



## The Influence of Career Development through Job Crafting un the Performance of East Java Province Inspectorate Employees

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### ABSTRACT

There are so many ways to improve employee performance, considering how important the performance of an employee is in the company. Career development is needed so that someone is able to improve their career which will certainly affect employee performance. Then job crafting, which helps employees in creating a conducive work environment so that employee performance can be optimized. Many state that job crafting has a significant positive influence on employee performance, because it is able to create employees as individuals who are free but still responsible for their work. However, not a few think that job crafting has no effect on performance. Therefore, the purpose of this study is to examine career development on performance in the presence of job crafting. This population is 112 people who work in the Inspectoral of East Java Province. Technical data analysis is done by using Hayes regression analysis technique as a hypothesis tester. The results of this study found that career development affects job crafting and employee performance, and job crafting can also be a mediator variable.

Keywords: Job Performance, career development, job crafting

### 1. INTRODUCTION.

Every organization has resources that can be utilized properly to achieve its stated goals. The resources owned can be natural resources, human resources, and infrastructure. However, there are resources that are important for organizations, namely human resources. Human resources are the main pillar for an organization to run, because every organizational activity physically and spiritually is carried out by human resources. To achieve progress in an organization, the human effort factor is needed, because the behavior of employees in the organization will determine the success of the organization. Considering the large role and position of human resources as employees in business activities, optimal performance is required.

Performance is a work process in terms of quality and quantity carried out by someone in carrying out their duties or work, namely in accordance with the responsibilities that have been given to that individual. Performance is about what individuals do and how individuals carry out their work (Robbin & Judge, 2019). Performance focuses on the process of displaying a person's work regarding how the individual carries out work to achieve the desired goals (Wibowo, 2019). Performance can also be interpreted as the result of individual work in terms of quality and quantity achieved by someone in carrying out their duties and work, namely in accordance with the responsibilities that have been given to the individual with certain standards that have been determined (Hidayah & Haryani, 2018). Improving employee performance is enhanced by career development for employees and job crafting.

The need to develop human resources in an organization is an important thing, human resources who have the skills and ability to work and have a high work commitment to support the smooth and progress of the organization's survival. A person who has a high level of performance is based on the employee's career development which will increase a person's commitment to work so that the employee's performance will be more optimal (Ramli & Yudhistira, 2018).

Mathis & JH Jackson (2018) defines career planning as planning that focuses on work and identifying career paths that provide logical progression for people between jobs in the organization. Supriatna (2019) said career planning is a student's activity that leads to future career decisions. The aim of career planning is for students to have a positive attitude towards their future career. Research conducted by (Saehu, 2018) explains that the career development experienced by employees will cause employees to tend to increase their career level and the position they are aiming for. To improve your career, of course you can do this by improving your performance and improving your quality with formal education. Therefore, career development will affect employee performance. Research conducted by (Syahputra & Tanjung, 2020) also explains the same thing, namely that career development for employees will show increased performance for employees. Research conducted by (Humaira et al., 2019) adding that the influence of career development on employee performance is 62.8%.

The performance of employees apart from a high sense of integrity, individual career development, and job crafting. Job crafting helps employees to create a conducive environment so that employees can provide optimal performance. (Tims et al., 2014) states that job crafting is the involvement of employees in the process of creating a good work environment that is in accordance with their abilities. This is very important for two reasons, namely,

that all employees have idiosyncratic characteristics that can result in different preferences for job characteristics or career choices. And the importance of individual involvement in job crafting is that employees know how they create an optimal work environment.

There are several studies that explain that job crafting has an influence on employee performance. Research conducted by (Yulvianto, 2019) show that *job crafting* has a significant positive influence on employee performance. Job crafting created by employees will have a positive impact on the organization, namely it will create an environment capable of positive thinking, creativity in solving problems, and increasing job satisfaction and employee performance. This is also in line with research conducted by (Apriyanti et al., 2021) explains that *job crafting* can lead to increased employee performance, with job crafting employees can have a conducive environment and can become individuals who are free but responsible for their work.

On variables *job crafting* There is research on performance that shows an insignificant effect, namely research conducted by (Setyawati & Nugrohoseno, 2019) which shows that job crafting does not have a significant effect on performance, this is because the employees who were respondents in the study did not all apply job crafting in their work. Then research conducted by (Alhana, 2019) show that *job crafting* Good ones will not affect employee performance. The existence of several studies that show no significant influence on the variables of integrity, career development, and job crafting on performance can indicate an inconsistency in this relationship. So it is necessary to retest the variables of integrity, career development and job crafting on employee performance. Based on the explanation above, this research aims to examine career development on performance with job crafting, so the hypothesis of this research is as follows:

Hypothesis 1: There is an influence of career development on the performance of East Java Inspectorate employees

Hypothesis 2: There is an influence of career development on job crafting among East Java Inspectorate employees

Hypothesis 3: There is an influence of job crafting on the performance of East Java Inspectorate employees

Hypothesis 4: Job crafting can mediate the influence of career development on the performance of East Java Inspectorate employees

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## 2. LITERATURE REVIEW

### 2.1 Job Performance

Performance is an achievement of the work carried out by employees on the work given. Referring to the word "performance" in English, it can be interpreted as performance, work results or achievements. According to (Mangkunegara, 2018) Performance is the result of work in terms of quality and quantity achieved by employees in carrying out the responsibilities of the work and tasks given to employees. Performance can also be measured from the employee's ability to solve and complete the tasks given, which means that performance contains elements of standards that must be achieved by employees, so that those who have achieved the set standards means that the employee has good performance or vice versa for those who have not achieved can be categorized as having poor performance. Bernadine in (Akbar, 2018) states that the success or failure of a performance achieved by an organization is influenced by the level of performance of employees, both individually and as a group, with the assumption that the better the employee's performance, the better the organization's performance expectations will also be. There are six criteria for measuring the extent of individual employee performance, namely:

1. Work quality

Work quality can be measured from the employee's perspective regarding the quality of work produced as well as the employee's skills and abilities in achieving the assigned tasks.

2. Quantity

Quantity of performance can be measured from the employee's perspective regarding the number of activities assigned to him and the results.

3. Punctuality

Timeliness can be measured from the employee's perspective regarding an activity that is completed at the beginning until the end of time until it becomes an output.

4. Effectiveness of the level of use of organizational resources

The effectiveness of the level of resource use is maximized with the aim of increasing the results of each employee unit in the use of resources. Utilization of time in carrying out tasks, and effectiveness of completing tasks assigned to the organization.

5. Independence

Independence is the level of a person's ability to carry out their work duties without asking for help and guidance from other people or supervisors.

6. Work commitment

Work commitment is the level at which employees have a work commitment to the agency and work responsibilities towards the organization.

According to Davis in (Mangkunegara, 2018) There are several formulations of factors that influence performance, namely ability factors and motivation factors. 1) Ability Factor (ability), Employee abilities or abilities consist of potential IQ and reality abilities (knowledge + skills), which means that employees who have an IQ above average and with adequate education for their position and are skilled at carrying out daily tasks and obligations have the performance that can be expected. Therefore, employees need to be placed in positions and tasks that suit their skills. 2) Motivation Factors (Motivation), Motivation is an attitude that is formed by an employee in facing the environment and situations at work. An encouragement that arises from outside or within a person to become a driving factor towards the goal you want to achieve is also a motivation (Lufina, 2022). According to Timple quoted by (Mangkunegara, 2018) Performance factors consist of internal factors and external factors. Internal factors can be related to a person's nature or behavior, while external factors can be seen from the influencing environment, for example colleagues, subordinates or leaders, work facilities, and organizational situations. From the description above, it can be concluded that factors that influence performance can come from within an individual or from outside the individual himself. The organizational policy is expected to be able to harmonize these factors

## 2.2 Career Development

In the world of work, of course, an employee tries to do his best to carry out all his work duties well. This goal is carried out so that the organization achieves the desired goals, so it is important to have human resource management in a company. One effort to make human resources in an organization better is career development.

Career development is a process that aims to improve an individual's abilities, knowledge and skills in achieving their career goals. It involves a series of steps and continuous efforts to improve one's qualifications and competencies in order to achieve better performance in one's career.

Deep alert (Bahri & Nisa, 2017) Career development is a process that aims to improve an individual's abilities, knowledge and skills in achieving their career goals. It involves a series of steps and continuous efforts to improve one's qualifications and competencies in order to achieve better performance in one's career. Career development is also a process of increasing individual work abilities that is achieved in order to achieve the desired career.

According to Stone in (Bahri & Nisa, 2017) believes that career development is a process that aims to improve an individual's abilities, knowledge and skills in achieving their career goals. It involves a series of steps and continuous efforts to improve one's qualifications and competencies in order to achieve better performance in one's career. Career development in the Company is stated to be good based on formal education, work experience, work performance, work skills, work productivity, promotion, career advancement, employee training, career path and work planning. Good work motivation provided by the company is based on salary provision, housing allowance, retirement allowance, relations with colleagues, relations with superiors, bonuses and awards, promotions, freedom of opinion, as well as assessment and criticism.

Career development in the Company is stated to be good based on formal education, work experience, work performance, work skills, work productivity, promotion, career advancement, employee training, career path and work planning. Good work motivation provided by the company is based on salary provision, housing allowance, retirement allowance, relations with colleagues, relations with superiors, bonuses and awards, promotions, freedom of opinion, as well as assessment and criticism. Siagian, inside (Handoko & Rambe, 2018) There are seven factors that can influence an employee's career development, including the following:

- Satisfactory work performance, the starting point for a person's career development is his work performance in carrying out the tasks entrusted to him. Without satisfactory work performance, it is difficult for a worker to be proposed by a superior for consideration for promotion to a higher job or position in the future.
- Introduction by other parties, what is meant here are various parties who have the authority to decide whether or not a person is worthy of promotion, such as direct superiors and heads of personnel departments who know their abilities and work achievements.
- Loyalty to the organization is the dedication of an employee who wants to continue working in the organization where he works for a long period of time.
- Mentors and sponsors, mentors are people who provide advice or suggestions to employees in an effort to develop their careers. Meanwhile, a sponsor is someone within the company who can create opportunities for employees to develop their careers.
- Subordinate support is support provided by subordinates in the form of making the task of the manager concerned a success.
- Opportunities for growth are opportunities given to employees to improve their abilities, either through training, courses and also continuing their education.
- Quitting at your own request and will, is an employee's decision to stop working and move to another company that provides greater opportunities for career development

Indicators of career development according to Rivai in (Bahri & Nisa, 2017), are as follows: Work performance, Exposure, Network (Net Working), Resignation, Loyalty to the organization, Mentors and sponsors, International experience. Hasibuan in (Akhmal, Laia, & Sari, 2019) mentions four types of career development, namely:

1. Temporary in nature An employee is temporarily promoted because there is a vacant position that must be filled immediately, such as a dean.
2. Permanent: An employee is placed from a position to a higher position because the employee has met the requirements for promotion.

3. Minor in nature: The promotion of an employee from a position that is not difficult to move to a position that is difficult requires a certain delay, as well as an increase in authority, responsibility and salary.
4. Dry Characteristics An employee is promoted to a higher position accompanied by an increase in rank, authority and responsibility but not accompanied by an increase in salary and wages

An employee's career journey is a series of endeavors that begin when they first work for the company until the end of their term of office. So that employees have a desire to improve their performance in the company. Thus, it is clear that employee career development programs in organizations are very important in order to advance the organization concerned, especially if knowledge and technology are developing rapidly

### 2.3 Job crafting

There are many factors that cause work boredom, including the work itself, the work environment, and the compatibility between self and work. Existing strategies to overcome work boredom include listening to music in the workplace, managing time effectively and being proactive, creating wider social relationships and seeking additional stimulation in the form of activities you enjoy, daydreaming activities can also give rise to more creative problem solving (Umaya, Maulina, & Budiharto, 2020). According to Fisher in (Umaya, Maulina, & Budiharto, 2020) Job characteristics are a factor that plays an important role in relation to work boredom. Employees who can change their job characteristics in proactive ways in shaping or structuring their work to meet individual needs, skills and motivation are proven to be able to change boredom. This proactive behavior is called job crafting, namely activities carried out by employees to shape their tasks, environment or mindset in order to create more meaningful working conditions for themselves.

Job crafting itself is a concept in the field of organizational psychology that refers to individuals' efforts to change their tasks, responsibilities, and work relationships to better suit their personal preferences, skills, and interests. In other words, job crafting involves changing or adapting one's work roles and tasks to create a more meaningful and satisfying work experience. Nugroho & Setiyawati in (Yuridha, 2022) Job crafting independently changes the components of an employee's job to better align job characteristics with the employee's needs, talents, and preferences. Job crafting is a kind of change initiated by employees in order to balance demands on workload and job resources.

The concept of job crafting refers to the process by which employees shape their jobs. They propose that job crafting can take the form of physical or cognitive changes that individuals make in their task or relational boundaries. In this approach, physical changes refer to changes in the form, scope or number of work tasks, while cognitive changes refer to changes in how a person perceives work. Deep Bakker (Yulivianto, 2019) Changes in a person's relational boundaries refer to changes in the interactions and relationships an individual has with others in the workplace

Job crafting is considered an activity initiated by employees, organizations can benefit by managing and stimulating the implementation of job crafting. Organizations can create and facilitate the conditions in which job crafting can emerge. Deep hoof (Yulivianto, 2019) believes that when job crafting is successfully implemented and facilitated in accordance with organizational goals, the benefits of job crafting will not only be felt by employees but the organization will also benefit as a whole and will have a positive impact on several dimensions such as creative thinking in solving problems, employee sense of control, satisfaction work, to employee performance

Job crafting is a way for employees to reimagine their work in a personally meaningful way. Job crafting involves limiting the tasks of the job both physically and cognitively. Changes in task boundaries can be said to mean that employees change the form or amount of their activities when working, while changes in cognitive form can be in the form of how employees change their views on their work. (Jannatun, W, & Fajri, 2021) (Azizah & Ratnaningsih, 2018). Berg, Dutton & Wrzesniewski in (Salim, Prihartanti, & Dwityanto, 2020) suggests that job crafting describes the way employees take advantage of opportunities to adapt their work by actively changing tasks and interactions with other people. Job crafting itself can be applied in three different ways, namely:

1. Job crafting can change the boundaries of their work by taking on more or less of the task, expanding or reducing the scope of the task, or changing the way they perform the task such as proposing new methods for completing the tasks they carry out,
2. Job crafting can change job relationships in their workplace by changing the nature or level of their interactions with other people, such as increasing social relationships or teaching new employees,
3. Job crafting can cognitively change their work by looking at the tasks themselves, such as not only explaining them but including examples so that they can be understood well.

Some of the benefits obtained when employees get job crafting are that employees are motivated to design their work from various perspectives, can identify available opportunities and apply one or more ways to structure their work, and the techniques carried out and obtained influence good work results. Singh & Singh in (Salim, Prihartanti, & Dwityanto, 2020) explains that job crafting can be used as a coping strategy for employees to act proactively in carrying out their work, apart from that it can also reduce stress that develops while employees face the demands of their work and is able to produce better individual resources or create individual psychological readiness in the workplace. Tims, Bakker and Derks are deep (Umaya, Maulina, & Budiharto, 2020) There are four dimensions of job crafting, namely as follows:

- a. *increasing structural job resources*
- b. *increasing social resources*

c. *increasing job demands*

d. *decreasing hindering job demands*

Job crafting provides a way for employees to increase employee motivation and their own engagement at work. Job crafting has a positive impact in reducing burnout, where there is an employee's desire to change in seeking resources and facing challenges to face changes in daily work at work so that job crafting can be used as an employee strategy to face organizational demands and give employees a strategy to adapt. in seeking resources and seeking challenges during work

## 4. Research Methods

All figures should be numbered with Arabic numerals (1,2,3,...). Every figure should have a caption. All photographs, schemas, graphs and diagrams are to be referred to as figures. Line drawings should be good quality scans or true electronic output. Low-quality scans are not acceptable. Figures must be embedded into the text and not supplied separately. In MS word input the figures must be properly coded. Lettering and symbols should be clearly defined either in the caption or in a legend provided as part of the figure. Figures should be placed at the top or bottom of a page wherever possible, as close as possible to the first reference to them in the paper.

### 4.1 Types of research

This research uses a quantitative approach with a cross-sectional category, namely information from part of the population (sample respondents) is collected directly from the location empirically with the aim of finding out the opinions of part of the population regarding the object under study.

#### Research Sample

The population in this study was all 112 employees of the Inspectorate of East Java Province (Central Statistics Agency, 2023). Meanwhile, the minimum sample size required in this study can be calculated using the Slovin formula and was obtained as many as 53 people.

#### Data collection technique

The data collection method used in this research is by using a questionnaire. The questionnaire given is a sheet of questions that measures career development, job crafting, and performance. Data collection was carried out using Google Form to make it easier for researchers to obtain respondent data remotely.

### 4:2 Data analysis technique

Data analysis was carried out descriptively and inferentially. Descriptive analysis aims to explain or describe a characteristic of each variable studied. For numeric data, the mean (average) and standard deviation values are used. Meanwhile, inference analysis is used to test the hypothesis of the influence of career development on performance mediated by job crafting. The inference analysis was carried out using Hayes regression analysis

## 5. Results and Discussion

### 5.1 Respondent Characteristics

The characteristics of respondents in this study explain gender, age, highest level of education, and length of work.

#### 1. Gender

Respondents consisted of male and female respondents. The number of respondents based on gender can be analyzed descriptively with the following results.

**Table 1.** Number of Respondents Based on Gender

Gender	Number (n)	Percentage (%)
Man	18	34.0%
Woman	35	66.0%
<b>Total</b>	<b>53</b>	<b>100.0%</b>

Source: SPSS 27 output, processed (2023)

The number of male respondents is known to be 18 people (34.0%) and 35 female respondents (66.0%). This shows that the number of male and female respondents is equal.

#### 2. Age

Based on age, respondents were divided into four categories, namely 25 to 30 years old, 31 to 40 years old, 41 to 50 years old, and over 50 years old.

**Table 2.**Number of Respondents by Age

Age	Number (n)	Percentage (%)
25 – 30 Years	6	11.3%
31 – 40 Years	15	28.3%
41 – 50 Years	8	15.1%
> 50 Years	24	45.3%
<b>Total</b>	<b>53</b>	<b>100.0%</b>

Source: SPSS 27 output, processed (2023)

There were 6 respondents aged 25 to 30 years (11.3%), 15 people aged 31 to 40 years (28.3%), 8 people aged 41 to 50 years (15.1%), and those aged above 50 years old as many as 24 people (45.3%). This shows that most of the respondents in this study were over 50 years old.

### 3. Education

Respondents consisted of respondents with bachelor's and master's degrees. The characteristics regarding the respondent's last education can be explained in Table 3 below.

**Table 3.**Number of Respondents by Education

Education	Number (n)	Percentage (%)
Bachelor	46	86.8%
Masters	7	13.2%
<b>Total</b>	<b>53</b>	<b>100.0%</b>

Source: SPSS 27 output, processed (2023)

Based on Table 3, it shows that there were 46 respondents with a bachelor's degree (86.8%), and 7 people with a master's degree (13.2%). This shows that the majority of respondents have a bachelor's degree.

## 5.2 Descriptive Analysis of Research Variables

Career development in this study was measured using four questions. Descriptive analysis of these four questions can be presented in Table 4 as follows.

**Table 4.**Description of Career Development Variables

No	Question	Min	Max	Mean	Standard Deviation	Category
1	I have a great interest in continuing to develop my career in the workplace	3.00	5.00	4,359	0.623	Very high
2	The training I received enabled me to do work at a higher career level	3.00	5.00	4,377	0.596	Very high
3	The agency provides complete information and data regarding the requirements for occupying a particular position for each employee	2.00	5.00	4,302	0.799	Very high
4	Every employee gets the same opportunity in every promotion	3.00	5.00	4,396	0.689	Very high
<b>Career development</b>				<b>4,359</b>	<b>0.492</b>	<b>Very high</b>

Source: SPSS 27 output, processed (2023)

The description of the career development variable shows that the overall average is 4.359, which shows that the career development of employees at the East Java Provincial Inspectorate is very good. The four statements show an average value which is included in the very good category. The job crafting variable is measured using four questions. Each question can be analyzed descriptively to find out the average value and standard deviation to measure the level of employee integrity.

**Table 5.**Job Crafting Variable Description

No	Question	Min	Max	Mean	Standard Deviation	Category
1	I try to learn new things while working	3.00	5.00	4,208	0.631	Very high
2	I make sure that my work is not dangerous either emotionally and mentally	2.00	5.00	4,019	0.720	Tall
3	I organize my work in such a way that it doesn't need to deal with people I have problems with emotionally and people whose expectations are not realistic	3.00	5.00	4,151	0.718	Tall
4	I like asking my coworkers to provide feedback on my performance	3.00	5.00	4,359	0.623	Very high
<b>Job Crafting</b>				<b>4,184</b>	<b>0.542</b>	<b>Tall</b>

Source: SPSS 27 output, processed (2023)

Based on Table 5, it can be seen that the overall job crafting of East Java Province Inspectorate employees has an average of 4,184 or is included in the high category. This shows that East Java Province Inspectorate employees have good work creativity or job crafting. The statement with the lowest average is in the second question, which states that employees can ensure that the work they do is not dangerous emotionally or mentally for employees. Employee performance in this study was measured using four questions which can be analyzed descriptively with the following results.

**Table 6.** Integrity Variable Description

No	Question	Min	Max	Mean	Standard Deviation	Category
1	I carry out work in accordance with existing Standard Operating Procedures (SOP).	3.00	5.00	4,377	0.596	Very high
2	The results of my work so far have been in accordance with the goals expected by the organization	3.00	5.00	4,396	0.566	Very high
3	I know the target results I want to achieve	2.00	5.00	4,396	0.660	Very high
4	I understand how to achieve the desired results	3.00	5.00	4,415	0.633	Very high
5	I complete work on time	2.00	5.00	4,264	0.836	Very high
6	I can still complete my work even though I am interrupted by vacation time and holidays	2.00	5.00	4,396	0.743	Very high
7	I have the awareness to work together to achieve organizational goals	2.00	5.00	4,208	0.717	Very high
8	I create maximum work results by working together to develop ideas and concepts	1.00	5.00	3,755	0.979	Tall
<b>Performance</b>				<b>4,276</b>	<b>0.447</b>	<b>Very high</b>

Source: SPSS 27 output, processed (2023)

Based on Table 6, it can be seen that the overall performance of East Java Province Inspectorate employees has an average of 4.276 or is included in the very high category. This shows that the East Java Province Inspectorate employees have very good performance. The statement with the lowest average is number eight, which states that employees create maximum work results by working together to develop ideas and ideas.

### 5.3 Classic assumption test

Before carrying out regression analysis, it is necessary to test classical assumptions, namely the normality test, multicollinearity test, heteroscedasticity test and linearity test.

#### 1. Normality test

The normality test in this study used the One-Sample Kolmogorov-Smirnov Test statistical test. The basis for making decisions in this research is if the asymp.sig value. (2-tailed) above the level of significance of 5% (0.05), it can be concluded that the variable is normally distributed.

**Table 7.** Normality test

	Kolmogorov Smirnov	p
<b>Unstandardized Residuals</b>	0.063	0.200

Source: Research Data (2024)

Based on Table 7 above, the results of the One Sample Kolmogorov-Smirnov (KS) Normality Test show that the Kolmogorov-Smirnov statistical test value is 0.058 and the sig value is 0.200 > 0.05, so it can be concluded that the data in this study is normally distributed.

## 2. Multicollinearity Test

The multicollinearity test is used to determine whether there is a relationship or correlation between the independent variables. Multicollinearity states the relationship between independent variables. A good regression model should have no correlation between independent variables. Regression is free from multicollinearity if the VIF value is <10 and the tolerance value is > 0.10.

**Table 8.**Multicollinearity Test

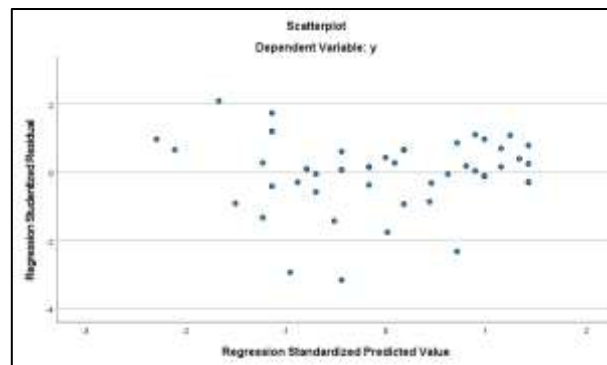
Variable	Tolerance	VIF	Information
Career development	0.595	1,681	No Multicollinearity
Job Crafting	0.595	1,681	No Multicollinearity

Source: Research Data (2024)

It can be seen that the regression model in this study does not have multicollinearity in the independent variables because all VIF values are < 10 and tolerance is > 0.10.

## 3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether or not there are deviations from the classic assumption of heteroscedasticity, namely the unequal variance of the residuals for all observations in the regression model. In this research, the heteroscedasticity test uses a scatterplot graph.



**Figure 1.**Scatterplots

In Figure 5.1 above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 (zero) on the Y axis, thus indicating that the model in this study does not have heteroscedasticity.

## 4. Autocorrelation Test

The autocorrelation test was carried out using the Watson Durbin test. The Watson Durbin value in the regression model obtained a value of 2,056. The results of the autocorrelation test show that the Watson Durbin value of 2.056 is located between  $d_u$  (1.678) to  $4-d_u$  (2.321). So it can be concluded that there is no autocorrelation.

## 5.4 Hayes Regression Analysis

In this research, Hayes regression is used to test the hypothesis whether supervision of gender responsive budgeting planning (PPRG) has an effect on employee performance which is mediated by work discipline.

**Table 8.**Hayes Regression Results

Hypothesis	Variable	$\beta$	t	$\rho$
H1	Career Development → Employee Performance	0.667	7,602	0,000
H2	Career Development → Job Crafting	0.702	5,895	0,000
H3	Job Crafting → Employee Performance	0.139	1,743	0.088
H4	Career Development → Job Crafting → Employee Performance	0.197	3,455	0.049



Description: \*Significant ( $p < 0.05$ )

#### 1. The Influence of Career Development on Employee Performance

Based on the results of the analysis, it can be seen that the first hypothesis regarding the influence of career development directly on employee performance is accepted. This is indicated by a significance value of 0.000 ( $p < 0.05$ ). The regression coefficient value obtained on the direct influence of career development on employee performance is 0.667. This shows that career development can significantly improve employee performance. The results of this research are in line with research conducted by (Saehu, 2018) explains that the career development experienced by employees will cause employees to tend to increase their career level and the position they are aiming for. To improve your career, of course you can do this by improving your performance and improving your quality with formal education. Therefore, career development will affect employee performance. Research conducted by (Syahputra & Tanjng, 2020) also explains the same thing, namely that career development for employees will show increased performance for employees. Research conducted by (Humaira et al., 2019) adding that the influence of career development on employee performance is 62.8%.

#### 2. The Influence of Career Development on Job Crafting

Based on the results of the analysis, it can be seen that the second hypothesis regarding the influence of career development directly on job crafting can be accepted. This is indicated by a significance value of 0.000 ( $p < 0.05$ ). The regression coefficient value obtained on the direct influence of career development on job crafting is 0.702. This shows that career development can significantly improve job crafting.

#### 3. The Effect of Job Crafting on Performance

Based on the results of the analysis, it can be seen that the third hypothesis regarding the direct influence of job crafting on employee performance cannot be accepted. This is indicated by a significance value of 0.088 ( $p > 0.05$ ). The regression coefficient value obtained on job crafting directly on performance is 0.139. This shows that job crafting can improve employee performance, but not significantly. These results are in line with research conducted by (Setyawati & Nugrohoseno, 2019) which shows that job crafting does not have a significant effect on performance, this is because the employees who were respondents in the study did not all apply job crafting in their work.

#### 4. The Effect of Career Development on Employee Performance through Job Crafting as a Mediating Variable

Based on the results of the analysis, it can be seen that the fourth hypothesis regarding the indirect influence of career development on employee performance through job crafting can be accepted. This is indicated by a significance value of 0.049 ( $p < 0.05$ ). The regression coefficient value obtained on the indirect influence of career development on employee performance through job crafting is 0.197. This shows that job crafting can mediate the influence of career development on employee performance. These results support research conducted by (Apriyanti et al., 2021) explains that *job crafting* can lead to increased employee performance, with job crafting employees can have a conducive environment and can become individuals who are free but responsible for their work.

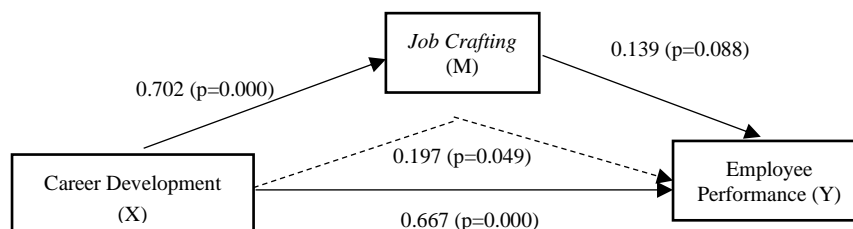


Figure 2. Model of the Influence of Career Development on Employee Performance mediated by Job Crafting

## 4. Conclusion

The conclusions obtained based on the results of this research include the following. 1) Career development has a direct influence on the job crafting of East Java Provincial Inspectorate employees. 2) Career development has a direct influence on the performance of East Java Provincial Inspectorate employees. 3) Job crafting can mediate the influence of career development on the performance of East Java Province Inspectorate employees. The suggestion from this research is that there are still several limitations or limitations that need to be corrected, so in further research it is recommended that first, you can add other variables such as work engagement, commitment, work-family conflict to look more deeply at the role of job crafting on performance. employee. Second, it can expand the scope of research not only in the East Java Province Inspectorate area by using different samples. Third, the process of implementing job crafting in this research is still carried out individually, therefore the author suggests that in future research, the application of job crafting can be carried out

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