

## PSYCHOLOGICAL ANALYSIS OF CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE AT PT. PERMODALAN NASIONAL MADANI UNIT PEKUNCEN 2 BANYUMAS REGENCY

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### **Abstract**

*Employee career development and performance are one of the elements in human resource management. Employee career and performance will later have a direct impact on the company's productivity so that it needs to be considered by the human resources division. Psychological analysis of employee career development and performance will be the main topic in this study. The purpose of this study was to understand how psychological aspects such as motivation, stress at work, job satisfaction and social support will have a direct impact on career development and how it impacts employee performance. The methodology used by the author in making this Scientific Paper is qualitative using descriptive analysis. Data collection was carried out by conducting literature studies, SWOT analysis, observation and interviews with PT. Permodalan Nasional Madani Unit Pekuncen 2. PT. Permodalan Nasional Madani is a subsidiary of BRI which is engaged in non-bank financial institutions. The results of the study indicate that social support and intrinsic motivation have a significant positive influence on career development, and good career development contributes to improving employee performance. This study also shows that psychological factors play an important role in encouraging employees to develop their careers and improve their performance in the workplace. The study recommends that businesses should create a work environment that supports career development through training programs, rotation and promotion, and incentives and compensation. In this way, companies can improve their employees' motivation and overall performance.*

**Keywords:** Career Development, Employee Performance, Psychological Factors

### **Introduction**

Industrial psychology and management analysis are two interrelated components because the physical and psychological conditions of several parties involved are interrelated. Success in resolving ongoing problems in the company environment is one example that employee empowerment by management has been very effective. According to Munandar (2001), Industrial and Organizational Psychology is science that analyzes human behavior as workers or consumers, as individuals or groups. It is expected that knowledge about this behavior can be applied to the needs of organizations, industries, and also provide benefits to humans. Successful career and performance development can help employees achieve their best abilities. Career and performance development itself is influenced by psychological factors from each employee.

Industrial and organizational psychology applications are needed to drive human resource performance, namely employees in the company. Tjiptono (2015) explains that an effective and efficient company is a company whose human resource components move actively with enthusiasm and high work ethics, create high productivity, have a sense of mutual trust and support each other.

According to Notoatmodjo (2015) the definition of a person's career is something that is created from monitoring a person's self-development in an organization. It can be interpreted that a career is the impact of increasing the skills and capacity of an employee. Meanwhile, according to Hadari Nawawi (1997), career development is an action of human resource management with the aim of perfecting and increasing the effectiveness of work management by employees to provide an optimal role in realizing organizational goals. While Armstrong and Baron stated that performance is an achievement obtained by a company, whether it is a profit-oriented or non-profit-oriented company in a specified period. Kamsir stated that performance is work achievement and work integrity that has been obtained in fulfilling obligations and responsibilities that have been mandated within a specified time.

Psychological factors that influence career development and performance include motivation, stress in the workplace, job satisfaction and social support. According to the motivation theory developed by Abraham H. Maslow (Maslow's Hierarchy of Needs), the need for achievement and recognition will have a major impact in encouraging individuals to develop themselves. Each agency certainly has a different career ladder for its employees. This difference will determine the performance of employees in the future, whether the employee is productive or unproductive. Previous studies have shown that employees who have psychological well-being in their career development tend to have high motivation and much better performance. Not only technical skills, employee performance is also influenced by psychological aspects. To maintain employee mental well-being, handling stress and work pressure becomes very important. The decline in employee motivation and productivity is partly due to the heavy workload, for that reason organizations or companies need to implement effective stress management.

Not only that, encouragement from above and coworkers also contribute to increasing self-confidence and capabilities that have a positive effect on performance. The proportion between personal life and work ( *work life balance* ) is an important aspect in this study. Employees who can be at this point of balance will have satisfaction in their work and have higher motivation to play an active role optimally. For this reason, organizations must build a conducive work environment in order to create this balance.

Based on the review above, the problem formulation can be taken as follows what is the role of psychology in career development and employee performance in companies?, what are the psychological factors that influence employee career development and performance?, what is the company policy in assisting employee career development and performance?

Related to the formulation of the problem that has been obtained, this study aims to analyze how psychological factors affect career development and employee performance. By knowing this dynamic, it is expected that PT. Permodalan Nasional Madani Unit Pekuncen 2 Banyumas Regency can design better development programs and help employees achieve their maximum potential. This study is expected to improve the theory and practice of human resource management and help companies use a psychological approach to improve overall performance.

The benefits of this research are:

1. Employee Performance Improvement  
With this research, it is expected that the company has a view to interpret that employee performance can be influenced by the career development of each employee. The company can also monitor psychological aspects that affect motivation and job satisfaction so that human resource management can determine accurate development programs that motivate employees to give their best performance.
2. Identify Employee Needs and Potential  
Through psychological analysis, the company will know the talents and interests of employees so that it will be easier for management to conduct job analysis. This can provide opportunities for employees to work according to their expertise so that the company will get skilled workers according to the competencies needed.
3. Stress Management Strategies  
In addition to knowing the talents and interests of employees, psychological analysis will help management improve employee psychological health by developing efficient stress management techniques to help employees overcome work-related stress.
4. Contribution to Human Resources Policy  
Research result This can later be used as a basis for policy decision making by the *human resource management* division in carrying out career and performance development and more effective employee training as well as employee retention strategies.

## Methods

This research applies a qualitative approach with the method descriptive. According to Lexy J. Moleong (1989:27) qualitative research is "Qualitative research is rooted in the natural setting as the wholeness of humans as a research tool, utilizing qualitative methods, relying on inductive data analysis, directing its research targets to efforts to find theories from the basis, descriptive, more concerned with the process than the results, limiting the study with a focus on having a set of criteria to check the validity of the data, the research design is temporary, and the research results are agreed upon by both parties between the researcher and the research subject". This research was conducted at PT. Permodalan Nasional Madani Unit Pekuncen 2 Banyumas Regency with limitations on the study of industrial and organizational psychology with aspects of motivation, stress in the workplace, job satisfaction, and social support that affect career development and employee performance. Data collection in this study comes

from the results of observations and secondary data obtained from library data and the results of previous research on the same topic. The data that has been obtained is then processed through the stages of data reduction, data presentation, drawing conclusions and SWOT analysis to analyze psychological factors that influence career development and employee performance.

## Results And Discussion

### A. The Role of Psychology in Employee Career Development and Performance in Companies

Based on literature review, industrial and organizational psychology is the application of psychological concepts that explain human activities in the work institution. While the career development of an employee is the impact of the abilities of each individual. Human resource management can support employee self-development with good techniques. It is expected that employees can provide feedback to the company in the form of maximum performance for career development that has been supported by the company. The management's goal of career development includes supporting employees in achieving their goals, increasing employee well-being, strengthening the correlation between employees and the company, and supporting the company in fulfilling its social responsibilities, in addition to helping the company strengthen program implementation, and preventing employees from feeling bored at work (Anshori, Putro, et al., 2023). Then Irham Fahmi (2016:12) stated that employee performance can be estimated through aspects and performance indexes that include competence, cooperation, responsibility, initiative.

Career development and performance that occurs at PT. Permodalan Nasional Madani Unit Pekuncen 2 can be said to be not optimal, why is that?. From the results of observations of employees of PT. Permodalan Nasional Madani Unit Pekuncen 2, there are still some employees in this case *Account Officers* who are reluctant to get a job promotion to *Senior Account Officer*. This situation is caused by factors such as weak employee motivation, lack of successful stress management in the workplace, lack of job satisfaction, and lack of support from the work environment. All of these factors have a significant impact on employee productivity. Where it will continuously affect the company's operations. The impact on the company is a decrease in company profits due to the failure to achieve company targets due to employees who are not optimal in doing their jobs.

A person's psychological well-being can have an impact on job performance so that it will be possible to commit to the company where he works. Employees who get satisfaction in working and feel happy will have a stronger commitment. Unfulfilled needs and expectations will cause employees at PT. Permodalan Nasional Madani Unit Pekuncen 2 to *turnover* (employees resign or stop working). The current generation of employees prioritizes the opportunity to develop themselves to achieve the desired success. When employees feel that the company where they currently work has a very long career advancement, most of them will *turnover*.

### B. Psychological Factors That Influence Employee Career Development and Performance

This study also uses SWOT analysis to obtain factors that have an impact on career development and employee performance. According to Siagian (2001) SWOT analysis is a tool for management to determine organizational strategy, which is concluded from various information obtained from outside and inside the organization.

To compile a SWOT analysis, the following stages are required:

- a. Management together with consultants determine indicators originating from within and outside the company that have the potential to influence the company in the future.
- b. Management detects micro and macro business environments that have a major impact on company performance.
- c. Management determines the strategies that may be implemented.

From the results of interviews and discussions with employees of PT. Permodalan Nasional Madani Unit Pekuncen 2, indicators of psychological factors that have an impact on career development and employee performance are obtained in the form of motivation as a driver of career development, recognition of talents and interests, stress in the workplace and burnout, job satisfaction, work-life balance, and social support. This study will focus on four factors that may have a significant impact on career development and employee performance. The four factors are:

#### a. *Strengths*

Strength is an advantage that a company has that differentiates it from its competitors. Strength comes from the quality and productivity of human resources available within the company. The strength of PT. Permodalan Nasional Madani Unit Pekuncen 2 is **motivation**. According to Martoyo (2007) work motivation is all things that provide positive energy in the form of enthusiasm to do work. To get the

performance that the company expects, there needs to be motivation from the related employees. Motivation is comparable to the needs of each individual. The most basic function of work motivation is to create enthusiasm in work so that employees will be more productive. Meanwhile, the benefits of working with people who have high motivation are that work will be easily completed quickly and accurately. That means work can be completed at a set tempo and the results are in accordance with operational standards.

The behavior of PT. Permodalan Nasional Madani Unit Pekuncen 2 employees mostly adapts from the goals and is supported by the desire to achieve certain goals, for that everything that is done with motivation will make employees feel happy to do it. Because it is done with pleasure, it will make employees work hard so that they will achieve the target expected by PT. Permodalan Nasional Madani Unit Pekuncen 2. Fulfillment of basic needs, both physical and non-physical, is the background of a goal to be achieved. If the employee's needs can be met by PT. Permodalan Nasional Madani Unit Pekuncen 2, then employee motivation will also increase. And the level of needs of each employee is certainly different, so the way to get it will also be different. To meet their needs, employees of PT. Permodalan Nasional Madani Unit Pekuncen 2 will behave according to the motivation that underlies their behavior. For example, the results of the observation of AF employees are more motivated to work compared to other co-workers due to the background of their family needs which can be said to be below other co-workers. Likewise, the performance produced will clearly be different.

b. *Weakness*

Weaknesses are internal factors of a company that show the shortcomings of a company compared to its competitors. This is what hinders career development and performance in a company. Stress in the workplace is one of the weaknesses in PT. Permodalan Nasional Madani Unit Pekuncen 2. This factor can reduce employee focus and productivity. Charles D. Spielbreg in Lijan Poltak Sinambela (2018) explains that stress is pressure that comes from outside regarding a person, such as phenomena that occur around or an excitation that scientifically may have a negative impact. Stress at work that occurs at PT. Permodalan Nasional Madani Unit Pekuncen 2 comes from excessive workload, time constraints, poor supervision, imbalance between authority and responsibility, the unclear job description given to employees.

Stress can have psychological impacts, namely on employee job satisfaction. Stress that is left without any resolution from PT. Permodalan Nasional Madani Unit Pekuncen 2 in the short term will cause employees to be stressed and lose motivation so that employees will feel dissatisfied with their performance. It is possible that in the long term employees will no longer be able to control stress in the workplace so that The employee fell ill and decided not to work anymore at PT. Permodalan Nasional Madani Unit Pekuncen 2 (high turnover). High work stress will reduce the performance of PT. Permodalan Nasional Madani Unit Pekuncen 2 employees, which means that if stress becomes very high, job satisfaction will also decrease because it disrupts work. PT. Permodalan Nasional Madani Unit Pekuncen 2 employees become unable to control it and the worst consequence is that employee performance becomes zero or employees become unproductive so that they despair and even resign.

c. *Opportunity*

Opportunities are factors that can improve strategies in developing employee careers and performance. Opportunities of PT. Permodalan Nasional Madani Unit Pekuncen 2 to support employee career development and performance are by maximizing employee **job satisfaction**. Martoyo (2007) defines job satisfaction as employee conditions that are full of emotions, where whether or not an agreement is formed between the level of employee compensation based on company standards and the level of compensation expected by the employee. The compensation here can be financial or non-financial such as job promotion. In realizing the vision and mission of PT. Permodalan Nasional Madani Unit Pekuncen 2, job satisfaction has a very important role. Employees with high job satisfaction will have positive energy channeled to the work that has become their responsibility, while employees who do not have satisfaction in their hearts tend to have negative energy towards their work. While employees of PT. Permodalan Nasional Madani Unit Pekuncen 2 95% of their work is socializing with the community, of course this will have a big influence on employee performance. Indirectly this will also affect customer satisfaction with the services provided by employees of PT. Permodalan Nasional Madani Unit Pekuncen 2.

Employee performance in the future is influenced by factors of job satisfaction and dissatisfaction itself. Therefore, it is necessary to increase satisfaction carried out by PT. Permodalan Nasional Madani Unit Pekuncen 2. Job satisfaction is related to the alignment between employee expectations and compensation prepared by the company. Job satisfaction experienced by employees will affect work results, discipline and competence. Employees who have job satisfaction will experience an increase in

the quality of their work and vice versa. Employees of PT. Permodalan Nasional Madani Unit Pekuncen 2 still have some who skip work, are lazy, often complain are signs of dissatisfaction at work.

d. *Threats* (Threats)

Threats are external factors that can result in failure in a company achieving its goals. Social support can be a threat to a company because the social support received by employees will affect their careers and performance. The definition of social support is a person's willingness to offer help or as well as emotional support that can protect others from negative effects such as facing illness or stress that allows the recipient to achieve physical and mental well-being (Sherbourne & Stewart, 1991). This support can come from within or outside the company. Social support can have an impact on a person's career development and performance at work. A study conducted by Greenhaus, Parasuraman, and Wormley (1990) proved that social support from superiors, work partners, and family influences satisfaction and motivation to develop a career. From the analysis and observation at PT. Permodalan Nasional Madani Unit Pekuncen 2, each employee has implemented an organizational culture that supports each other and excellent team performance.

This is proven by the receipt of awards for the unit office from the head office for significant performance improvements. It is very clear that support from various parties, whether from superiors, colleagues, or parties outside the organization, will greatly influence the improvement of career development and employee performance, the impact of which will be received by the company in the form of increasing profits. A healthy work environment will create employees with excellent competence and performance. The following is a SWOT analysis matrix that is compiled to make it easier to read data on psychological factors that influence career development and employee performance at PT. Permodalan Nasional Madani Unit Pekuncen 2.

**Table 1. SWOT Analysis Matrix**

<i>Strengths</i>	<i>Weakness</i>
<p>a. High motivation, employees with high motivation will tend to have good performance so that their career development will also increase.</p> <p>b. Identification of talents and interests, with the identification of talents and interests it will help management in analyzing positions according to the skills possessed by employees.</p>	<p>a. Stress in the workplace, heavy workload will cause employees to feel stressed which will later affect the results of the work they are doing.</p> <p>b. Burnout, unclear jobdesk, lots of work, and target pressure from the company can create burnout conditions in employees. Conditions like this will reduce the motivation and competence of employees.</p>
<i>Opportunity</i>	<i>Threats (Threats)</i>
<p>a. Job satisfaction, fulfilling employee job satisfaction will increase the desire to develop and improve employee performance.</p> <p>b. Balance between work and personal life</p>	<p>a. Social support, support from superiors and work partners will have an impact on employee psychology. This also determines how long employees adapt to their environment. An environmental culture that supports employees in working will affect employee commitment to work.</p>

**C. Company Policy in Assisting Employee Career Development and Performance**

The functions of human resource management are very important for the continuity of company operations to support career development and employee performance within the company. Hasibuan

(2006:17) said that the functions of human resource management are planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and separation. For that, the management that carries the company's name should implement policies that make it easier for employees to achieve their best career and performance. Some policies implemented by PT. Permodalan Nasional Madani Unit Pekuncen 2 are:

a. Training and *Knowledge Sharing*

Training and *knowledge sharing* are company programs to improve employee knowledge, skills and competencies. By implementing training and *knowledge sharing*, it is expected that company productivity will increase. By implementing training and *knowledge sharing*, it is also expected that knowledge can be increased so that employees are able to think systematically and rationally, work can be completed quickly but the results are maximized, and changes in attitude so that cooperation between employees or between employees and superiors can run well.

b. Incentives and Compensation

Incentives are one of the awards received by employees for their increasing achievements and performance. While compensation itself is basically a reciprocal relationship between employees and the company. In this case, compensation means all types of payments other than the basic salary that are the employee's rights. Incentives and compensation provided by PT. Permodalan Nasional Madani is one of the efforts that can be given to its employees for the achievements that employees have given to the company. Incentives and compensation are given by the company with the aim that employees will further improve their performance to achieve job satisfaction for each employee.

c. Rotation and Promotion

Rotation is the rotation of employees from one job to another without changing the position received. For example, employee A who all works at PT. Permodalan Nasional Madani Unit Pekuncen 2 as an *Account Officer* is transferred to work at PT. Permodalan Nasional Maadani Unit Ajibarang as an *Account Officer* too. This shows that the performance given by employees has not experienced maximum improvement so that there needs to be employee refreshment with a new work environment. Promotion is a promotion or position to a higher division than the previous position. Of course, in terms of responsibility, duties, and burdens received will also increase following the increased position. For example, employee A who was initially an *Account Officer* received a promotion to *Senior Account Officer* at PT. Permodalan Nasional Madani Unit Pekuncen 2.

## Conclusion

From the results and discussions that have been presented in the study of Psychological Analysis of Career Development and Employee Performance at PT. Permodalan Nasional Madani Unit Pekuncen 2, it can be concluded that industrial and organizational psychology has an important role in career development and employee performance at PT. Permodalan Nasional Madani Unit Pekuncen 2. Employees who have good psychological well-being tend to have better careers and performance. Workplace stress and job satisfaction are the most influential factors in employee career development and performance because if these two aspects cannot be provided by the company, the *turnover intensity* in the company will be high. The less than optimal human resource management system at PT. Permodalan Nasional Madani Unit Pekuncen 2 is one of the obstacles to effective employee career development and performance.

Efforts of PT. Permodalan Nasional Madani Unit Pekuncen 2 in fulfilling employee career development and performance through psychological analysis are: 1) conducting training and knowledge sharing, 2) incentives and compensation, 3) rotation and promotion. By making these efforts, it is expected that employee career development and performance will increase significantly to achieve maximum company productivity.

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