrasah teachers. The problem raised in this study is the effect of career planning and loyalty on improving teacher performance at Madrasah XYZ. The problem is then broken down into research questions as follows: first is how much influence does career planning have on increasing the work performance of XYZ madrasah teachers. Second, how much influence does Loyalty have on increasing the work performance of XYZ madrasa teachers, and Third, how much influence does career planning and loyalty have on increasing achievement simultaneously (together) on increasing achievement on XYZ madrasa teachers.

Based on research conducted by (Karen et al., 2021; Leuhery, 2018; Wahyuni, 2014) employee career development has a significant influence on employee performance, meanwhile (Marentek et al., 2021; Sungkono & Dewi, 2017) revealed that employee loyalty has a positive and significant influence on employee performance. Research conducted by (Iqbal & Syahrizal, 2021; Safitri, 2018) revealed that employee loyalty is able to improve employee performance seen from the promotion received. Based on the description, the framework for thinking can be made as follows:

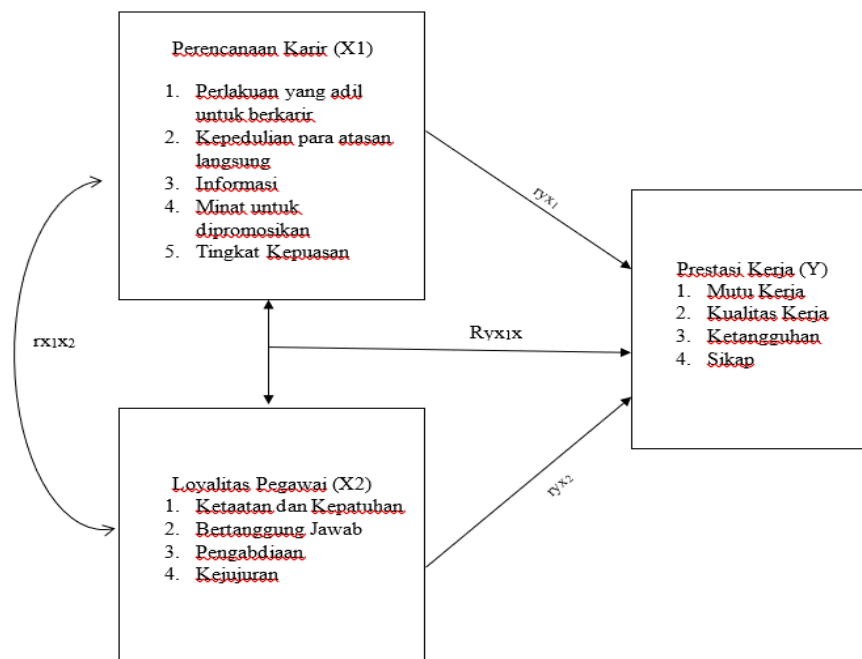


Figure 1 Research Thinking Framework

The research hypothesis according to (Arikunto, 2008) is a temporary answer to the formulation of the problem in research where the answer is still theoretical. The hypothesis is a temporary answer to the formulation of the problem in research. Based on the theoretical study stated above, the authors can put forward the hypothesis as follows, First, the magnitude of the influence of career planning on teacher work at Madrasah XYZ is influenced by the dimensions of

fair treatment, direct superiors' concern, information on the level of satisfaction of interest in promotion, secondly, the magnitude of the effect of employee loyalty on teacher performance at Madrasah XYZ is influenced by the dimensions of obedience and obedience and the magnitude of the influence of career planning and teacher work loyalty together on improving teacher performance at Madrasah XYZ is determined by the dimensions of career planning and employee loyalty. These three hypotheses will be tested in the next section of this study.

Based on the facts of the literature that can be used as a differentiator between this research and previous research is the location of the research. Previous researchers took a lot of place in the private sector, while this study took the object of research in education which has characteristics that are very different from the private sector, both in terms of respondent's education, age, gender, funding and so on..

## METHOD

Research location is a place or object to conduct a research. The research location is at Madrasah XYZ. The researcher chose the research location because it was close to my work environment so that it made it easier both in terms of cost and time. The research design is the design of a study that will be carried out to get answers to the questions that have been formulated previously. The research design is a framework or plan for conducting a study that will be used as a guide in collecting and analyzing data. Based on the formulation of the problem and framework, it can be concluded that the design used in this study uses descriptive analysis and verification methods. according to (Sugiyono, 2017) that "Analytic descriptive method is a statistic that is used to analyze data by describing or describing the data that has been collected as it is. While verification is done to test the hypothesis by using statistical test tools (Umi, Narimawati., Sri Dewi, Anggadini., Linna, 2011) The author uses a multiple linear regression statistical test tool in this study

The data used is Quantitative Data, namely data obtained in the form of numbers that can be counted, which are related to the problem under study. Source of data used is primary data. Primary data is data obtained directly from original sources (without going through intermediaries) using survey methods (Anwar, 2011). In this study, researchers used a probability sampling technique. According to Sugiyono, probability sampling is a sample collection technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. According to Probability sampling is a random or random sampling technique. In this technique all individuals in the population are given the same opportunity to be selected as the sample according to (Gani et al., 2022) "apabila subjeknya kurang dari 100 orang, lebih baik diambil semua sehingga penelitian merupakan populasi. "If the subject is less than 100 people, it is better to take all of them so that the research is a population.

Data collection techniques in this quantitative study will use the questionnaire method, questionnaires are data collection techniques that are carried out by giving a set of questions or statements to other people who are used as respondents to answer them. (Hanson et al., 2005). The test used in this study is the validity test, reliability test and multiple linear regression (Arikunto, 2010). Before carrying out the regression test, the classical assumption test was carried out. The purpose of testing this classical assumption is to find out for sure that the regression equation found has the right estimate, is not biased and is consistent.

## RESULT AND DISCUSSION

### Result

Based on the results of the data normality test, it can be concluded that the data from each variable is normally distributed, for more details it can be seen in the data normality test

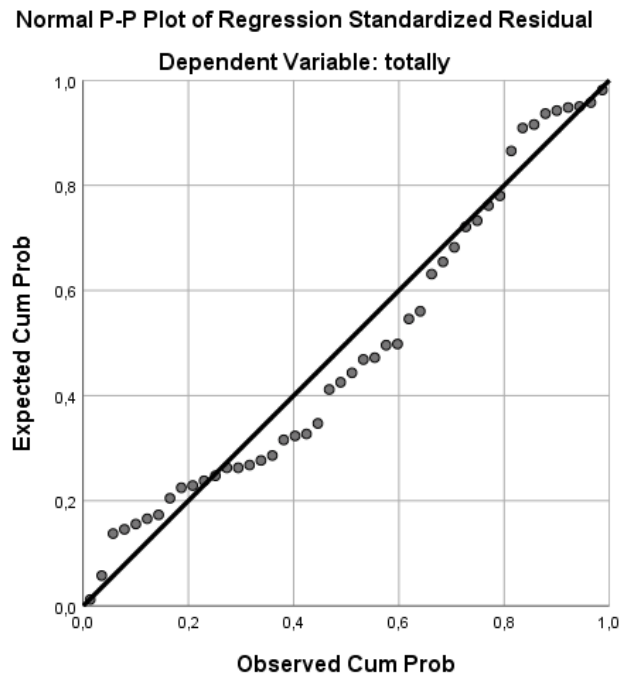


Figure 2. Normal P-Plot

Based on Figure 4.3 above, it can be concluded that the Normality Test for work motivation data, called the Kolmogorov-Smirnov and P-P Plots, shows a normal distribution pattern. In the picture above it can also be seen that the points formed are spread around the diagonal line or normal line and the data is good.

Table 1 Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		46
Normal Parameters <sup>a,b</sup>	Mean	,000000
	Std. Deviation	4,36626
	Most Extreme Differences	
	Absolute	,113
	Positive	,113
	Negative	-,089
Test Statistic		,113
Asymp. Sig. (2-tailed)		,180 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on table 1, the results of the normality test using the Kolmogorov Smirnov Test show that the significance value is  $0.180 > 0.05$ , so it can be concluded that the residual values are normally distributed.

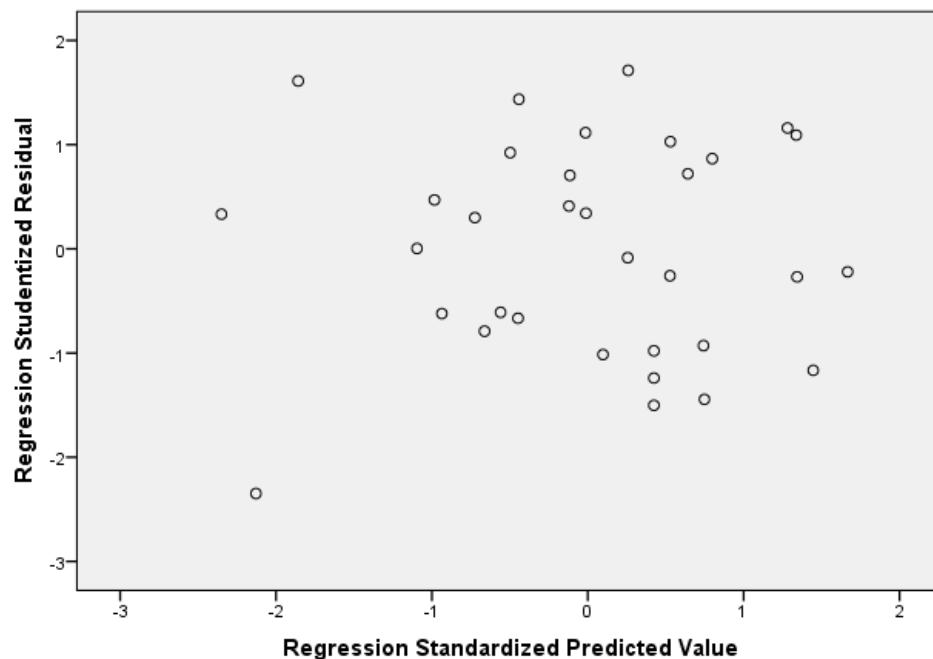
Heteroscedasticity test to test whether in the regression model there is an inequality of variance from one residual observation to another. A good regression model is a model that does not have heteroscedasticity (Sugiyono, 2017).

**Table 2 Results of the heteroscedasticity test**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients			Standardized Coefficients	
	B	Error Std.	Beta	t	Sig.
(Constant)	43,722	12,760		3,426	,001
TotalX2	,175	,111	,236	1,579	,122
Total	,166	,138	,180	1,204	,235

a. Dependent Variable: Prestasi Kerja

In the above calculation results it is known that the significance value of career planning and teacher loyalty variables is more than 0.05 (0.122 and 0.235 respectively). Based on this, it can be concluded that there is no heteroscedasticity between the independent variables in the regression model. Then the above results can be explained by the results of graphical analysis, namely the scatterplot graph, the points formed must spread randomly, spread both above and below the number 0 on the Y axis. If these conditions are met, heteroscedasticity does not occur and the regression model is feasible to use. The results of the heteroscedasticity test using the scatterplot graph are shown in Figure 2 below:



**Figure 3 Scatterplots**

From Figure 3 above it can be seen that the dots spread randomly and are scattered both above and below the number 0 on the Y axis, there is no particular regular pattern. Therefore, it can be concluded that there is no heteroscedasticity in this regression model.

To reveal the influence of the hypothesized variables in this study, it was carried out using multiple linear regression analysis. This model consists of two independent variables, namely: career planning (X1) and loyalty (X2) and one dependent variable, namely work performance (Y). The results of data processing which became the basis for the formation of this research model can be seen in table 3 below :

**Table 3 Multiple Regression Test Results**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,722	12,76		3,426	0,001
	Loyalitas	0,175	0,111	0,236	1,579	0,002
	Perencanaan Karir	0,166	0,138	0,18	1,204	0,003

a. Dependent Variable: Prestasi Kerja

The model can be written in the multiple linear regression equation as follows:

$$Y = 43.722 + 0.166X_1 + 0.175X_2 + e$$

From the equation above it can be explained that:

a. The regression coefficient of the career planning variable (X1) is  $\beta_1 = 0.166$ . Because the sig value is below 0.05, which is = 0.002, which means that H1 is acceptable, meaning that there is an influence of career planning on work performance.

b. The regression coefficient of the employee loyalty variable (X2) is  $\beta_2 = 0.175$ . Because the sig value is below 0.05, which is = 0.003, which means that H1 is accepted, meaning that there is an influence of employee loyalty on work performance.

The coefficient of determination test aims to determine the proportion of the contribution of all independent variables and the dependent variable. These results indicate that work performance can be explained by the presence of career planning and loyalty variables as follows:

**Table 4 Results of the Coefficient of Determination**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,333 <sup>a</sup>	0,111	0,570	4,46665	1,561

a. Predictors: (Constant), Total, TotalX2 b. Dependent Variable: totally

From table 4 it can be seen that the adjusted R Square coefficient of determination shows a value of 0.570. This indicates that career planning and employee loyalty simultaneously contribute to work performance of 0.570 or 57%. While the remaining 43% is influenced by other variables not tested in this study

The t test aims to see the effect of each independent variable on the dependent variable. The results of this t test can be seen in table 5 below:

**Table 5 Test Results t Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,722	12,76		3,426	0,001
	Loyalitas	0,175	0,111	0,236	3,579	0,002
	Perencanaan Karir	0,166	0,138	0,181	3,204	0,003

a. Dependent Variable: Prestasi Kerja

Hypothesis 1: Testing the influence of career planning variables on loyalty partially obtained a coefficient value of 0.181 which means that every increase in the career planning variable, loyalty increases by 18.1% assuming that other variables are considered constant. The career planning variable has a tcount of 3.204 and a ttable of 2.019. This indicates a tcount > ttable (3.204>2.019), meaning that career planning has an effect on job performance, with a significant value of 0.005. Based on this significant value, it shows that it is smaller than the significant level of 0.05, so that the Career planning variable has a significant effect on employee loyalty

Hypothesis 2: Loyalty on work performance: Testing the effect of the loyalty variable on work performance partially obtained a coefficient value of 0.236, which means that for every increase in the employee loyalty variable by 1, work performance will increase by 23.6% assuming that other variables are considered constant. The employee loyalty variable has a statistical t value of 3.579 with a significant t value of 0.001. Based on the significant t value, it shows that the value is smaller than the significant level of 0.05, so that the employee loyalty variable has a significant effect on work performance or in other words Hypothesis 2 is accepted

Hypothesis 3: Career planning and employee loyalty on work performance: Testing the effect of career planning and employee loyalty variables on work performance simultaneously obtained Adjusted R Square 0.570, which means that for every increase in career planning and employee loyalty variables by 1, work performance will increase by 57% assuming that other variables are considered constant. With the conclusion that career planning and employee loyalty variables simultaneously (together) affect work performance by 57%, while the remaining 43% is influenced by other variables not tested in this study.

**Table 6 Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,333 <sup>a</sup>	0,111	0,570	4,46665

a. Predictors: (Constant), Total, TotalX2 b. Dependent Variable: totally

## **Discussion**

### **The Effect of Career Planning on Job Performance**

Partially, career planning has a positive and significant effect on work performance. Career planning which consists of indicators of fair treatment, direct supervisor's concern, information, interest in being promoted and the level of satisfaction obtains an average value of 4.2 which means that the average respondent tends to agree that in Madrasah XY employees have the same opportunity to be able to improve their abilities. In addition, in the placement of employees in accordance with the abilities and skills of employees. In obtaining information to improve employee careers it is felt evenly without discrimination against employees, and XYZ Madrasah employees do not have excessive workload because they have been adapted to the abilities of their employees..

The concern of the immediate supervisor gets the meaning that the direct leaders or group leaders have a sense of care for the employee's career, which is evidenced by the superiors providing opportunities to work, participate in and conduct training in the context of empowering and helping their employees when there are difficulties in developing and improving employee careers.

Besides that, the level of information available about employee career planning can improve the quality of work for an employee, the higher or disclosure of information about career planning which will affect the attitude and quality of work of employees which can improve work performance. Attitudes which are a person's view of the experience he gains at work include openness of information and concern for his immediate superiors towards their employees.

Indicators of interest in being promoted in planning make an employee increase one's toughness to strive for the best career in the organization so that it can improve employee performance, this interest in being promoted makes employees maintain the quality of their work and improve the quality of the work done. The increase in the quality of this work can be seen by the lack of errors in carrying out the work.

Work performance is also influenced by the level of satisfaction by employees where employees who get work positions according to their abilities are believed to increase work performance because these employees will feel comfortable and calm at work because the work carried out is in accordance with their abilities and skills. If the level of satisfaction is low, the employee does not like a makeshift job. This is in line with what was disclosed by Robbin Dalam (Nurmasari, 2015) and in line with research conducted by (Wahyuni, 2014) with the results of Career Planning, a significant influence on Employee Performance.

### **The Effect of Loyalty on Work Performance**

These results can be explained that the high attitude and work performance due to the quality of carrying out their duties is influenced by employee loyalty. Employees will have loyalty to the organization as measured by dedication where employees always fully support what the organization does with all their heart. Employee loyalty can contribute to work performance on the personal quality of employees, especially the frequency of employee absences which is very low. Devotion supports what the organization does wholeheartedly, feels part of the organization and refuses to do things that are detrimental to the organization and maintains the conduciveness of employee work because employees have a sincere feeling when they give thoughts and energy only to advance the organization where they are (Pratiwi & Warlizasusi, 2023; Zaini et al., 2023).

Employee obedience has a relationship or influence on work performance, namely obedience and obedience will be able to improve the quality of employees, maintain organizational conduciveness because it creates uniformity or fairness, maintain security and comfort in carrying out work, create openness and reinforce organizational credibility.



In addition to obedience, honesty also has a positive impact on work performance. This honesty relates to what is shown through the attitude of employees. Honest employees will raise the integrity or quality of employees. Honest employees will be seen as more honorable when compared to employees who often commit fraud. One form of an honest employee is that when carrying out work, he is always sincere and does not complain much.

Loyalty can be used to predict a person's attitude towards an organization. Loyalty through dedication can be used as a basis for estimating employee sincerity when doing work. In addition, it can also be concluded that employee loyalty is not only seen from physical loyalty, but thoughts, attention, ideas, and dedication are fully devoted to the organization. The results of this study support the study conducted by (Ivana Ariyani, 2016) and (Sakban, 2017) which concludes that employee loyalty has a significant effect on employee performance.

### **The Effect of Career Planning and Loyalty on Job Performance**

The results of the hypothesis test show that career planning with fair treatment for a career, concern for direct leaders, availability of information, interest in being promoted as well as the level of satisfaction and loyalty with indicators of obedience, responsibility, dedication and honesty simultaneously or jointly have a significant and positive effect on work performance consisting of work quality, work quality, toughness and attitude (Azkiyah et al., 2020; Muslimin & Kartiko, 2020; Rofifah et al., 2021). This result is indicated by Adjusted R Square of 0.570, which means that for every increase in career planning and employee loyalty variables of 1, work performance will increase by 57% assuming that other variables are considered constant. Many factors affect employee performance, including career planning and employee loyalty. The results of this study reinforce previous research conducted by (HERMITA, 2021).

Based on the whole discussion in the work performance research at Madrasah XYZ, a comprehensive or gradual increase in work performance can be carried out, using the findings from the results of multiple regression analysis where the factor of employee loyalty is more dominant and followed by career planning.

## **CONCLUSION**

Work performance which has dimensions of work quality, work quality, toughness and attitude are simultaneously influenced by career planning and employee loyalty. The effect value obtained was 0.570 or 57% in this study so that the simultaneous effect was higher than the partial value. employee loyalty to work performance in the dimensions of obedience and obedience, responsibility, dedication, and honesty to work performance has an influence of 23.6% which is included in the low category. career planning in the dimensions of fair treatment for a career, concern for direct superiors, information, interest in being promoted and the level of satisfaction with work performance has a positive effect of 18.1% but still low. The findings on the work performance of XYZ Madrasah employees still have deficiencies in the dimensions of employee resilience so that the first things need to be done is to recruit prospective employees who have an unyielding personality, build employee image and foster commitment, control and explain to employees that challenge is an opportunity for development.

The results of this research can theoretically add to the body of knowledge about human resources in the field of education. besides that the results of this study also need to be re-tested with a larger population and sample and research methods in order to improve and strengthen the results of this study

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