

## The Effect of Career Development, Job Demands and Job Resources on Employee Performance with Job Satisfaction as Intervening Variables and Knowledge Sharing as Moderating Variables at Pt Pramana Artha Raharja



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**ABSTRACT:** The aim of this research is to analyze and interpret the effect of career development, job demands and job resources on employee performance with job satisfaction as an intervening variable and knowledge sharing as a moderating variable at PT Pramana Artha Raharja. This study used a population of 100 employees who had worked at PT Pramana Artha Raharja. The saturated sample technique was used in the research so that the final sample size was 100 respondents. Data analysis in this study used SmartPLS version 3.0. The results in this study of the variables career development, job demands and job resources have no significant effect on job satisfaction, then the variables career development, job demands and job resources have no significant effect on employee performance while the variable job satisfaction has no significant effect on employee performance. Then the knowledge sharing variable has no effect on moderating the relationship between career development, job demands and job resources on employee performance

**KEYWORD:** work life balance, subjective well-being, distributive justice, self-efficacy, organizational citizenship behavior, employee performance

### PRELIMINARY

Human resources are the main asset for an organization that is an active planner and actor of various activities within the organization. Human resources have thoughts, feelings, desires, status and educational background whose mindset can be brought into an organizational environment. Human resources are not like money, machines, and materials which are positive and fully manageable in supporting the achievement of company goals. So the success of an organization is supported by compensation and career development opportunities provided to members of the organization. The achievement of organizational goals also does not only depend on technology, but even more depends on the people who carry out their work. The ability to provide good work results to meet the needs of the organization as a whole is a contribution to employee performance.

Employee performance is very important for an agency or organization to determine abilities, skills, quality of work, quantity of work, and time used by employees to work (Thamrin, M. F., Semmaila, B., 2020). That employee performance also determines the achievement of a goal expected by an agency or government agency (Thamrin, M. F., Semmaila, B., 2020).

The phenomenon of low employee performance is a problem that is of particular concern to the institution because it is directly related to the performance of the institution in the face of intense competition from technological advancements and the times. Several causes of decreased employee performance throughout the organization include Career Development, Job Demands, Job Resources and Job Satisfaction.

*Career Development (Career Development). Career development is a lifelong process of being ready to be chosen, making choices, and continuously making choices from various jobs in society. Career development is carried out by the company with an administrative selection stage, such as based on the results of competency assessment, work experience, employee education level and communication skills. For selection that is seen from the length of service of employees, the requirement is that employees have worked for at least 5 years, for selection level of education the requirements are employees with a minimum Bachelor's degree, but SMK / SMA graduates can also get a promotion provided that the competency value meets the company's criteria, and employees must have the ability to communicate both orally and in writing, such as expressing opinions or suggestions to leaders and co-workers properly, so that submissions can be received*

Career development is also determined by the dynamic interaction between the individual, contextual, mediating environment and output factors. Career development depends on the interaction of two "strength" factors, namely personal ambition and organizational needs so as to create a sense of satisfaction from each individual. The younger a person is, the more his personal

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needs and ambitions will become major factors in his career growth. When employees reach a senior or top level in the management hierarchy, employees have a sense of satisfaction that the needs of the organization will usually have a major influence on career development. (Londong & Yulita, 2017). Career development is a process of improving individual work skills that are achieved to achieve the desired career (Rivai Zainal, 2015).

Several studies explain that the relationship between career development and employee performance has a significant effect (Kurnia Widiyanto, 2015), (Ratnasari et al., 2019), (Setyaningsih et al., 2022), (Verameta et al., 2021), (Katharina & Kartika, 2020), (Gibran & Ramadani, 2021) dan (Sukwar et al., 2018) employees who have a great desire to get a promotion at work and leaders who always contribute to employee career development so that it affects employee performance, while other studies explain that career development does not affect employee performance (Setiastuti et al., 2022), (Gian F. Kaseger, Greis M. Sendow, 2017), (Marjanuardi & Ratnasari, 2019) dan (Putri & Ratnasari, 2019)

On the Other Side of the relationship *Career Development* (Pengembangan Karir) terhadap kepuasan kerja berpengaruh signifikan (Ratnasari et al., 2019), (Verameta et al., 2021), (Katharina & Kartika, 2020) significant meaning explains that if selecting an employee is felt to be appropriate in a job selection so as to be able to directly increase the degree of life a person will have his own satisfaction in his life

In addition to Career Development, the Job Demands variable also has a role in employee performance where demands are all requests that must be carried out in a job that requires continuous physical and psychological efforts that are associated with certain costs. (Han et al., 2020). *Job demands can turn into stressors when high and sustained effort is required to meet these demands, for example job demands are high pressure at work, an unsupportive physical environment, and emotional demands through social interaction.* (Skaalvik, 2020). *The job demands-resources model (JD-R theory) states that the work environment can be divided into two groups, namely job demands and job resources.*

Research related to the relationship between Job Demands and performance shows that the higher the Job Demands, the lower the performance. Employees who are faced with high job demands can become very tired psychologically so that it will interfere with the employees' psyche which leads to a decrease in performance (Kurnia & Widigdo, 2021).

The relationship between Job Demands and job satisfaction is one of the updates in this research, meaning that someone who is required to continue to develop potential within the company should feel satisfied in his life because the company provides full support for the quality of life of a worker with existing resources..

Apart from the Job Demands variable Job Resources which is a tool for achieving work goals, besides that, an environment that provides many sources fosters the desire of employees to be dedicated and the ability of employees in their work so that resources (resources to complete work). Job resources, namely aspects of work that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers (Ayu et al., 2015). *Job resources are acquired through interpersonal and social relationships, work arrangements, and the work itself*

Resources for completing work consist of physical, psychological, social, or organizational aspects that have the function of achieving work goals, reducing physical and psychological work demands, and stimulating growth, learning, and self-development). Resources can be things that are able to motivate employees, such as work freedom, feedback, and job significance. Resources can come from the organizational level (such as salary, career, opportunity, and job security), social and interpersonal relations (such as leader and co-worker support, work team situations), employees' position in the organization (such as role clarity, participation in decision making). decisions) and completion of job tasks (such as ability, task identification, task significance, discretion, and performance feedback)

Research related to the relationship between job resources and job satisfaction shows that there is a significant influence where job resources, which consist of: social resources, work resources, organizational resources and development resources, can increase job satisfaction. (Jatmika Nugraha & Irma Anggraeni, 2018)

Knowledge is an important intangible asset that plays a major role in organizational growth. As stated by Fatwan (2006) quoted in Natalia Kosasih and Sri Budiani (2007), the factors that influence the current business environment are no longer the information age but have shifted to the knowledge era. The superior knowledge possessed by employees, the higher the competitiveness of the company.

knowledge sharing as a process of learning, exchanging ideas and sharing knowledge in order to increase individual excellence. The main focus of sharing knowledge is people who are willing to be invited to exchange information and knowledge, whether other people, groups or organizations. Through knowledge sharing, tacit and explicit knowledge can be shared, implemented and developed more easily so that it can provide benefits for organizational survival such as saving time in solving a problem, even creating new ideas especially in terms of increasing sales value, product quality. as well as performance. To realize knowledge sharing in an organization is not easy, there are times when members of the organization will keep this knowledge for their own advantage.

The knowledge sharing variable in this study is more focused on moderating variables that are able to provide reinforcing meaning to each relationship between the variables that have been described, meaning that knowledge sharing will be able to map

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each individual in reaching the point of satisfaction and performance. This model is also a novelty in research that has not been formed by many previous researchers.

Based on the description that has been presented, the purpose of this study is to analyze and interpret the influence of Career Development, Job Demands, Job Resources on Job Satisfaction and Employee Performance and to analyze and interpret the effect of Knowledge Sharing moderating Career Development, Job Demands, Job Resources on Job Satisfaction.

## **THEORETICAL BASIS**

### **Human Resource Management (HRM)**

HRM is the science and art of managing the relationship and role of the workforce so that it effectively and efficiently helps achieve company, employee and community goals." (Hasibuan, 2012). *"Personel Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational and societal objectives are accomplished"* (Hasibuan, 2012).

### **Career Development**

Career development is an effort made by organizations in planning the careers of their employees, which is referred to as career management, including planning, implementing, and supervising careers. (Sinambela, 2016). Career development variables are measured using: Career needs, Training, Fair treatment in a career, Career information. Promotion. Movement and Workforce Development (Rivai Zainal, 2015).

### **Job Demands**

*Job demands are defined as "working very fast, working very hard, and not having enough time to finish the job"* (Patrick, 2012). Job demands are measured using the Questionnaire On The Experience And Evaluation Of Work (QEEW) measuring tool which is based on the concept of Bakker et al. The measurement tool used consists of three dimensions, namely: Work Overload, Cognitive Demands and Emotional Demands (Bakker, 2011).

### **Job Resources**

*Job resources, namely aspects of work that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers* (Ayu et al., 2015). Job resources are measured using: the suitability of the salary earned with the tasks assigned, the existence of career development opportunities within the institution, the availability of information within the institution, good communication among colleagues, support from superiors, positive group climate, participation in decision making, clarity roles in groups and varied types of work (Ayu et al., 2015)

### **Employee performance**

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Indicators that can measure performance include: Quality of Work, Quantity of Work and Timeliness (Mangkunegara, 2016)

### **Job satisfaction**

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on the suitability or balance (equity) between expected and reality (Umam, 2012). Indicators that determine job satisfaction, namely: mentally challenging work, supportive working conditions, decent salary or wages, personality suitability for work and supportive co-workers (Robbins, Stephen P., 2016)

### **Knowledge Sharing**

Knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions) (Van Den Hooff & Ridder, 2004). Variable knowledge sharing can be measured using: Embrained knowledge, Embodied knowledge, Encultured knowledge and Embedded knowledge (Matzler et al., 2008)

## **RESEARCH METHODS**

### **Population**

The population consists of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2017, 80). The population in this study were all employees of PT Pramana Artha Raharja, namely 100 respondents.

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## Sample

In this study, researchers used saturated sampling, which is a sampling technique when all members of the population are used as samples. In other words, saturated sampling can be called a census, where all members of the population are used as samples (Sugiyono, 2017). the sample in this research is 100 respondents

## Data Analysis Techniques

The data analysis method used in this study is a quantitative analysis method using statistical analysis of structural equation models or SEM PLS (Structural Equation Model Partial Least Square).

For this study, data analysis used the Partial Least Square (PLS) approach. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. SEM which is based on covariance generally tests causality/theory while PLS is more of a predictive model. PLS is a powerful analytical method (Ghozali, 2016), because it is not based on many assumptions. For example, the data must be normally distributed, the sample does not have to be large. Besides being able to be used to confirm theory, PLS can also be used to explain whether there is a relationship between latent variables.

## RESULTS AND DISCUSSION

This study uses the Structural Equation Model (SEM) model with the Partial Least Square (PLS) analysis model to test the hypotheses that have been proposed previously. Partial Least Square (PLS) analysis was tested using SmartPLS version 3.0 software. The following are the results of data analysis that has been processed by data processing:

### Evaluation of Measurement Models

In the evaluation of the measurement model (outer model), there is an analysis of the validity and reliability of the PLS indicators. The validity of the indicators consists of convergent validity and discriminant validity, while reliability can be seen from composite reliability. The following is a description of the measurement model evaluation:

#### Convergent Validity

The measurement model test through loading factor was carried out to determine the validity of the indicators by looking at the convergent validity values of the indicators in the model. Each indicator in the model must meet convergent validity, which has a value  $> 0.7$ .

If each indicator already has a loading factor value  $> 0.7$ , the evaluation step can be continued. However, if not, reductions must be made for indicators that have a Convergent validity value  $< 0.7$  by carrying out further iterations until a loading factor value for each indicator  $> 0.7$  is obtained. The following is the output of convergent validity:

**Table 1. Uji Validitas (Convergent Validity)**

Variable	Indicator	Convergent Validity Model 1	Convergent Validity Model 2	Information
Career Development (X1)	Career Needs (X1.1)	0.611	-	Invalid
	Training (X1.2)	0.752	0.756	Valid
	Fair treatment in career (X1.3)	0.859	0.886	Valid
	Mutation (X1.4)	0.829	0.857	Valid
Job Demands (X2)	Work Overload (X2.1)	0.848	0.916	Valid
	Cognitive Demands (X2.2)	0.856	0.878	Valid
	Emotional Demands (X2.3)	0.692	-	Invalid
Job Resources (X3)	Salary Compatibility (X3.1)	0.548	-	Invalid
	Communication (X3.2)	0.689	-	Invalid
	Superior Support (X3.3)	0.849	0.892	Valid
	Group Climate (X3.4)	0.740	0.853	Valid
Employee Performance (Y)	Work quality (Y.1)	0.568	-	Invalid
	Working Quantity (Y.2)	0.848	0.886	Valid
	Timeliness (Y.3)	0.870	0.889	Valid
Job Satisfaction (Z)	Mentally challenging work (Z.1)	0.529	-	Invalid
	Supportive Working Conditions (Z.2)	0.787	1.000	Valid

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Variable	Indicator	Convergent Validity Model 1	Convergent Validity Model 2	Information
	Personality Match with Work (Z.3)	0.654	-	Invalid
Knowledge Sharing (M)	Embrained Knowledge (M.1)	0.756	0.719	Valid
	Embodied knowledge (M.2)	0.756	0.727	Valid
	Encultured knowledge (M.3)	0.834	0.806	Valid
	Embedded knowledge (M.4)	0.708	0.785	Valid

**Sumber:** Data Primer diolah SmartPLS 3.0, 2022

Based on the table, it can be seen that all proxies have an outer loading factor value greater than 0.7 after processing the data again because there are indicator values for several variables that are still <0.7. so that the value of the outer loading factor is assumed to be feasible to be used as an indicator that can reflect each of the corresponding variables

**Composite Reliability**

Reliability test is needed to measure the stability and consistency of an instrument in measuring a concept or variable. Reliability criteria can also be seen from the reliability value of a construct (Ghozali, 2020). In this study, reliability can be measured by looking at the value of composite reliability. To determine whether or not a measuring instrument is reliable is done through the reliability coefficient. The reliability coefficient must be greater than 0.70 (Ghozali, 2020). The following is the composite reliability output:

**Table 2. Composite Reliability**

Variable	Composite Reliability
<i>Career Development (X1)</i>	0.873
<i>Job Demands (X2)</i>	0.892
<i>Job Resources (X3)</i>	0.864
Employee Performance (Y)	0.881
Job Satisfaction (Z)	1.000
<i>Knowledge Sharing (M)</i>	0.845

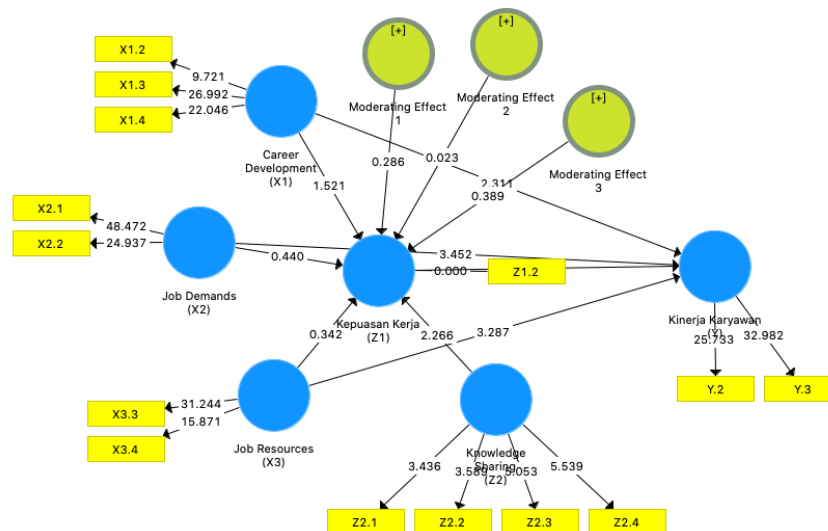
**Sumber:** Data Primer diolah SmartPLS 3.0, 2022

Based on the table, all variables have a composite reliability value greater than 0.70. From these results, it can be concluded that all variables in the study are reliable and can be relied upon to be used in further analysis tests.

**Evaluation of Structural Models**

Structural model or inner model testing was carried out to measure the relationship of all variables in this study. Measurement of the inner model is carried out to determine the level of influence of the relationship between variables, as well as the level of influence of the relationship of all variables in the system being built. based on the PLS output, the following figure is obtained:

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Sumber: Data Primer diolah SmartPLS 3.0, 2022  
**Figure 2. Structural Model – Path Analysis**

### Testing the structural model or inner model

Measurement of the inner model to test the effect between variables in the study used the value of R<sup>2</sup>. R Square (R<sup>2</sup>) often referred to as the coefficient of determination, is a measure of the goodness of fit of the regression equation; i.e. it gives the proportion or percentage of the total variation in the dependent variable that is explained by the independent variable. The value of R<sup>2</sup> lies between 0 - 1, and the fit of the model is said to be better if R<sup>2</sup> is getting closer to 1.

**Tabel 3. R Square (R<sup>2</sup>)**

Variable	R Square
Job Satisfaction (Z)	0.138
Employee Performance (Y)	0.532

Sumber: Data Primer diolah SmartPLS 3.0, 2022

For the independent variables Career Development, Job Demands and Job Resources which affect the Job Satisfaction variable in the structural model has an R<sup>2</sup> value of 0.138 which indicates that the model is "weak" while the Career Development Variables, Job Demands and Job Resources and Job Satisfaction which affect the Employee Performance variable in the structural model has an R<sup>2</sup> value of 0.532 which indicates that the model is "Medium".

### Hypothesis Testing

To answer the existing hypotheses in this study, a hypothesis test was carried out where the estimated value of the path coefficient between constructs must have a significant value. The significance of the relationship can be obtained by bootstrapping or jackknifing procedures. The resulting value is a t-count value which is then compared with the t-table. If the t-count > t-table (1.96) at the significance level (5%), the estimated value of the path coefficient is significant. This study has seven testing hypotheses. The results of each test are presented as follows:

**Table 4. Hasil Pengujian Hipotesis**

Hubungan Antar Variabel	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Keterangan
Career Development_(X1) -> Job satisfaction_(Z)	0.179	1.521	0.128	Tidak Signifikan
Job Demands_(X2) -> Job satisfaction_(Z)	-0.060	0.440	0.660	Tidak Signifikan
Job Resources_(X3) -> Job satisfaction_(Z)	0.047	0.342	0.732	Tidak Signifikan

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Career Development_(X1) -> Employee Performance_(Y)	0.212	2.311	0.021	Signifikan
Job Demands_(X2) -> Employee Performance_(Y)	0.315	3.452	0.001	Signifikan
Job Resources_(X3) -> Employee Performance_(Y)	0.349	3.287	0.001	Signifikan
Job satisfaction_(Z) -> Employee Performance_(Y)	0.104	0.883	0.377	Tidak Signifikan
Knowledge Sharing_(M) -> Job satisfaction_(Z)	0.265	2.266	0.024	Signifikan
Moderating Effect 1 -> Kepuasan Kerja_(Z)	-0.049	0.286	0.775	Tidak Signifikan
Moderating Effect 2 -> Kepuasan Kerja_(Z)	-0.005	0.023	0.981	Tidak Signifikan
Moderating Effect 3 -> Kepuasan Kerja_(Z)	-0.058	0.389	0.697	Tidak Signifikan

**Sumber:** Data Primer diolah SmartPLS 2.0, 2020

*Path Coefficient shows the level of significance and relationship between research variables. With the following criteria:*

- a. *If t count > t table, which is more than 1.96 then the hypothesis is accepted*
- b. *If t count < t table, which is more than 1.96 then the hypothesis is rejected*

*Thus the Path Coefficient gives the following results:*

**The Effect of Career Development on Job Satisfaction**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the influence of career development on job satisfaction shows results with a positive standardized coefficient of 0.179 and t-statistics of 1.521 < t-table (1.96). This can be interpreted that the effect of career development on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 1 (H1) is declared not accepted.

Career development is an effort made by organizations in planning the careers of their employees, which is referred to as career management, including planning, implementing, and supervising careers (Sinambela, 2016). Career development is personal improvements made by a person to achieve a career plan and improvements by the personnel department to achieve a work plan in accordance with organizational lines or levels (Danang, 2012).

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on suitability or balance (equity) between expected and reality (Umam, 2012).

Based on several opinions related to variables, it can be interpreted that career development is a form of effort made by an employee to create satisfaction for each individual. It can be interpreted that in this study career development has become a necessity for every employee to equalize potential at work while in the field so as to achieve good and maximum performance.

The results of this study are not in line with the results of several researchers who state that Career Development has a significant effect on job satisfaction (Ratnasari et al., 2019), (Verameta et al., 2021), (Katharina & Kartika, 2020) significant meaning explained that if the selection of an employee is felt to be appropriate in a job selection so as to be able to directly increase the degree of life a person will have his own satisfaction in his life

**Effect of Job Demands on Job Satisfaction**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job demands on job satisfaction shows results with a negative standardized coefficient of -0.060 and a t-statistic of 0.440 < t-table (1.96). This can be interpreted that the effect of job demands on job satisfaction does not prove to have a significant effect without support for the opposite direction of influence and hypothesis 2 (H2) is declared not accepted.

Job demands are defined as "working very fast, working very hard, and not having enough time to finish the job" (Patrick, 2012). Job demands refer to the physical, psychological, social or organizational aspects of a job that require certain physical and/or psychological efforts or abilities, for example high work pressure, unsupportive physical conditions of the work environment, as well as emotional interactions with stakeholders.

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance

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with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on suitability or balance (equity) between expected and reality (Umam, 2012).

Based on several opinions related to variables, it can be interpreted that the Job demands that each employee feels in this study are not a burden that disturbs their psychology so that there is no feeling of satisfaction that can be received by each employee. The results of this study have not been supported by several previous studies so that the results of this study can be updated in the model.

### **Effect of Job Resources on Job Satisfaction**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job resources on job satisfaction shows results with a positive standardized coefficient of 0.047 and t-statistics of 0.342 < t-table (1.96). This can be interpreted that the effect of job resources on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 3 (H3) is declared not accepted.

Job resources refer to working conditions or work environment that provide resources for each employee (Bakker & Demerouti, 2007). Job resources will differ at each level and there are four levels where job resources are usually found, namely the organizational level, interpersonal and social relations level, organization of work level, and task level or task level (Bakker, et al., 2004). Job resources are work aspects that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers (Ayu et al., 2015).

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on suitability or balance (equity) between expected and reality (Umam, 2012).

Based on several opinions related to variables, it can be interpreted that Job resources in this study relate to the resources provided by the organization for each employee as completeness in completing work so that there is no sense of satisfaction possessed by employees because the resources provided by the company become multiple interpretations when completing work in the field.

The results of this study are not in line with the results of several researchers who stated that Job resources on job satisfaction yielded the result that there was a significant influence where job resources consisting of: Social resources, work resources, organizational resources and development resources, could increase job satisfaction (Jatmika Nugraha & Irma Anggraeni, 2018)

### **The Effect of Career Development on Employee Performance**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the influence of career development on employee performance shows results with a positive standardized coefficient of 0.212 and t-statistics of 2.311 > t-table (1.96). This can be interpreted that the effect of career development on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 4 (H4) is declared accepted.

Career development is an effort made by organizations in planning the careers of their employees, which is referred to as career management, including planning, implementing, and supervising careers (Sinambela, 2016). Career development is personal improvements made by a person to achieve a career plan and improvements by the personnel department to achieve a work plan in accordance with organizational lines or levels (Danang, 2012)

Employee performance is the result of work in quality and quantity that is achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Operationally, as in the company, what is meant by performance is the result of the work carried out by employees in carrying out their duties and responsibilities in accordance with the standards set by the company.

Based on several opinions related to variables, it can be interpreted that career development is a company step to improve the quality of employees in completing each job in the field so that each job can be completed properly and on time

The results of this study are in line with the results of several researchers who stated that career development has a significant effect on employee performance (Kurnia Widiyanto, 2015), (Ratnasari et al., 2019), (Setyaningsih et al., 2022), (Verameta et al., 2021), (Katharina & Kartika, 2020), (Gibran & Ramadani, 2021) and (Sukwar et al., 2018) employees who have a great desire to get a promotion at work and leaders who always contribute to employee career development so that it influences on employee performance, while other studies explain that career development has no effect on employee performance (Setiastuti et al., 2022), (Gian F. Kaseger, Greis M. Sendow, 2017), (Marjanuardi & Ratnasari, 2019) and (Putri & Ratnasari, 2019)

### **Effect of Job Demands on Employee Performance**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job demands on job satisfaction shows results with a positive standardized coefficient of 0.315 and t-statistics of 3.452 > t-table (1.96). This can be



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interpreted that the effect of job demands on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 5 (H5) is declared accepted.

Job demands are defined as "working very fast, working very hard, and not having enough time to finish the job" (Patrick, 2012). Job demands refer to the physical, psychological, social or organizational aspects of a job that require certain physical and/or psychological efforts or abilities, for example high work pressure, unsupportive physical conditions of the work environment, as well as emotional interactions with stakeholders. .”

Employee performance is the result of work in quality and quantity that is achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Operationally, as in the company, what is meant by performance is the result of the work carried out by employees in carrying out their duties and responsibilities in accordance with the standards set by the company.

Based on several opinions related to variables, it can be interpreted that the job demands intended in this study are no longer individual in nature but are organizational in nature capable of supporting an increase in employment so that job demands in companies are suppressed as much as possible so as not to become a burden that will interfere psychologically.

The results of this study are in line with the results of several researchers who state that Job Demands on performance result in that the higher Job Demands will reduce performance. Employees who are faced with high job demands can become very tired psychologically so that it will disturb the employees' psyche which leads to decreased performance (Kurnia & Widigdo, 2021).

### **Effect of Job Resources on Employee Performance**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job resources on employee performance shows results with a positive standardized coefficient of 0.349 and t-statistics of  $3.287 > t\text{-table}$  (1.96). This can be interpreted that the effect of job resources on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 6 (H6) is declared accepted.

Job resources refer to working conditions or work environment that provide resources for each employee (Bakker & Demerouti, 2007). Job resources will differ at each level and there are four levels where job resources are usually found, namely the organizational level, interpersonal and social relations level, organization of work level, and task level or task level (Bakker, et al., 2004). Job resources are work aspects that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers (Ayu et al., 2015).

Employee performance is the result of work in quality and quantity that is achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Operationally, as in the company, what is meant by performance is the result of the work carried out by employees in carrying out their duties and responsibilities in accordance with the standards set by the company.

Based on several opinions related to variables, it can be interpreted that job resources as an aspect in setting goals in the company as a result of good work in accordance with the responsibilities given by the leadership so that the job resources provided by the company in the form of gathering and rewards are a pattern of achieving performance the good one. The results in this study have not been supported by previous research, so that they can be updated which can support several opinions that are still relevant

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job satisfaction on employee performance shows results with a positive standardized coefficient of 0.104 and t-statistics of  $0.883 < t\text{-table}$  (1.96). This can be interpreted that the influence of job resources on employee performance is not proven to have a significant effect without the support of a unidirectional direction of influence and hypothesis 7 (H7) is declared not accepted.

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on suitability or balance (equity) between expected and reality (Umam, 2012).

Employee performance is the result of work in quality and quantity that is achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Operationally, as in the company, what is meant by performance is the result of the work carried out by employees in carrying out their duties and responsibilities in accordance with the standards set by the company.

Based on several opinions related to variables, it can be interpreted that job satisfaction is a subjective point of view that is owned by each employee so that for them good performance is not individual performance but team performance, so it is unable to trigger individual satisfaction.

## **The Effect of Career Development, Job Demands and Job Resources on Employee Performance with Job Satisfaction as Intervening Variables and Knowledge Sharing as Moderating Variables at Pt Pramana Artha Raharja**

### **Pengaruh *knowledge sharing* memoderasi *Career Development* terhadap kepuasan kerja**

Berdasarkan hasil olah data dengan menggunakan software SmartPLS 3.0 maka dapat dijelaskan bahwa, pengaruh *knowledge sharing* memoderasi *career development* terhadap kepuasan kerja menunjukkan hasil dengan nilai koefisien (*standardized coefficient*) negative sebesar -0.049 dan *t-Statistik* sebesar  $0.286 < t\text{-tabel}$  (1.96). Hal ini dapat dimaknai bahwa pengaruh *knowledge sharing* memoderasi *career development* terhadap kepuasan kerja tidak terbukti berpengaruh signifikan tanpa dukungan arah pengaruh berlawanan arah dan hipotesis 8 (H<sub>8</sub>) dinyatakan tidak diterima.

Knowledge atau pengetahuan adalah suatu keyakinan seseorang dalam mengartikan dan mengelola sekumpulan informasi dengan mengkombinasikan informasi tersebut dengan informasi lainnya, menerjemahkan, dan kemudian mengambil suatu tindakan (Desouza & Paquette, 2011). Knowledge sharing adalah proses timbal balik dimana individu saling bertukar pengetahuan (*tacit dan explicit knowledge*) dan secara bersama-sama menciptakan pengetahuan (solusi) baru (Van Den Hooff & Ridder, 2004).

Berdasarkan beberapa pendapat yang berhubungan dengan variable maka dapat dimaknai bahwa Knowledge sharing tidak mampu memperkuat atau memperlemah hubungan *career development* terhadap kepuasan kerja sebab dalam hal ini adanya *knowledge sharing* hanya mencerminkan pengalaman saja bukan pada penyelesaian kasus tertentu yang terluang kembali sehingga tidak mampu menjadi tolak ukur

### **The effect of knowledge sharing moderates Job Demands on job satisfaction**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of knowledge sharing on moderating job demands on job satisfaction shows results with a negative standardized coefficient of -0.005 and t-statistics of 0.023 < t-table (1.96). This can be interpreted that the effect of knowledge sharing on moderating job demands on job satisfaction does not prove to have a significant effect without support for the opposite direction of influence and hypothesis 9 (H<sub>9</sub>) is declared not accepted.

Knowledge or knowledge is a person's belief in interpreting and managing a set of information by combining that information with other information, translating it, and then taking an action (Desouza & Paquette, 2011). Knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions) (Van Den Hooff & Ridder, 2004).

Based on several opinions related to variables, it can be interpreted that Knowledge sharing which is a person's belief cannot be used as a reference in solving every problem faced in the field so that satisfaction cannot be strengthened by Knowledge sharing from colleagues.

### **The effect of knowledge sharing moderates Job Resources on job satisfaction**

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the influence of knowledge sharing moderates job resources on employee performance, showing results with a negative standardized coefficient of -0.058 and t-statistics of 0.389 < t-table (1.96). This can be interpreted that the effect of knowledge sharing moderating job resources on job satisfaction is not proven to have a significant effect without the support of the opposite direction of influence and hypothesis 10 (H<sub>10</sub>) is declared not accepted.

Knowledge or knowledge is a person's belief in interpreting and managing a set of information by combining that information with other information, translating, and then taking an action (Desouza & Paquette, 2011). Knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions) (Van Den Hooff & Ridder, 2004).

Based on several opinions related to variables, it can be interpreted that Knowledge sharing is a delivery step, but in this study knowledge sharing is not a solution in existing resources in a job so that the job resources owned by the company in this study already have special rules so that they cannot refer to on personal satisfaction.

## **CONCLUSIONS AND SUGGESTIONS**

Based on the results and discussion in the research, the conclusions in this study are as follows:

1. The effect of career development on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 1 (H<sub>1</sub>) is declared not accepted, this can be interpreted that the direction of the relationship in the study cannot be interpreted by implication because there is no significant relationship effect
2. The effect of job demands on job satisfaction is not proven to have a significant effect without support for the opposite direction of influence and hypothesis 2 (H<sub>2</sub>) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect.
3. The effect of job resources on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 3 (H<sub>3</sub>) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect

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4. The effect of career development on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 4 (H4) is declared accepted, this can be interpreted that the direction of the relationship in the study explains that the higher the career development provided by the company, the higher the employee performance
5. The effect of job demands on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 5 (H5) is declared accepted, this can be interpreted that the direction of the relationship in the study explains that the higher the career development provided by the company, the higher the employee performance
6. The effect of job resources on employee performance is proven to have a significant effect with the support of a unidirectional influence direction and hypothesis 6 (H6) is declared accepted, this can be interpreted that the direction of the relationship in the study explains that the lower the job resources can be suppressed by each employee, the higher the performance employee
7. The effect of job resources on employee performance is not proven to have a significant effect without the support of a unidirectional direction of influence and hypothesis 7 (H7) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect
8. The effect of job satisfaction moderates career development on employee performance is not proven to have a significant effect without the support of the opposite direction of influence and hypothesis 8 (H8) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted implicationly because there is no influence of the relationship significant
9. The effect of job satisfaction moderating job demands on employee performance is not proven to have a significant effect without support for the opposite direction of influence and hypothesis 9 (H9) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted implicationly because there is no influence significant
10. The effect of job satisfaction moderating job resources on employee performance is not proven to have a significant effect without the support of the opposite direction of influence and hypothesis 10 (H10) is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no influence significant

Based on the results of the analysis and discussion carried out, the researcher provides several suggestions that can contribute to the company and further research, so that they can become additional references as empirical evidence, especially on variables that have similarities.

### 1. Academics

The results of this study can be used as a reference for further research that will examine a similar topic by considering factors outside this research model by adding independent variables that may affect employee performance, for example: work stress variables, work family conflict and so on.

### 2. Practitioner

Based on the results of descriptive analysis, hypothesis testing and discussion, then to improve employee performance variables, management can develop stress management patterns that are owned by each employee with special events that can be a refresher in one's mood

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