

The Effect of Career Development on Employee Performance Quality from an Islamic Economics Perspective: A Study of the Export-Oriented Rattan Industry at CV. Nagam Rattan Cirebon

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Abstract

Career development is a strategic instrument for improving employee performance quality, yet a gap persists between its ideal concept and actual implementation, particularly in training, promotion transparency, and career-path clarity. This condition occurs at CV. Nagam Rattan Cirebon, a rattan furniture export company in Weru, Cirebon Regency, West Java, and may affect employee performance quality, so it needs to be examined from an Islamic economics perspective. This study analyzes the effect of career development on employee performance quality at the company. The research was conducted from July 2025 to January 2026 using a quantitative field-research approach with an explanatory design. The population comprised all employees, with a sample of 51 respondents selected via a questionnaire and analyzed using validity, reliability, classical assumption, and simple linear regression tests. The results show that career development significantly affects employee performance quality, evidenced by a t-test significance value of 0.000 (<0.05) and a coefficient of determination (R^2) of 0.581, indicating a 58.1% contribution. From an Islamic economics perspective, career development grounded in trust (amanah), justice, and professionalism (itqan) encourages productive and ethical performance, implying the need for structured, transparent career management in export-oriented small and medium enterprises.

Keywords: *Career Development, Employee Performance Quality, Islamic Economics*

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INTRODUCTION

In the era of globalization marked by increasingly competitive business dynamics, a company's success depends heavily on its ability to manage human resources (HR) strategically and sustainably. Without competent personnel, a company cannot grow and achieve its objectives. Human resource management therefore plays a crucial role in building an effective work system, including employee career development as a strategy to improve overall performance quality (Selasi et al., 2021). Employee performance quality is a critical factor in a company's success because it reflects the extent to which employees' abilities, discipline, and responsibility are translated into optimal work outcomes. Indicators commonly used to measure career development include opportunities for promotion, education and training, work experience, performance appraisal, and organizational or supervisory support, which together shape employees' perceptions of the clarity and fairness of career paths within the organization.

From an Islamic economics perspective, career development is understood as part of upholding the trust (*amanah*) of work, which must be carried out professionally (Vidiati et al., 2021). Islam emphasizes the importance of *itqan*, that is, precision and earnestness in every work activity, as implied in several verses of the Qur'an, including QS. Al-An'am verses 131-132 and QS. At-Taubah verse 105, which explain that every individual attains a position commensurate with the quality of effort and responsibility they exercise, and that all human deeds will be evaluated by Allah, His Messenger, and the believers. This principle reinforces the view that career development within an organization should be granted fairly, objectively, and proportionally based on work performance, while also encouraging employees to work with sincere intention and a high sense of responsibility. This is consistent with the finding that transparent career development can significantly improve both job satisfaction and employee performance (Andri & Kasran, 2023), as well as the finding that the application of Islamic work ethics and affective commitment substantially contributes to improved employee performance in a family-business context (Udin et al., 2022). Career development within an Islamic economics framework is therefore not merely oriented toward higher positions and income, but also toward strengthening employees' integrity, honesty, and moral responsibility in carrying out every task entrusted to them. Philosophically, this view aligns with the Islamic vision of development, which emphasizes improving human quality and material welfare while strengthening spiritual and moral values in a balanced manner (Chapra, 2008). Recent studies further demonstrate the empirical relevance of *maqashid al-shariah* values, including in enhancing young entrepreneurs' motivation (Baharuddin et al., 2025) and in strengthening organizational performance through Islamic value-based human resource development (Hayat & Rabia, 2021), making this framework relevant for examining career development in the context of small and medium enterprises.

Research on the relationship between career development and employee performance continues to evolve. A recent study in the Islamic banking sector found that career development significantly affects employee performance through job satisfaction as an intervening variable (Rifa et al., 2026), while in the government sector, career development was found to influence employee loyalty alongside work-life balance and the work environment (Supriyadi & Khalid, 2025). In the manufacturing sector, career development

together with training and work experience has been shown to explain most of the variation in employee performance (Rochmawan et al., 2025). In addition, research on Islamic workplace spirituality shows that subjective career success is influenced by career commitment grounded in spiritual values (Dwiyanti et al., 2025). These findings confirm that the issue of career development and employee performance remains highly relevant and continues to be studied through 2025-2026; however, most recent research still focuses on the Islamic banking, government, and large-scale manufacturing sectors. This leaves an important research gap regarding export-oriented small and medium enterprises, such as CV. Nagam Rattan Cirebon, particularly when integrated with an Islamic economics perspective.

At the macro level, data from the Central Statistics Agency (Badan Pusat Statistik) indicate that Indonesia's labor force reached 149.38 million people in February 2024, an increase of 2.29 million compared to February 2023, with a Labor Force Participation Rate of 69.29% and an Open Unemployment Rate of 4.82% (BPS, 2024). This data shows that Indonesia's labor supply is fairly abundant, yet its quality still faces significant challenges, requiring companies to ensure HR quality through appropriate career development programs so that national productivity is not hindered by an underutilized workforce. This condition reinforces the urgency for companies, including small and medium enterprises, to develop effective career management strategies to maintain competitiveness amid a continuously growing labor supply.

This ideal condition has not been fully realized at CV. Nagam Rattan Cirebon, a company in the rattan industry that plays an important role in driving the local economy and absorbing labor. In practice, the company still faces HR management constraints, particularly the absence of a clear career-ladder structure, limited training programs, and a lack of transparency in the promotion process. Internal company data show fluctuations in employee performance, measured by the number of container shipments over the course of a year, with the lowest point occurring mid-year, presumably related to job burnout caused by monotonous work patterns and a lack of task variation. The frequency of training also varies unevenly across departments: the managerial, administrative, and quality-control divisions receive routine annual training, whereas the production, finishing, and service/support divisions which absorb the largest share of the workforce receive training only once every five years or so. Results from a preliminary survey of 30 respondents further confirm this issue: 53.3% agreed and 43.3% strongly agreed that career development is important for improving work quality, indicating employees' high expectations of a career system that has not yet been fully met in practice. Nevertheless, the measure of career success can inherently differ among individuals, depending on their goals and subjective perceptions (Gaho, 2023).

This gap between the ideal condition and the reality on the ground reinforces the urgency of this study. In theory, structured career development promotes employee productivity, loyalty, and professionalism (Sari, 2020); however, the absence of a clear career-ladder system, limited training, and a lack of promotion transparency at CV. Nagam Rattan Cirebon may weaken work motivation and reduce employee performance quality. Previous studies have examined the relationship between career development and employee performance in various contexts, for example in the telecommunications sector (Sari, 2020) and by adding the Leader-Member Exchange variable in other service-sector settings (Andri

& Kasran, 2023). Taking into account the recent findings discussed above (Rifa et al., 2026; Supriyadi & Khalid, 2025; Rochmawan et al., 2025), the novelty of this study lies in positioning the values of amanah (trust), itqan (professional diligence), and justice as an evaluative framework for career development practices and performance quality in a medium-scale, export-oriented rattan industry a context that has not been widely addressed by prior or recent research, which has generally focused on the Islamic banking, government, or large-scale manufacturing sectors.

It is therefore important to analyze the extent to which career development affects employee performance quality at CV. Nagam Rattan Cirebon from an Islamic economics perspective. Theoretically, this study is expected to contribute to the development of human resource management studies grounded in Islamic values, while practically it may serve as a recommendation for companies in designing a more effective, transparent, and fair career development system, particularly for export-oriented small and medium enterprises facing similar human resource management challenges. The scope of this study is limited to career development aspects covering training, promotion, and career-path planning, as well as employee performance quality measured through productivity, work quality, timeliness, and work attitude, using a quantitative approach with a questionnaire as the data collection technique. Based on the above, this study aims to (1) identify the level of career development from an Islamic economics perspective at CV. Nagam Rattan Cirebon, (2) identify the level of employee performance quality from an Islamic economics perspective at CV. Nagam Rattan Cirebon, and (3) analyze the effect of career development on employee performance quality at the company.

RESEARCH METHODOLOGY

This study employs a quantitative approach using field research and an explanatory design, that is, a design intended to clarify the position of the variables under study and the effect between career development and employee performance quality (Sarwono, 2006; Wati et al., 2020). This study is also classified as ex post facto research, which examines events that have already occurred and then traces their causal factors (Defri, 2021), because the data on career development and employee performance were obtained from conditions that had naturally occurred within the company without any treatment applied by the researcher. This approach and design were chosen because the study aims to test the cause-and-effect relationship between variables in a measurable and objective manner, rather than to explore meaning in depth as is common in qualitative approaches.

This research was conducted at CV. Nagam Rattan Cirebon (Rattan, 2022), a rattan furniture export company located at Jl. Sampang No. 258, Kertasari Village, Weru District, Cirebon Regency, West Java. The location was selected based on three considerations: (1) the company's relevance to the research topic, given indications of career development issues and fluctuating employee performance in the field; (2) ease of data access due to permission and support from the company's management; and (3) the research location being relatively accessible to the researcher. The study was conducted over approximately seven months, from July 2025 to January 2026, covering the stages of obtaining permits, data collection, data processing, and final report preparation.

The population of this study comprised all employees of CV. Nagam Rattan Cirebon. The sample was determined using total sampling (saturated sampling), in which all 51 members of the population were used as respondents, on the consideration that the small population size made using the entire population more representative than drawing a partial sample (Sugiyono, 2018).

Data were collected using three techniques: direct observation at the research site, a questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), and documentation. The career development instrument (X) was constructed based on five indicators promotion opportunities, education and training, work experience, performance appraisal, and organizational/supervisory support elaborated into 12 statement items. The employee performance quality instrument (Y), viewed from an Islamic economics perspective, was constructed based on five indicators improved work competence (itqan), work productivity, accuracy and efficiency at work (hifz al-mal), responsibility and professionalism (amanah), and the ability to cooperate and adapt (ta'awun) elaborated into 9 statement items. Data validity was tested by comparing the calculated r-value with the table r-value at a 5% significance level ($df = n - 2 = 49$; $r\text{-table} = 0.279$), while reliability was tested using Cronbach's Alpha, with a threshold of 0.70 (Sugiyono, 2018). In quantitative research, instrument validity and reliability testing serves as the equivalent of the triangulation commonly used in qualitative research, ensuring that the data collected are accurate and consistent before further analysis. Prior to hypothesis testing, classical assumption tests were also conducted, comprising the Kolmogorov-Smirnov normality test and a linearity test based on the deviation-from-linearity significance value.

The research procedure was carried out through several stages: (1) developing the questionnaire instrument based on the indicators of the research variables; (2) distributing the questionnaire to 51 respondents at the research site; (3) tabulating and processing the data using SPSS; (4) testing the validity, reliability, and classical assumptions of the collected data; (5) testing the hypothesis through simple linear regression analysis; and (6) interpreting the results and developing the discussion by relating the findings to theory and prior research. Data analysis was conducted in two stages: descriptive analysis to describe respondent characteristics and response tendencies for each variable, and simple linear regression analysis using the equation $Y = \alpha + \beta X + e$ to test the effect of career development (X) on employee performance quality (Y). Hypothesis testing was carried out using a t-test at a significance level of 0.05 and a coefficient of determination (R^2) test to determine the magnitude of the contribution of variable X to variable Y.

RESULTS AND DISCUSSION

Result

This section presents the results of the primary data analysis obtained from 51 employee respondents at CV. Nagam Rattan Cirebon, covering respondent characteristics, descriptive statistics of the research variables, instrument test results, classical assumption tests, and hypothesis testing results through simple linear regression.

By sex, the majority of respondents were male, totaling 42 people (82.4%), while female respondents numbered 9 (17.6%). In terms of length of service, no respondents had

worked for less than one year; 8 people had worked for 1-3 years, 16 people for 3-5 years, and the majority, 27 people (52.9%), had worked for more than 5 years (Table 1). These characteristics indicate that most respondents have fairly extensive work experience at the company, so their perceptions of career development can be considered fairly representative.

Table 1. Respondent Characteristics

Variable	Category	Number	Percentage
Sex	Male	42	82.4%
	Female	9	17.6%
Length of Service	1-3 years	8	15.7%
	3-5 years	16	31.4%
	>5 years	27	52.9%

Source: Primary data processed, 2026

The descriptive analysis shows that the career development variable obtained a minimum value of 47, a maximum of 60, a mean of 51.47, and a standard deviation of 4.096 across 12 statement items, placing this variable in the high category. The employee performance quality variable obtained a minimum value of 36, a maximum of 45, a mean of 38.82, and a standard deviation of 3.217 across 9 statement items, also placing it in the high category (Table 2).

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	SD
Career Development (X)	51	47	60	51.47	4.096
Employee Performance Quality (Y)	51	36	45	38.82	3.217

Source: Primary data processed, 2026

The validity test on 21 statement items (12 items for variable X and 9 items for variable Y) showed calculated r-values ranging from 0.506 to 0.826, all of which exceeded the table r-value (0.279) at a 5% significance level, so all items were declared valid. The reliability test produced a Cronbach's Alpha value of 0.945 (>0.70), indicating that the research instrument has a high level of consistency and reliability.

The Kolmogorov-Smirnov normality test showed a residual significance value greater than 0.05, indicating that the residual data were normally distributed, a result supported by the distribution of points on the normal Q-Q plot following the diagonal line. The linearity test produced a calculated F-value for deviation from linearity of 1.265 with a significance of 0.283, greater than 0.05 and the table F-value (df1 = 10; df2 = 39) of 2.08, so the relationship between career development and employee performance quality was declared linear. With the assumptions of normality and linearity satisfied, the regression model is appropriate for hypothesis testing.

The simple linear regression analysis produced the equation $Y = 8.002 + 0.599X$. The constant value of 8.002 indicates that employee performance quality remains at this baseline value when career development equals zero, while the regression coefficient of 0.599 indicates that each one-unit increase in career development raises employee performance quality by 0.599 units. The t-test produced a calculated t-value of 8.247, greater than the table t-value at $df = 49$ of 2.009, with a significance value of 0.000 (<0.05), so H_0 is rejected and H_1 is accepted: career development has a positive and significant effect on employee performance quality. The correlation coefficient (R) of 0.762 indicates a strong relationship between the two variables, while the coefficient of determination (R^2) is used to measure the magnitude of the independent variable's contribution to the dependent variable (Norfai, 2020); in this study, an R^2 value of 0.581 was obtained, meaning that career development contributes 58.1% to employee performance quality, while the remaining 41.9% is influenced by other factors outside this research model, such as work motivation, work environment, leadership, and the compensation system (Table 3).

Table 3. Summary of Simple Linear Regression, t-Test, and Coefficient of Determination Results

Parameter	Value
Constant (α)	8.002
Regression Coefficient (β)	0.599
Calculated t-value	8.247
Table t-value ($df = 49$; $\alpha = 0.05$)	2.009
Significance (Sig.)	0.000
Correlation Coefficient (R)	0.762
Coefficient of Determination (R^2)	0.581 (58.1%)

Source: Primary data processed, 2026

Discussion

Career Development from an Islamic Economics Perspective

The results show that career development at CV. Nagam Rattan Cirebon falls into the high category, with a mean value of 51.47 out of a maximum score of 60. This finding is consistent with the observation that most employees perceive opportunities to develop in their jobs (Balbed & Sintaasih, 2019), although the varying minimum and maximum values indicate differences in perception among employees, particularly between divisions that receive routine annual training (management, administration, quality control) and those where training has not yet been conducted routinely (production, finishing, service and support). This condition shows that career development in practice still tends to be informal occurring through direct work experience and supervisor assignments and has not yet been fully formalized, consistent with the finding on the importance of strengthening intellectual-

capacity development (hifz al-'aql) in human resource development (Pradita & Darwanto, 2025). From an Islamic economics perspective, the career development observed in the field already reflects some of the values of amanah and itqan, but still needs to be strengthened in terms of fairness and transparency in promotion (Sari, 2021; Vidiati et al., 2021), consistent with the view that investment in human capital grounded in Islamic values contributes to improved organizational economic performance (Widarni & Bawono, 2022).

Employee Performance Quality from an Islamic Economics Perspective

The employee performance quality variable also falls into the high category, with a mean value of 38.82 out of a maximum score of 45. This result indicates that employees at CV. Nagam Rattan Cirebon are able to carry out their duties and responsibilities well, as reflected in their ability to produce work that meets standards, punctuality, and cooperation among employees. From an Islamic economics perspective, this achievement reflects the values of amanah, itqan (professionalism), and ta'awun (cooperation), consistent with the assertion that Islamic work ethics strengthen employees' affective commitment and thereby positively affect performance (Udin et al., 2022). Nevertheless, the performance fluctuation reflected in the annual container-shipment data indicates that performance quality remains vulnerable to job burnout unless balanced with task variation and renewal through sustained career development.

The Effect of Career Development on Employee Performance Quality

The hypothesis testing results demonstrate that career development has a positive and significant effect on employee performance quality, with a contribution of 58.1%. This finding reinforces prior research in the telecommunications sector (Sari, 2020) and research incorporating the Leader-Member Exchange variable (Andri & Kasran, 2023), both of which show that career development consistently has a significant effect on employee performance across various industry contexts, although the magnitude of the contribution may vary depending on organizational characteristics. The 58.1% contribution found in this study is fairly substantial, indicating that at CV. Nagam Rattan Cirebon, career development is one of the main determinants of performance quality, given the relatively limited variation in other factors, such as compensation and the work environment, typical of small and medium-sized enterprises. The remaining 41.9% contribution points to the importance of other factors beyond career development, such as work motivation, leadership, and compensation, which could serve as variables for future research.

From an Islamic economics perspective, this finding confirms that the relationship between career development and performance quality is not merely a functional relationship within HR management, but also a reflection of moral responsibility at work. Islam encourages every individual to continuously learn, grow, and work professionally (itqan) in order to deliver the best results, as implied in QS. Al-Mujadilah verse 11 regarding the virtue of knowledgeable people. Accordingly, a career development system managed fairly, transparently, and grounded in the value of amanah not only improves company productivity but also maintains a balance between employees' worldly achievements and their responsibilities in the hereafter.

Theoretical and Practical Implications

Theoretically, this finding enriches the field of human resource management by demonstrating the relevance of maqashid al-shariah values in explaining the relationship between career development and employee performance within a small and medium enterprise context a setting that has so far been studied mainly in the Islamic banking sector (Rifa et al., 2026) and the government sector (Supriyadi & Khalid, 2025). Practically, the findings suggest that the management of CV. Nagam Rattan Cirebon needs to design a more structured career path that is applied evenly across divisions, increase the frequency of training in the production and finishing divisions which have so far received minimal training and uphold the principles of fairness and transparency in promotion as a manifestation of the company's amanah toward its employees.

CONCLUSION

Based on the research results and discussion, it can be concluded that career development at CV. Nagam Rattan Cirebon falls into the high category, although its implementation still tends to be informal and unevenly applied across divisions, particularly with regard to training frequency and promotion transparency. Employee performance quality also falls into the high category, as reflected in employees' ability to complete tasks according to standards, on time, and with good cooperation, while also reflecting the values of amanah, itqan, and ta'awun from an Islamic economics perspective. The hypothesis testing results demonstrate that career development has a positive and significant effect on employee performance quality, with a regression coefficient of 0.599, a calculated t-value of 8.247 (sig. $0.000 < 0.05$), and a contribution of 58.1% ($R^2 = 0.581$), while the remaining 41.9% is explained by other factors outside the research model. These findings confirm that career development holds strategic significance, both managerially and from a shariah standpoint, in improving employee performance quality in export-oriented small and medium enterprises.

Research Limitations

This study has several limitations that warrant attention. First, the research was conducted at only one company, CV. Nagam Rattan Cirebon, with a limited sample of 51 respondents, so the results cannot be broadly generalized to other rattan industries or other small and medium enterprises. Second, this study used only one independent variable, career development, and therefore does not explain the role of other variables such as work motivation, leadership, and compensation that also influence employee performance quality, as reflected in the remaining 41.9% contribution not explained by this research model. Third, the data were collected through a questionnaire using a cross-sectional design at a single point in time, and therefore do not capture the dynamics of career development and employee performance over time.

Recommendations

The company is advised to design a more structured and transparent career path, improve the even distribution of training frequency across divisions, and strengthen the values of amanah, fairness, and professionalism in HR management. Future research is recommended to incorporate other variables, such as work motivation, leadership, or compensation, to use a longitudinal design or mixed methods, and to broaden the sample to include several similar

companies in order to obtain a more comprehensive and generalizable picture of the determinants of employee performance quality in export-oriented small and medium enterprises.

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