Exploring the Intermediary Role of Career Development in Bridging Knowledge Sharing and Training with Employee Performance at PT Primaraya Solusindo

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Abstract

In an increasingly competitive business world, companies are required to continuously improve employee performance through various human resource development strategies. Job training and knowledge exchange are regarded as crucial elements that can improve worker performance. But career development serves as a moderator so that these elements can affect worker performance more profoundly. This study uses a quantitative methodology with respondents who are PT Primaraya Solusindo employees through a survey method. Path analysis techniques were applied to the data in order to investigate the mediation relationships. 150 workers of PT Primaraya Solusindo were surveyed as part of the sample study approach. Saturation sampling methods were used to take the sample, and SmartPLS version 3 software was used for processing.The findings of this study suggest that knowledge sharing has a positive and significant impact on career development, as does training. They also show that career development has a positive and significant impact on employee performance, knowledge sharing has a positive and significant impact on employee performance, training has a positive and significant impact on employee performance, knowledge sharing has a positive and significant impact on employee performance through career development, training has a positive and significant impact on employee performance through career development, and finally, knowledge sharing and training have a significant impact on employee performance.

Keywords: Career Development, Knowledge sharing, Training, and Employee Performance.

1. Introduction

Currently, the corporate world is facing an era of increasingly intense global competition. Therefore, one of the most important aspects in creating sustainability, reputation, and public trust in an organization is human resources (HR). The availability of human resource capacity and capability supports the implementation of company strategies and is also a crucial factor in achieving the company's vision and mission. Human resource management is conducted with a global approach, depending on the company's situation and strategic issues. Human resources play a highly significant role in mobilizing other resources, positioning them strategically to foster competitive advantage in the company's organizational performance (Effendi & Sulistyorini, 2021). The highest competency in the field of personnel or services is one of the keys to success in competing in today's business world. In business, employee performance

acts as a catalyst that accelerates the execution of business activities (Indrayani et al., 2013:23). According to (Asfihan, 2021), employee performance is the achievement of employees' contributions to the company, particularly related directly to the completion of tasks.

PT Primaraya Solusindo is an outsourcing company, also known as a recruitment management company. Currently, outsourcing is very important for businesses as it significantly reduces costs for business activities within a company. The various benefits offered by outsourcing have driven numerous companies to choose this approach. However, as is commonly acknowledged, the key to success in outsourcing practices lies in the company's ability to select an appropriate partner, through long-term relationship agreements rather than just for short-term projects. Below are the performance achievements of PT Primaraya Solusindo.

Figure 1 Company Performance Achievements
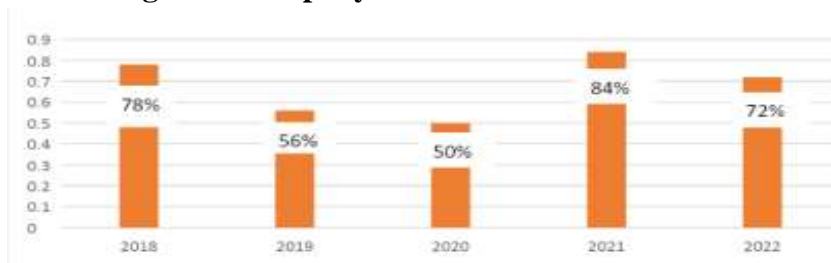
From the figure 1 shown above, PT Primaraya Solusindo's company performance achievements in 2018, which reached 78%, reflect a high level of accomplishment as a result of strategic policies or benefits gained from the use of outsourcing. However, the decline in 2019 (56%) and 2020 (50%) indicates challenges or changes that might have affected the outsourcing performance strategy implemented. In 2021, the company's performance experienced a significant increase to 84%, reflecting the potential success of improvement efforts in outsourcing management. Although 2022 showed a slight decrease to 72% due to the implementation of the Work From Office (WFO) policy, which led some employees to lose their sense of career development as they had become accustomed to working from home (WFH), and also some employees lacking experience, this affected the company's performance. The company's performance is strengthened through employee performance evaluations conducted using Key Performance Indicators (KPI) every six months. Below are the performance achievements of PT Primaraya Solusindo's employees.

Graphic 1 Employee Performance Achievements
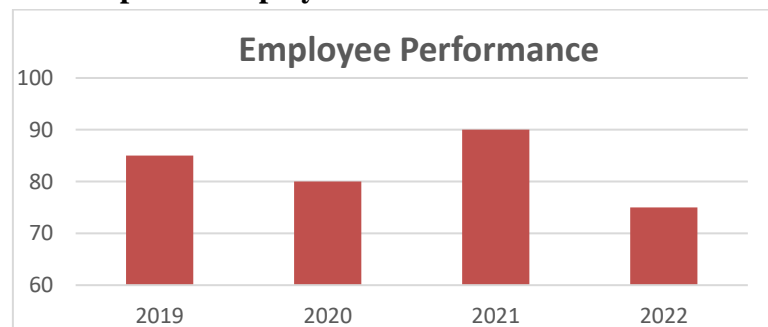
The graph shows employee performance from 2019 to 2022. In 2019, employee performance was around 85. However, in 2020, employee performance declined to around 80. In 2021, employee performance significantly increased, reaching the highest level of around 90. Unfortunately, in 2022, employee

performance drastically decreased to the lowest level of around 75. From this graph, it can be concluded that employee performance experienced significant fluctuations over the four-year period. After the decline in 2020, there was a substantial increase in 2021, but it sharply declined again in 2022. To address these challenges, one factor that can improve employee performance is knowledge sharing. According to Kessel, Krater, and Schultz (Muizu et al., 2018), knowledge sharing is interactive communication among individuals in a group that creates mutual dependence to achieve common goals. Each knowledge-sharing session at PT Primaraya Solusindo not only conveys information but also fosters the creation of new knowledge through discussion and communication among employees. According to research conducted by Ataunur & Ariyanto (2015), one of the key determinants of performance success is training. According to Dessler (2020:240), training is defined as a process that can enhance an individual's skills necessary to complete job tasks. The importance of training cannot be overlooked in relation to business growth. Considering the rapidly changing business environment dynamics, companies need to ensure their teams have the most current understanding of industry trends. Regular training provides employees with the opportunity to improve their skills and stay updated with the latest industry trends. Training conducted by PT Primaraya Solusindo consists of two types: training for internal employees and training for employees who will be employed by users/clients. Training for internal employees aims to provide support for their job roles, including Excel workshops. Meanwhile, training for employees to be employed includes service excellence training. Engaging employees in training and knowledge sharing will enhance their individual value and contribute to career development. According to Handoko (2020:123), a career refers to the job that an individual undertakes while they are still actively working. According to Utami & Dwiatmadja (2020), the career development process begins with recognizing personal characteristics relevant to a career path. This involves understanding an individual's interests, values, personality, and skills that can contribute to success in a particular career. Below is an interview excerpt from one of PT Primaraya Solusindo's employees.

Table 1 Career Development Interview Results

No	Questions	Answers
1.	Has any employee been promoted?	Yes, there are. Employees who have been promoted were just promoted at the end of 2023 because the company has started to stabilize. Therefore, employees who have worked for more than 6 years and have good KPIs are eligible for promotion.
2.	How many employees were promoted at the end of 2023?	About 7 employees were promoted.
3.	At what level is career development carried out? Is it from staff to leader or how?	Career development starts from staff up to division head. It can be from staff to leader, leader to manager, manager to head division, and it can even be from head division to director or executive positions.

2. Research Metodology

The researchers in this study used a quantitative methodology based on survey data collected from PT Primaraya Solusindo employees. We use the Likert scale as our measurement tool. If you want to know how people feel about social issues, you can ask them to fill out a Likert scale (Sugiyono 2021:146). These social phenomena, often called research variables, are chosen by the researcher for use in the study. The data were analysed using path analysis techniques to look for possible mediation relationships. Stratified random sampling with proportional weights is the way to go when dealing with a diverse and stratified population. To get more accurate and representative results, the researcher used proportionate stratified random sampling, which makes sure that each stratum in the population is represented proportionally according to its size. The survey was conducted with 150 employees of PT Primaraya Solusindo and processed using SmartPLS version 3 software.

3. Literature Review

Knowledge Sharing

According to Nonaka (1994) in (Natalia & Harris, 2022), knowledge is an effective tool to enhance an organization's ability to take appropriate actions. According to Puryantini et al. (2017), there are two types of knowledge. Tacit knowledge includes intuition, judgment, skills, as well as values and beliefs that are difficult to articulate. Explicit knowledge is written or otherwise documented knowledge that can be easily shared with others. The dimensions proposed by Hooff and Weenen in (Suwarno & Silvianita, 2017) claim that the act of sharing one's knowledge entails the transfer of both tacit and explicit information between people. According to this view, the two main components of any knowledge-sharing activity are the acquisition and donation of new information.

Training

According to Effendi & Winenriandhika (2021) in their research, training is implemented as a strategy to improve human resource performance, a process that must be continuously carried out. This factor is very important because the growth of a company must be accompanied by the enhancement of human resource capabilities to maintain consistency and alignment in a rapidly developing work environment. There are many indicators related to training, and each study uses different indicators according to its research objectives. Based on the research conducted by Effendi & Winenriandhika (2021), the dimensions of training are training objectives and goals, trainers, training materials, training methods, and training participants.

Employee Performance

According to research conducted by Ekhsan & Setiawan (2021), to achieve business goals, whether in the corporate sector or public service, the contribution of employee performance plays a very important role. Employee performance efficiency determines the success of achieving plans designed and formulated by the company. According to Pratama & Sukarno (2021), performance measurement is the assessment of job progress and the evaluation of the extent to which set goals and objectives have been achieved. Nurfitriani (2022:98) suggests that employee performance measurement is conducted using several dimensions, including Quality, Quantity, Timeliness, and Independence.

Career Development

Career development, as explained by Luh et al. (2016), is a process in which an individual can identify aspects related to their career, including skills, interests, knowledge, and motivation. This process involves a series of steps that contribute to the achievement of one's career. Research conducted by Putri &

Ratnasari (2019) states that a career is a series of predictable stages starting with the initial exploration and investigation of career opportunities, leading up to the final stage of retirement. In their research, Yolanda & Sari (2019) identify the dimensions of career development as career planning and career management.

The Relationship Between Knowledge Sharing and Career Development

According to research conducted by Darmawati (2021) titled "The Influence of Knowledge Management and Talent Management on Employee Career Development", Knowledge management is said to play a big role in how employees advance in their careers. This includes indicators like knowledge discovery, knowledge capture, knowledge sharing, and knowledge application.

The Relationship Between Training and Career Development

According to research conducted by Suadnyana & Supartha (2018) titled "The Influence of Performance Appraisal, Work Experience, and Training on Employee Career Development", it is mentioned that training has a significant impact on career development at Bali Masari Villas and SPA. This study found that employees who receive appropriate training tend to have better performance, more relevant skills, and greater opportunities for promotion or increased responsibilities within the organization.

The Relationship Between Career Development and Employee Performance

According to research by Yusup & Saragih (2020), "The performance of employees at the Head Office of PT. Pos Indonesia (Persero) Bandung is positively and significantly affected by career development". Training, mentorship, and professional development programs are all examples of career development initiatives that this study found to be effective in boosting employee performance. Workers are more invested in their jobs and their careers when they see opportunities for advancement and feel supported by their employers.

The Relationship Between Knowledge Sharing and Employee Performance

Khaerana and Mangiwa's (2021) study, "The Influence of Knowledge Sharing on Employee Performance at PT PLN (Persero)", states that knowledge sharing has an effect on PT PLN (Persero) employees performance. It can be inferred that the efficiency with which information is shared has a direct correlation to the level of performance at PT PLN (Persero) Palopo Branch. Conversely, if information is not shared effectively, performance will suffer. Not only does information sharing improve everyone's understanding of roles and duties, but it also boosts the team's capacity to tackle challenges and come up with new ideas.

The Relationship Between Training and Employee Performance

According to research conducted by Fahrozi et al. (2022) titled "The Influence of Training on Employee Performance at PT Sarana Media Transindo Jakarta", it is stated that training has a significant impact on employee performance. The study found that appropriate and effective training can improve employees' skills, knowledge, and abilities, which in turn enhances their productivity and performance. Employees who participate in training programs tend to be more competent in performing their tasks, adapt more quickly to changes, and are better prepared to handle work challenges. Thus, investing in employee training is not only beneficial for individuals but also provides advantages for the organization as a whole.

The Relationship Between Knowledge Sharing and Employee Performance Through Career Development Mediation

Career development functions as a mediator in the relationship between knowledge sharing and employee performance. Research conducted by Meher & Mishra (2022) asserts that effective knowledge sharing, supported by a conducive organizational culture and a positive learning environment, can enhance employee career development. This career development, in turn, encourages employees to contribute

better to their work, thereby improving overall performance. Additionally, other research indicates that the competencies gained through knowledge sharing strengthen employee engagement, leading to improved performance (Katharina & Dewi, 2020). Thus, career development reinforces the relationship between knowledge sharing and employee performance, creating a positive cycle where employees continue to learn, develop, and contribute more significantly to the organization.

The Relationship Between Training and Employee Performance Through Career Development Mediation

According to research conducted by Fahrozi et al. (2022), training has a significant impact on employee performance at PT Sarana Media Transindo Jakarta. Effective training enables employees to enhance their competencies, adapt to new technologies and methodologies, and improve their work efficiency and productivity. Additionally, training can also increase employee motivation and job satisfaction, as they feel valued and supported in their career development (Jilani et al., 2020). Career development functions as a mediator in the relationship between training and employee performance. When training is integrated with a clear and structured career development program, employees are more likely to apply the skills and knowledge gained from training to their daily tasks. Thus, career development strengthens the impact of training on employee performance, creating a dynamic and productive work environment where employees can continuously learn and grow (Ng et al., 2022).

The Relationship Between Knowledge Sharing and Training Affects Employee Performance

According to research conducted by Jianto (2017), knowledge sharing and training have a significant impact, both simultaneously and partially, on employee performance. Knowledge sharing enables employees to exchange information, skills, and experiences with one another, enhancing their ability to complete tasks and face daily work challenges. This process strengthens collaboration among employees, encourages innovation, and improves operational efficiency, all of which contribute to improved employee performance. Additionally, employees involved in knowledge sharing tend to be more motivated and feel more connected to organizational goals, which also boosts their productivity.

4. Theoretical Framework

Figure 2 Theoretical Framework
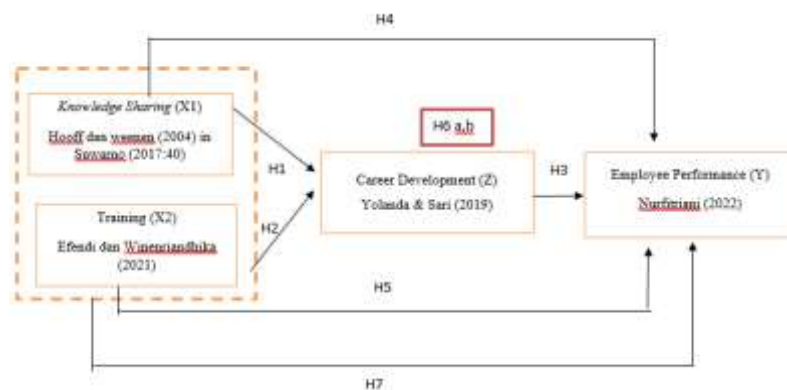
According to Sarstedt et al. (2017:42), a hypothesis is defined as a formal statement of some unproven conjectures that tentatively explain certain facts or phenomena. Based on the theoretical framework presented, the research hypotheses are as follows:

H1: Knowledge sharing has a significant impact on career development at PT Primaraya Solusindo.

H2: Training has a significant impact on career development at PT Primaraya Solusindo.

H3: Career development has a significant impact on employee performance at PT Primaraya Solusindo.

H4: Knowledge sharing has a significant impact on employee performance at PT Primaraya Solusindo.

H5: Training has a significant impact on employee performance at PT Primaraya Solusindo.

H6a: Knowledge sharing has a significant impact on employee performance through the mediation of career development at PT Primaraya Solusindo.

H6b: Training has a significant impact on employee performance through the mediation of career development at PT Primaraya Solusindo.

H7: Knowledge sharing and training have a significant impact on employee performance at PT Primaraya Solusindo.

5. Results and Discussion

Results of Structural Model Testing (Outer Model)

According to Ghozali (2021:67), To determine the model's validity and reliability, it is necessary to conduct an evaluation of the measurement model or inner model. Using Smart PLS 3.0, the researcher validated and reliability tested the study's measurement model for all indicators. The goal of using this program is to get precise numerical values. The outer model was tested using the following model from the Smart PLS 3.0 software:

Figure 7 Outer Model Structural Equation Modelling (Algorithm)
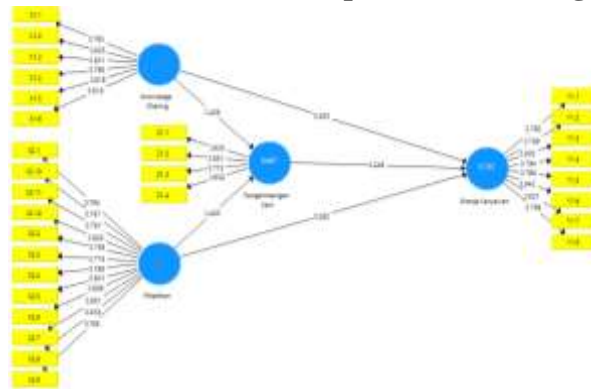
Convergent Validity

According to Campbell and Fiske in Ghozali (2021:68), Researchers in Structural Equation Modelling (SEM) frequently employ the MTMM (Multi-Trait Multi-Method) approach, which tests convergent and discriminant validity, to gauge the confirmatory factor analysis model. For confirmatory research, the loading factor value must be higher than 0.7, and the Average Variance Extracted (AVE) must be greater than 0.5, according to the rules. Loading factor values between 0.5 and 0.6 are still deemed adequate for early-stage research in scale development, according to Chin in Ghozali (2021:68).

Table 2 Convergent Validity Values

Variables	Average Variance Extracted (AVE)	Critical Values	Model Evaluation
Knowledge sharing	0,658		Valid
Training	0,627	➢ 0,5	Valid
Employee Performance	0,634		Valid
Career Development	0,678		Valid

Discriminant Validity

Finding out whether a study has discriminant validity requires measuring cross-loadings and comparing them with AVE and the study's variables. A correlation is considered to have convergent validity if its loading value is more than 0.7, as stated by Ghozali (2021:25). A statistically significant latent variable is one whose absolute value exceeds the sum of all other latent variables' highest squared correlations (r^2). Each indicator's loading value must be greater than its cross-loading value; this is the second requirement for discriminant validity. Discriminant validity testing is presented below.

Table 3 Discriminant Validity

Variables	Employee Perfor-mance (Y)	*Knowledge sharing* (X1)	Training (X2)	Career Develop-ment (Z)
Employee Perfor-mance (Y)	0,796			
Knowledge sharing (X1)	0,808	0,811		
Training (X2)	0,779	0,764	0,792	
Career Development (Z)	0,772	0,768	0,766	0,824

The square root of the AVE for every latent variable is greater than its highest correlation, as shown in the table above. The model's strong discriminant validity is demonstrated by this. Another way to test discriminant validity is by looking at the cross-loading values, which are similar to comparing the square root of the AVE with its correlation. Discriminant validity occurs because two different instruments measuring irrelevant constructs yield non-correlated values. The cross-loading based discriminant validity test serves as both a measurement tool and structure. Below are the cross-loading factor results using Smart PLS 3.0 software:

Table 5 Discriminant Validity (Cross Loading)

	Knowledge sharing	Training	Employee Per-formance	Career Develop-ment
X1.1	0,785	0,641	0,614	0,589
X1.2	0,825	0,636	0,712	0,661
X1.3	0,831	0,625	0,695	0,637
X1.4	0,790	0,621	0,593	0,634
X1.5	0,816	0,589	0,644	0,599
X1.6	0,819	0,605	0,664	0,613
X2.1	0,564	0,794	0,590	0,569
X2.10	0,599	0,787	0,591	0,545
X2.11	0,591	0,791	0,658	0,607
X2.12	0,649	0,828	0,635	0,637
X2.2	0,581	0,756	0,580	0,606
X2.3	0,551	0,775	0,601	0,613
X2.4	0,626	0,780	0,581	0,589
X2.5	0,630	0,801	0,658	0,626
X2.6	0,613	0,806	0,651	0,638

X2.7	0,641	0,801	0,624	0,610
X2.8	0,600	0,818	0,637	0,601
X2.9	0,610	0,765	0,582	0,627
Y1.1	0,628	0,578	0,780	0,581
Y1.2	0,568	0,574	0,789	0,604
Y1.3	0,632	0,652	0,805	0,631
Y1.4	0,693	0,583	0,794	0,624
Y1.5	0,604	0,574	0,766	0,590
Y1.6	0,688	0,680	0,842	0,667
Y1.7	0,716	0,696	0,821	0,669
Y1.8	0,596	0,605	0,769	0,536
Z1.1	0,637	0,595	0,650	0,830
Z1.2	0,665	0,672	0,653	0,851
Z1.3	0,595	0,629	0,632	0,773
Z1.4	0,631	0,625	0,606	0,839

Reliability Test

The goal of reliability testing is to determine how consistently an object generates data. Composite reliability and Cronbach's Alpha are two ways to test reliability in Partial Least Squares (PLS). If respondents' answers to statements remain constant or stable over time, then the questionnaire can be regarded as reliable (Ghozali, 2021:45). A composite reliability value of 0.7 or higher and a Cronbach's Alpha value of 0.6 or higher are required for a variable to be deemed reliable. See the results of the Smart PLS 3.0 reliability tests down below.

Table 6 Composite Reliability

Variables	Composite Reliability	Critical Values	Cronbach Alpha	Critical Values	Model Evaluation
Knowledge sharing	0,920		0,896		Reliable
Training	0,953		0,946		Reliable
Employee Performance	0,933	➢ **0,7**	0,917	➢ **0,6**	Reliable
Career Development	0,894		0,841		Reliable

Table 6 shows that Cronbach's Alpha is greater than 0.6 and composite reliability is greater than 0.7, indicating that the instrument is valid and reliable for measuring the variables in this study.

Results of Structural Model Testing (Inner Model)

According to Ghozali (2021:74 Looking at the R-Square value for each endogenous latent variable is the first step in assessing the structural model with PLS. This value indicates how well the model can predict the outcome. Accurate calculations were produced by using Smart PLS 3.0 software to compute the structural model, also known as the Inner Model, in this study. Q² predictive relevance and predictive sample reuse, both developed by Stone and Geisser, are additional tools that can be used to evaluate PLS models alongside the R-Square value. Presented below is the internal model roadmap that was developed during this study's bootstrapping process:

Figure 8 Full Structural Model Path Diagram (Bootstrapping)
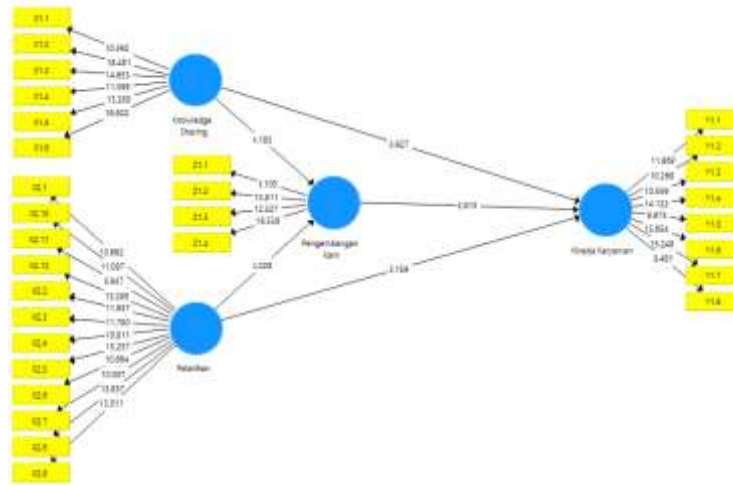
The evaluation of the full structural model (bootstrapping) aims to measure the significance and strength of the effects of independent variables on dependent variables. Additionally, this evaluation aims to test the hypotheses that have been proposed. Based on the diagram above, it can be explained that there are variations in the path coefficient values, from the highest to the lowest. The highest path coefficient is from Knowledge Sharing to Employee Performance, which is 4.927. The next influence is from Knowledge Sharing to Career Development at 4.193. The following is a list of factors that affect training: career development (4.096), training as a whole (3.159), and the impact of career development on performance (2.913). The description clearly shows that the path coefficients for all variables in the inner model are positive. This means that an independent variable has a stronger influence on a dependent variable when its path coefficient value is higher.

Structural Measurement Evaluation (R-Square)

To find out if there is a significant influence, the R-Square value is used to explain the influence between the endogenous latent variables and the exogenous ones. A strong, moderate, or weak model is indicated by an R-Square value of 0.75, 0.50, or 0.25, respectively. After running the data through Smart PLS 3.0, able to derive the following R-Square values:

Table 7 R-Square Values

Variables	R^2
Employee Performance	0,735
Career Development	0,667

R-Square for the Employee Performance variable is 0.735, which is considered strong, as shown in the table above. The exogenous variables in the model explain 73.5% of the variability in employee performance, while other variables not included in this study influence the remaining 26.5%. The Career Development variable is moderately significant, with an R-Square value of 0.667. These results show that the exogenous variables in the model account for 66.7% of the variability in career development, while other variables impact the remaining 33.3%. Confirming the model's strength and moderation in explaining the variability of each dependent variable, the Adjusted R-Square values show similar results with Employee Performance at 73.0% and Career Development at 66.2%.

Predictive Relevance (Q-Square)

Q-Square is a measure of the model's ability to produce accurate parameter estimates and observed values. When the Q-Square value is negative, it means that the model does not have good predictive power. The

opposite is true for models with high predictive relevance: those with Q-Square values greater than 0. Further information can be seen in the table below :

Tabel 8 Predictive Relevance

Variables	Q^2
Employee Performance	0,443
Career Development	0,430

Q^2= 1- $(1-R1^2)(1-R2^{R2})...(1-Rp^2)$

Q^2 = $1 – (1-0,667^2)(1 − 0,735^{R2})$

Q^2 = $1(0,555)(0,4598)$

Q^2= 0,7448

The table above shows that both the knowledge sharing variable (with a Q-Square value of0.430) and the employee performance variable (with a Q-Square value of0.443) are strong variables.

Hypothesis Testing

Hypothesis testing is conducted using the bootstrapping method, where the results can be seen through a diagram showing the T-Statistics values. In addition, the path coefficient or inner model values also indicate the significance level in hypothesis testing. According to Ghozali (2021:71), the rule of thumb criterion for T-Statistics is > 1.96.

Table 9 T-Statistic dan P-Value

Hypothesis	Relationships Between Variables	Path Coefficient	T-Statistics	P-Value	Results
H1	*Knowledge sharing* -> Career Development	0,403	4,193	0,000	Accepted (Significant)
H2	Training -> Career Development	0,430	4,026	0,000	Accepted (Significant)
H3	Career Development -> Employee Performance	0,246	2,913	0,004	Accepted (Significant)
H4	*Knowledge sharing* -> Employee Performance	0,403	4,927	0,000	Accepted (Significant)
H5	Training -> Employee Performance	0,282	3,159	0,002	Accepted (Significant)
H6a	*Knowledge sharing* -> Career Development -> Employee Performance	0.108	2,474	0,014	Accepted (Significant)
H6b	Training -> Career Development -> Employee Performance	0.106	2,268	0,024	Accepted (Significant)
H7	*Knowledge sharing*	0.403	4.927	0.000	Accepted

dan Training -> Employee Performance	(*Knowledge sharing*) and 0.282 (Training)	(*Knowledge sharing*) and 3.159 (Training)	(*Knowledge sharing*) and 0.002 (Training)	(Significant)

Discussion of Research Results

There is a Significant Influence of Knowledge Sharing on Career Development at PT Primaraya Solusindo

The hypothesis testing results for the variable Knowledge Sharing on Career Development show a positive and significant influence. The T-Statistics value of 4.193 (greater than 1.96) and the P-Value of 0.000 (less than 0.05) both point to this. The positive path coefficient value is 0.403. We conclude that this supports the hypothesis that KM is positively and statistically associated with career advancement. Knowledge sharing does, in fact, impact career development, according to this study. This positive correlation suggests that PT Primaraya Solusindo's knowledge sharing initiatives will lead to greater opportunities for employee advancement within the company.

There is a Significant Influence of Training on Career Development at PT Primaraya Solusindo.

The hypothesis testing results show that the Training variable has a positive and significant influence on Career Development. A positive path coefficient of 0.430, a P-Value of 0.000 (less than 0.05), and a T-Statistics value of 4.026 (greater than 1.96), all demonstrate this. Therefore, we can conclude that training does, in fact, correlate positively and statistically with professional advancement, and hence accept this hypothesis. According to the results of this research, PT Primaraya Solusindo can help its workers advance in their careers by boosting the impact of training programs.

There is a Significant Influence of Career Development on Employee Performance at PT Primaraya Solusindo.

The hypothesis testing results show that the Career Development variable has a positive and significant influence on Employee Performance. a p-value of 0.004, which is less than 0.05, and a T-Statistics value of 2.913, both of which are greater than 1.96. As a result, we can accept this theory and state that career development has a positive and statistically significant effect on employee performance. According to this research, PT Primaraya Solusindo's performance will rise once the company institutes a program to help employees advance in their careers.

There is a Significant Influence of Knowledge Sharing on Employee Performance at PT Primaraya Solusindo.

The hypothesis testing results show that the Knowledge Sharing variable has a positive and significant influence on Employee Performance. There is no doubt about it; the positive path coefficient is 0.403, the P-Value is 0.000 (less than 0.05), and the T-Statistics value is 4.927 (greater than 1.96). This hypothesis is supported by the positive and statistically significant correlation between knowledge sharing and employee performance. According to the results of this research, PT Primaraya Solusindo's employee performance will improve once the company implements a knowledge sharing program.

There is a Significant Influence of Training on Employee Performance at PT Primaraya Solusindo.

The hypothesis testing results show that the Training variable has a positive and significant influence on Employee Performance. There is strong evidence for this from the positive path coefficient (0.282), a P-Value below 0.05 (0.002), and a T-Statistics value above 1.96 (3.159). Training does, in fact, improve workers' performance, and this finding lends credence to the hypothesis. This study indicates that the

implementation of Training at PT Primaraya Solusindo will lead to an improvement in Employee Performance.

There is a Significant Influence of Knowledge Sharing on Employee Performance Through Career Development at PT Primaraya Solusindo.

The hypothesis testing results show that the Knowledge Sharing variable has a positive and significant influence on Employee Performance through Career Development. Supporting this is the fact that the path coefficient is positive (0.0108), the p-value is 0.014 (less than 0.05), and the T-statistic is 2.474 (greater than 1.96). This leads us to conclude that the hypothesis is correct and that career development opportunities for employees are positively and significantly correlated with knowledge sharing and employee performance. This study indicates that the implementation of Knowledge Sharing at PT Primaraya Solusindo will lead to an improvement in Employee Performance through Career Development.

There is a Significant Influence of Training on Employee Performance Through Career Development at PT Primaraya Solusindo.

The hypothesis testing results show that the Training variable has a positive and significant influence on Employee Performance through Career Development. A positive path coefficient of 0.0106, a p-value of less than 0.05 (0.024), and a T-Statistics value higher than 1.96 (2.268). It follows that this hypothesis can be accepted because training and employee performance, as measured by career development, have a positive and statistically significant relationship. Training at PT Primaraya Solusindo, according to this research, will boost productivity by allowing workers to advance in their careers.

There is a Significant Influence of Knowledge Sharing and Training on Employee Performance at PT Primaraya Solusindo.

The results of the hypothesis testing indicate that there is a positive and significant relationship between Employee Performance and the variables of Knowledge Sharing and Training. This is supported by the following evidence: a positive directionality in the path coefficient values (0.403 for Knowledge Sharing and 0.282 for Training), p-values (0.000 for Knowledge Sharing and 0.002 for Training, respectively) that are less than 0.05, and T-statistics values (4.927 for Knowledge Sharing and 3.159 for Training, respectively) that are greater than 1.96. It follows that the hypothesis can be accepted, suggesting a positive and significant relationship between Knowledge Sharing and Training and Employee Performance. According to this research, PT Primaraya Solusindo's employee performance will improve after the company implements a knowledge sharing and training program.

6. Conclusion and Suggestions

Conclusion

Based on the study The Role of Career Development in Mediating Knowledge Sharing and Training on Employee Performance at PT Primaraya Solusindo that has been conducted and processed, as well as the hypothesis testing results, the following conclusions are drawn: At PT Primaraya Solusindo, the importance of sharing knowledge greatly impacts career advancement opportunities. There is a strong correlation between training and advancement opportunities within the same organization. Furthermore, PT Primaraya Solusindo employees' performance is greatly affected by opportunities for career development. Training and knowledge sharing both have a direct impact on worker productivity. Training and information sharing also have an effect on productivity in the workplace via the advancement of workers' careers. Furthermore, PT Primaraya Solusindo's employee performance is greatly affected by the combination of knowledge sharing and training.

Figure 9 Importance-performance map with quadrants
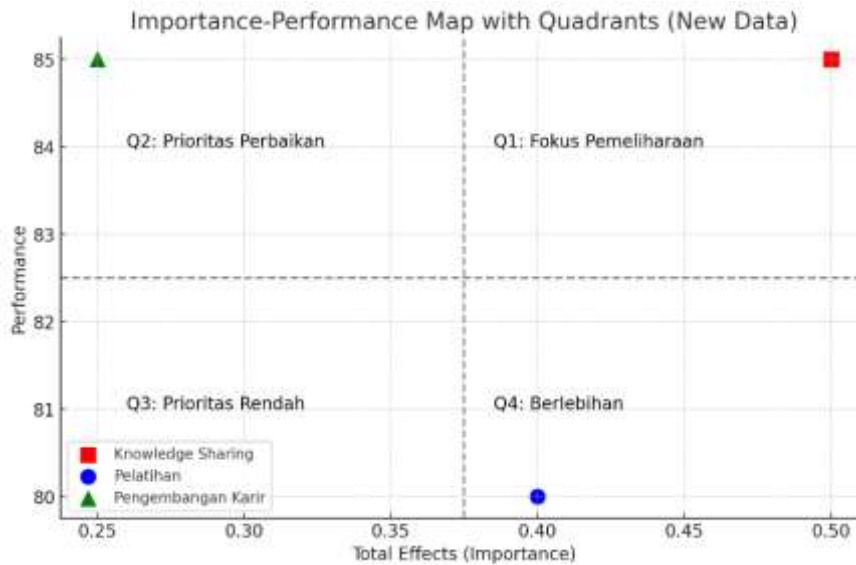
Building upon the findings of PLS-SEM, Importance-Performance Map Analysis (IPMA) takes into account the efficiency of each component. In light of this, the two dimensions of importance and performance allow for the critical prioritisation of management actions. As a result, if you want to boost performance, focus on improving the constructs that explain a specific target construct well but have poor performance overall (Hair et al., 2024:274). The relationship between importance and performance in IPMA analysis is divided into four quadrants, interpreted in the table as follows:

Table 10 Importance Performance Map Analysis

Variables	Total Effect Employee Perfor-mance	LV Performance	Quadrant
Knowledge Sharing	0,512	83,621	Q1
Training	0,388	84,472	Q4
Career Development	0,246	84,231	Q2
Employee Perfor-mance		84,762	

Based on the Importance-Performance Map Analysis (IPMA) table for Employee Performance, several important points related to the variables affecting employee performance can be concluded. First, Knowledge Sharing has a high importance effect on employee performance, with a total effect value of 0.512 and an LV performance score of 83.621. This variable falls in quadrant Q1, indicating that this area should be maintained and continuously improved as it has a significant impact and relatively high performance. Second, Training has a total effect value of 0.388 and an LV performance score of 84.472. Although training has a moderate importance effect on employee performance, its performance is very high, placing this variable in quadrant Q4. This indicates that training does not require urgent attention as its performance is already good, even though its contribution to employee performance is not as significant as other variables. Third, Career Development, with a total effect value of 0.246 and an LV performance score of 84.231, is in quadrant Q2. This shows that career development has a relatively low importance effect on employee performance, but its performance is high. Therefore, this area should be a priority for improvement to enhance its contribution to employee performance. Overall, employee performance has a

high performance score, with an LV performance value of 84.762. Based on this analysis, the main recommendation is to focus on enhancing and maintaining knowledge sharing, as well as improving career development, despite its already good performance, to ensure its contribution to employee performance increases. Training can be maintained as it is without significant intervention since its contribution to employee performance is not as significant as the other variables.

Suggestions for Future Researchers

It is suggested that future studies broaden their scope to incorporate additional factors like leadership and work motivation that can impact employee performance. To further understand the interplay of these factors, researchers can use mixed methods, which combine quantitative and qualitative techniques. Economic and technological developments are two examples of external variables that might impact the efficacy of information sharing, training, and career development; hence, future studies should account for these. Using a larger sample size and involving various industry sectors can also enhance the generalizability of the research findings. Finally, conducting longitudinal studies will be highly beneficial to observe changes and developments over time and to understand the long-term impact of the development programs implemented.

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