



Regular article

The Effect of Corporate Image and Career Development on Employee Performance with Work Commitment as A Moderating Variable at PT Rifan Financindo Berjangka Medan

Rotua Margaretta Harianja ^{a*}, Elisabeth Siahaan ^b, Paham Ginting ^c

^a Faculty of Economics and Business, University of North Sumatra

^b Faculty of Economics and Business, University of North Sumatra

^c Faculty of Economics and Business, University of North Sumatra

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ABSTRACT

The development of the increasingly complex investment business requires companies to have quality human resources with a good corporate image in the eyes of the public and employees, to support employee performance with career development that becomes an internal supporting factor for employees to achieve their targets. The work commitment of each employee is very much considered in order to achieve each company's goals. This research is motivated by fluctuations in employee performance, which are influenced by public perception of the company's image and the lack of optimal career development in the work environment. The research method used is a quantitative approach with moderated regression analysis. Data was collected through the distribution of questionnaires to employees at PT Rifan Financindo Berjangka Medan. This study used all employees of PT Rifan as a research population, with a sample of 105 people, with a data collection technique using a Likert scale questionnaire. The results showed that company image and career development had a positive and significant effect on employee performance, while work commitment did not play a significant role as a moderation variable, even though it had a direct influence on performance. These findings confirm the importance of strengthening the company's image and sustainable career development programs as key factors in improving employee performance.

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* Corresponding author.

Email address: rotuaharianja@gmail.com (R. M. Harianja)

Introduction

The increasingly complex development of investment businesses requires companies to have high-quality human resources to achieve their established goals. Employees are the company's main asset, as they play a vital role in operations and in achieving targets. Without good employee performance, it will be difficult for a company to achieve success. Employee performance itself reflects the work results achieved based on certain standards and serves as a key factor in determining the company's productivity and efficiency.

The internal and external conditions of a company greatly influence employee performance. When the economy is unstable, employees often become less efficient. However, in reality, many factors can support

performance improvement. For example, amid economic challenges caused by Donald Trump's import tariff policies, employees may become more motivated to work harder. The pressure from these difficult economic conditions can serve as a driving force for them to meet or even exceed targets, either as a response to perceived threats or as part of the company's strategy to adapt.

One of the external factors that influences employee performance is the company's image. The company image formed through employees' perceptions, also known as the internal corporate image, is a strategic aspect that affects motivation, performance, and the sustainability of the workforce within the organization. Employees' views on the company's values, work culture, leadership style, and reputation play an important

role in shaping their attitudes and behaviors in the workplace.

The company image at PT Rifan is reflected through professionalism, reputation, and the trust established between employees and clients. This condition fosters a sense of pride among employees, which in turn increases their work enthusiasm and loyalty to the company (Kandampully & Hu, 2021). Career development is also an important element in improving employee performance by providing opportunities to expand competencies, gain promotions, and achieve higher career levels. The coaching efforts carried out by managers play a crucial role in strengthening employees' intrinsic motivation to deliver their best performance (Mathis & Jackson, 2019).

The managerial position within PT Rifan serves as an indicator of career success, reflecting recognition of an employee's competence, experience, and leadership abilities. A manager is an employee who is capable of explaining, educating, and teaching prospective clients about the company's transaction systems and profile. They must also possess the ability to build human resources or teams that can assist them in achieving their targets. The career path system, which has no quota limitations at each level, should serve as motivation for employees to continue performing well and striving for higher positions. However, the existing phenomenon shows that there are still employees who have not reached managerial positions even after working for more than two years. This condition indicates that suboptimal career development management may decrease work commitment and increase the potential for turnover within the organization. The following presents data on the number of employees who have not yet attained managerial positions by division in 2023 and 2024.

Table 1. Career Development Phenomenon Data

Division Name	2023	2024
Wiesye Division	6	6
Yenny Division	7	7
Dina Division	4	2

Source: Data processed by the author (2025)

Based on the data in Table 1, it can be seen that there are two divisions where employees show no progress in career development. In the Wiesye division, from 2023 to 2024, there were 6 employees who did not experience any improvement in their career development. In the Yenny division, 7 employees did not achieve promotion to the managerial level despite having worked for more than two years. Meanwhile, the Dina division showed a decrease in the number of employees without career advancement, from 4 employees in 2023 to 2 employees in 2024. Thus, it can be concluded that many employees and leaders are still not fully concerned about career development within PT Rifan Financindo Medan Branch.

Employee performance at PT Rifan Financindo Berjangka Medan Branch is one of the key aspects emphasized for its workforce. The

achievements in employee performance and the phenomena observed at PT Rifan Financindo Berjangka Medan Branch are presented in Table 2 below.

Table 2. Achievement of Work Targets of PT Rifan Financindo Berjangka Medan Branch (Period January – December 2024)

No	Period	Target	Target Achievement	Percentage
1	January - March 2023	Rp. 15.000.000.000	Rp 25.011.482.000	166,74%
2	April - June 2023	Rp. 15.000.000.000	Rp 5.717.635.600	38,12%
3	July - September 2023	Rp. 15.000.000.000	Rp 11.308.889.500	75,39%
4	October - December 2023	Rp. 15.000.000.000	Rp 15.267.245.100	101,78%
5	January – March 2024	Rp. 15.000.000.000	Rp 8.306.817.800	55,38%
6	April – June 2024	Rp. 15.000.000.000	Rp 12.226.673.400	81,51%
7	July – September 2024	Rp. 15.000.000.000	Rp 19.049.984.500	127,00%
8	October - December 2024	Rp. 15.000.000.000	Rp 14.285.951.400	95,24%

Source: PT Rifan Financindo Berjangka Medan Branch 2024



Figure 1 Percentage of Target Achievement of PT Rifan Financindo Berjangka Medan Branch in 2023 and 2024**

Based on the data presented in Table 2 and Figure 1 above, it is evident that the target achievements of PT Rifan Financindo Berjangka Medan Branch in 2023 and 2024 show a significant difference in performance patterns.

In 2023, target achievement was highly fluctuating. During the January–March 2023 period, the company exceeded its target with an achievement of 166.74%, but then dropped sharply in April–June 2023 to only 38.12%. In the July–September 2023 period, performance improved again to 75.39%, although still below the target, and finally, in October–December 2023, it reached 101.78%, slightly surpassing the target. This indicates that performance in 2023 was unstable and tended to be inconsistent.

Meanwhile, in 2024, the company's performance showed a more stable trend. During the January–March 2024 period, achievement was still low at 55.38%, but it continued to increase in April–June 2024 to 81.51%. The peak achievement occurred in July–September 2024 at 127%, exceeding the target. In October–December 2024, performance slightly declined to 95.24%, but it was still better compared to the beginning of the year.

Overall, it can be concluded that 2023 reflected an unstable performance pattern, whereas 2024 showed improvement with a more consistent and controlled achievement pattern. This indicates an enhancement in the company's performance quality, although strategies for further improvement are still needed to ensure more evenly distributed target achievement across all periods.

Work commitment is an important variable that has the potential to moderate the relationship between career development and employee performance. Simanjuntak (2020) defines work commitment as the level of an employee's willingness to remain in the organization and their readiness to contribute maximally to achieve the company's goals. Strong commitment reflects employees' trust in the organization's mission and values and encourages them to put in extra effort for the company's success. Hosen (2024) and Jia-jun (2022) found that work commitment can strengthen the relationship between career development and employee performance, while Shi et al. (2022) indicate that its effectiveness may diminish when influenced by certain organizational cultures. These differing results suggest that the role of work commitment is still inconsistent and requires further investigation, particularly in the financial and futures trading sector, which is characterized by high work pressure and strong target orientation.

Employee performance is an indicator of an organization's success in managing its human resources. Achieving optimal performance is influenced by many factors, including perceptions of the company's image, career development opportunities, and the level of employee commitment to the organization. A positive corporate image fosters pride and intrinsic motivation, targeted career development provides opportunities for growth and achievement, while work commitment strengthens employees' loyalty and responsibility toward their performance outcomes. These three variables interact and collectively contribute to enhancing employee performance at PT Rifan Financindo Berjangka Medan.

Based on the explanations above, the researcher is interested in conducting a study entitled: "The Influence of Corporate Image and Career Development on Employee Performance with Work Commitment as a Moderating Variable at PT Rifan Financindo Berjangka Medan.

Literature Review

Employee performance

Employee performance is defined as the work results achieved by an individual in carrying out their tasks according to the responsibilities assigned (Robbins & Judge, 2022). According to Mangkunegara (2017), employee performance is influenced by several factors, including individual ability, motivation, work environment, and reward systems. High-performing employees are able to contribute optimally to the

company's productivity and effectiveness. Wulantika (2018) states that employee performance is one dimension that can be used to measure and evaluate an employee's ability to perform their duties and fulfill their obligations to the organization they belong to. Meanwhile, Robbin (2016) defines employee performance as the outcomes achieved by employees in their work according to certain criteria applicable to a given job.

Company Image

According to Kandampully & Hu (2021), corporate image is the result of the accumulation of public perceptions regarding the values, reputation, and reliability of an organization, formed through ongoing interactions between the company and its stakeholders. In other words, corporate image reflects a "perceived identity" that can influence the trust and loyalty of both customers and employees.

Career development

When employees perceive that the organization is serious about providing career development opportunities, they feel valued, more motivated, and develop a strong emotional attachment to the company. This condition positively impacts performance, job satisfaction, and long-term loyalty. Conversely, if career development is perceived as poorly managed, non-transparent, or unfair, it can lead to disappointment, decreased commitment, and a desire to seek opportunities outside the organization (Nasution et al., 2024; Syafri et al., 2023).

Work Commitment

According to Cohen, as cited in Kusumaputri (2015), work commitment is the force that binds an individual to take action toward one or more organizational goals. Meanwhile, Miller and Lee, also cited in Kusumaputri (2015), define work commitment as the state in which an organization's members are bound by their activities and beliefs, with its function being to maintain their involvement and engagement within the organization.

Methodology

Research Population and Sample

According to Creswell and Creswell (2018), the research population is a group of individuals or groups that possess certain characteristics and serve as the main focus of a study. The population forms the basis for determining the units of analysis relevant to the research objectives. Based on this, the population in this study consists of all employees of PT Rifan Financindo Berjangka Medan. After determining the research population, the researcher will also establish a research sample as a portion of the population to be further analyzed. Based on the employee data of PT Rifan Financindo Berjangka Medan, there are 230 employees, both permanent and non-permanent. This is explained through the employee data of PT Rifan Financindo Berjangka

Medan, which can be accessed via the website. The criteria referred to are as follows: (1) Employees who have obtained government certification, also known as licensed futures brokers, (2) Employees who have worked for at least three years at PT Rifan Financindo Berjangka, and (3) Employees holding the position of Business Manager or higher. Based on the above characteristics and criteria, the researcher selected 105 samples to be used in this study.

Data analysis

In this study, data analysis was conducted using the Partial Least Squares (PLS) approach. PLS is a component-based or variance-based model of Structural Equation Modeling (SEM). According to Ghozali & Latan (2015), PLS is an alternative approach that shifts from the covariance-based SEM approach to a variance-based one. For path analysis using observed variables with the SmartPLS program, it is not necessary to conduct a measurement model to test validity and reliability, so the structural model can be estimated directly (Ghozali & Latan, 2015). The relationships analyzed include the independent variables – Corporate Image (X1) and Career Development (X2) – the intervening variable, Work Commitment (Z), and the dependent variable, Employee Performance (Y).

Results and Discussion

Results of Descriptive Statistical Analysis of Respondents' Age Respondent Characteristics Based on Gender

The following are the characteristics of respondents based on gender, which can be seen below:

Table 3. Statistical Analysis Results of Respondents' Age

No	Age Class	Frequency	Percentage
1	17–21	23	22%
2	22–26	23	22%
3	27–31	21	20%
4	32–36	18	17%
5	37–41	14	13%
6	42–46	2	2%
7	47–51	2	2%
8	52–56	2	2%
Total		105	

Source: Data processed (2025)

Based on the distribution in Table 3, the age characteristics of respondents in this study show a pattern concentrated in the young and early productive age groups. The dominance of respondents aged 17–36 indicates that the majority of participants are in the early to mid stages of their career journey. This condition has important implications for the interpretation of the research results, as the respondents' perceptions, experiences, and evaluative tendencies are likely influenced by their relatively developing age and work experience.

Results of Descriptive Statistical Analysis of Respondents' Length of Service

The characteristics of respondents are described based on the results of the class/interval test of respondents' length of employment at PT Rifan Financindo Berjangka Medan, as shown in the following table.

Table 4. Results of Descriptive Statistical Analysis of Respondents' Length of Service

No	Service Period Class (Years)	Frequency	Percentage
1	3 – 4	37	35%
2	4 – 5	36	34%
3	5 – 6	13	12%
4	6 – 7	12	11%
5	7 – 8	3	3%
6	8 – 9	2	2%
7	9 – 10	2	2%
Total		105	

Source: Data processed (2025)

Based on Table 4, the distribution of respondents with a tenure of more than seven years shows a low number. The group with 7–8 years of service consists of 3 respondents, while the 8–9 years and 9–10 years groups each include 2 respondents. The low proportion in these three groups reflects a relatively weak level of long-term retention within PT Rifan Financindo Berjangka Medan. This pattern is relevant in examining the dynamics of employment in the futures industry, which is characterized by high operational pressure, intensive performance targets, and a relatively high level of employee mobility.

Results of Descriptive Statistical Analysis of Respondents' Gender

The characteristics of respondents are described based on the results of the class/interval test of respondents' gender at PT Rifan Financindo Berjangka Medan, as shown in the following table:

Table 5. Results of Descriptive Statistical Analysis of Respondents' Gender

Gender	Frequency	Percentage (%)
Man	40	38%
Woman	65	62%
Total	105	

Source: Data processed (2025)

Based on Table 5, the distribution of respondents by gender shows a clear difference in composition between male and female groups. The number of female respondents reached 65, while the number of male respondents was recorded at 40. This proportion indicates a dominance of female participation in the study conducted at PT Rifan Financindo Berjangka Medan. The difference in numbers reflects the demographic structure of the organization, which is more heavily represented by female employees.

Results of Descriptive Statistical Analysis of Education Level

The characteristics of respondents are described based on the results of the class/interval test of respondents' education levels at PT Rifan

Financindo Berjangka Medan, as shown in the following table:

Table 6. Results of Descriptive Statistical Analysis of Education Level

Educational level	Frequency	Percentage (%)
Middle School (SMA)	57	54%
Diploma 3 (D3)	14	13%
Bachelor degree)	32	30%
Master (S2)	2	2%
Doctoral (S3)	0	0%
Professional Education	0	0%
Total	105	

Source: Data processed (2025)

Based on Table 6, the distribution of respondents' education levels shows that the majority of respondents have a Senior High School (SMA) education, totaling 57 out of 105 respondents. This proportion reflects that most of the workforce at PT Rifan Financindo Berjangka Medan comes from the secondary education group. This condition indicates that the company provides relatively broad employment opportunities for individuals with basic secondary education qualifications, resulting in a workforce structure that tends to be dominated by this group.

Cross Tabulation Test Results of Age and Length of Service

The characteristics of respondents are described based on the results of a cross-tabulation test between respondents' age and length of employment at PT Rifan Financindo Berjangka Medan, as shown in the following table:

Table 7. Cross Tabulation Test Results of Age and Length of Service

Description		Length of working			Total (n)	
		3-5 Years	5-8 Years	>8 Years		
Age	< 30 Years	Amount	41	14	5	60
		Percentage	39,18%	13,61%	4,35%	57,14%
	30 – 40 Years	Amount	26	9	3	38
		Percentage	24,82%	9%	2,76%	36,19%
	> 40 Years	Amount	5	2	1	7
		Percentage	4,57%	2%	0,51%	6,67%
Total (n)		Amount	72	25	8	105
		Percentage	68,57%	23,81%	7,62%	100%

Source: Data processed (2025)

Based on Table 7, based on the cross-tabulation results between age and length of employment of employees at PT Rifan Financindo Berjangka Medan in Table 4.5, it is known that the majority of respondents fall into the 3–5 years of service group, totaling 41 people (39.18%). This indicates that most of the company's workforce consists of relatively new employees who are still in the early stages of career development. Furthermore, the group of employees with 5–8 years of service is also fairly dominant, totaling 26 people (24.82%), reflecting a segment of the workforce with moderate experience in the company. Meanwhile, employees with more than 8 years of service number only 7 (7%), indicating that only a small portion of the workforce has long-term experience in the company.

Cross Tabulation Test Results of Age and Gender

The characteristics of respondents based on the cross-tabulation results between age and gender can be seen in the following table:

Table 8. Cross Tabulation Test Results of Age and Gender

Gender	Frequency	Percentage (%)
Man	40	38%
Woman	65	62%
Total	105	

Source: Data processed (2025)

Based on Table 8, based on the cross-tabulation results between age and gender of employees at PT Rifan Financindo Berjangka, it is found that the majority of respondents are female, totaling 65 people (61.9%), while males number 40 people (38.1%) out of 105 respondents. In terms of age, employees under 30 dominate with a total of 60 people (57.14%), consisting of 23 males and 37 females. This indicates that the majority of the workforce in the company comes from the younger age group, with a higher proportion of females compared to males.

Cross Tabulation Test Results of Age and Education Level

The characteristics of respondents based on the cross-tabulation results between age and education level can be seen in the following table:

Table 9. Cross Tabulation Test Results of Age and Education Level

Description		Educational level						Tot	
		High School (SMA)	Diploma 3 (D3)	Bachelor (degree)	Master (S2)	Doctorate (S3)	Professional Education		
Age	< 30 Years	Amount	33	8	18	1	0	0	60
		Percentage	31,02%	7,62%	17,41%	1,09%	0,00%	0,00%	57,14%
	30 – 40 Years	Amount	21	5	12	1	0	0	39
		Percentage	19,65%	5%	11%	1%	0%	0,00%	36,19%
	> 40 Years	Amount	4	1	2	0	0	0	7
		Percentage	3,62%	1%	2%	0%	0%	0,00%	6,67%
Total (n)		Amount	57	14	32	2	0	0	105
		Percentage	54,29%	13,33%	30,48%	1,90%	0,00%	0,00%	100%

Source: Data processed (2025)

Based on Table 9 the cross-tabulation results between age and education level of employees at PT Rifan Financindo Berjangka show that the majority of respondents have a Senior High School (SMA) education, totaling 57 people (54.29%). This indicates that the company still recruits a large portion of its workforce from secondary education graduates, who generally occupy operational and administrative positions.

Cross Tabulation Test Results of Gender and Length of Service

The characteristics of respondents based on the cross-tabulation results between gender and length of employment can be seen in the following table:

Table 10. Cross Tabulation Test Results of Gender and Length of Service

Description		Length of working			Total (n)	
		3-5 Years	5-8 Years	> 8 Years		
Gender	Man	Amount	27	10	3	40
		Percentage	25,71%	9,52%	2,86%	
	Woman	Amount	45	15	5	65
		Percentage	42,86%	14%	4,76%	
Total (n)		Amount	72	25	8	105
		Percentage	68,57%	23,81%	7,62%	100%

Source: Data processed (2025)

Based on Table 10, the cross-tabulation results between gender and length of employment of employees at PT Rifan Financindo Berjangka Medan show that the majority of respondents are female, totaling 65 people (61.9%), while males number 40 people (38.1%). In terms of length of service, most employees, both male and female, have 3–5 years of service, totaling 72 people (68.57%). Specifically, this group includes 45 females (42.86%) and 27 males (25.71%). This indicates that the majority of the workforce, especially females, is in the early to mid stage of their employment, generally still in the process of adaptation and career development. This pattern may suggest a dynamic level of workforce mobility or an expansion of new recruitment during the research period.

Cross Tabulation Test Results of Gender and Education Level

The characteristics of respondents are described based on the results of the class/interval test of respondents' gender at PT Rifan Financindo Berjangka Medan, as shown in the following table:

Table 11. Cross Tabulation Test Results of Gender and Education Level

Description		Educational level						Total (n)	
		High School (SMA)	Diploma 3 (D3)	Bachelor (degree)	Master (S2)	Doctorate (S3)	Professional Education		
Man	Amount	22	5	12	1	0	0	40	
	Percentage	20,95%	4,76%	11,43%	0,95%	0,00%	0,00%		38,10%
Woman	Amount	35	9	20	1	0	0	65	
	Percentage	33,33%	9%	19%	1%	0%	0,00%		61,90%
Total (n)		Amount	57	14	32	2	0	0	105
		Percentage	54,29%	13,33%	30,48%	1,90%	0,00%	0,00%	100%

Source: Data processed (2025)

Based on Table 11, based on the cross-tabulation results between gender and education level, it was found that the majority of respondents at PT Rifan Financindo Berjangka have a Senior High School (SMA) education, totaling 57 people (54.29%), comprising 35 females (33.33%) and 22 males (20.95%). Meanwhile, respondents with a Diploma 3 (D3) education total 14 people (13.33%), consisting of 9 females (9%) and 5 males (4.76%). Respondents with a Bachelor's degree (S1) number 32 people (30.48%), divided into 20 females (19%) and 12 males (11.43%).

Cross-tabulation test results of length of service and level of

education

Respondent characteristics based on the results of the cross-tabulation test between length of service and level of education of respondents can be seen in the table on the following page:

Table 12. Cross-tabulation test results of length of service and level of education

Deskripsi		Educational level						Total (n)	
		High School (SMA)	Diploma 3 (D3)	Bachelor (degree)	Master (S2)	Doctorate (S3)	Professional Education		
3-5 Years	Amount	39	10	22	1	0	0	72	
	Percentage	37,14%	9,52%	20,95%	0,95%	0,00%	0,00%		68,57%
5-8 Years	Amount	14	3	8	0	0	0	25	
	Percentage	13,33%	3%	8%	0%	0%	0,00%		23,81%
> 8 Years	Amount	4	1	2	0	0	0	7	
	Percentage	3,81%	1%	2%	0%	0%	0,00%		6,67%
Total (n)		Amount	57	14	32	1	0	0	105
		Percentage	54,29%	13,33%	30,48%	0,95%	0,00%	0,00%	99%

Source: Data processed (2025)

Based on Table 12, Based on the cross-tabulation results between length of employment and education level, it was found that the majority of employees at PT Rifan Financindo Berjangka Medan have 3–5 years of service, totaling 72 people (69%), dominated by Senior High School (SMA) graduates with 39 people (37.14%) and Bachelor's degree (S1) graduates with 22 people (20.95%). This indicates that the company recruits a significant portion of its workforce from secondary to university education backgrounds to fill operational and functional positions.

The Influence of Company Image on Employee Performance

The research results indicate that corporate image has a positive and significant effect on employee performance. This finding confirms that the more positive the corporate image is in the eyes of employees, the higher the performance they deliver. Empirically, this demonstrates that corporate image not only functions as an external instrument shaping public and customer perception but also serves as an internal factor influencing employees' behavior, motivation, and loyalty in carrying out their duties. Employees working in a company with a positive image tend to experience pride, emotional attachment, and an intrinsic drive to contribute maximally to achieving organizational goals.

Overall, the findings of this study reinforce the view that corporate image is a strategic asset with a multidimensional role in employee performance, both directly by enhancing motivation and indirectly by shaping a positive psychological climate and work culture. Companies that maintain a positive image create a healthy work environment, strengthen employees' sense of belonging to the organization, and reinforce commitment to achieving shared goals. Therefore, managing corporate image should be an integral part of human resource management strategy, through improving transparency, effective internal communication, and programs that foster employee pride and loyalty toward the organization.

The Influence of Career Development on Employee Performance

The research results indicate that career development has a positive and significant effect on employee performance. This finding suggests that the better the career development programs implemented by the company, the higher the performance employees are able to achieve. Empirically, this reflects that career development not only plays a role in enhancing skills and job knowledge but also serves as an important means to foster motivation, commitment, and loyalty to the organization. Employees who receive support in their career development tend to be more enthusiastic, responsible, and results-oriented because they feel valued and perceive real opportunities for advancement within the company.

The consistency of these results is also supported by previous studies. Osman et al. (2022), Yousaf et al. (2022), Sanad (2023), and Muthoni (2021) stated that well-designed career development programs can enhance employee engagement and loyalty, which in turn has a positive impact on their performance. When employees understand that every effort they make has the potential to advance their careers, they are motivated to work more productively. This reinforces the view that career development represents a strategic investment by the company to enhance the competitiveness of its human resources.

Work Commitment Does Not Moderate the Effect of Corporate Image on Employee Performance

The hypothesis testing results show that work commitment does not have a significant effect as a moderating variable in the relationship between corporate image and employee performance. Thus, the role of work commitment in strengthening or weakening this relationship is not statistically supported. Although corporate image has a direct effect on performance, this effect does not increase significantly when work commitment is taken into account.

Theoretically, work commitment is often assumed to strengthen the relationship between corporate image and employee performance. Employees with high commitment generally have greater motivation to deliver their best performance, so a positive corporate image is expected to have an even stronger impact on their performance. However, the results of this study indicate that work commitment does not automatically enhance the effect of corporate image on employee performance. In other words, a high level of commitment does not necessarily make this relationship stronger.

Work Commitment does not moderate the influence of Career Development on Employee Performance.

Based on the hypothesis testing results, it was found that work commitment does not have a significant effect as a moderating variable in the relationship between career development and employee performance at PT Rifan Financindo Berjangka Medan. Thus, the fourth hypothesis (H_4), which states that “Work commitment strengthens the

effect of career development on employee performance,” is rejected. This indicates that the role of work commitment in strengthening or weakening the relationship between career development and performance is not empirically supported.

Conceptually, career development is an organizational effort to provide employees with opportunities to enhance their skills, broaden their experience, and prepare for higher-level positions. According to Mathis and Jackson (2019), career development plays a crucial role in improving employee performance by providing intrinsic motivation, such as a sense of being valued, clarity in career direction, and drive to achieve. Meanwhile, work commitment reflects an individual’s loyalty, emotional attachment, and sense of responsibility toward the organization they work for. Employees with high commitment typically possess a strong drive to achieve organizational goals and are willing to exert extra effort for the company’s success.

Conclusions

Based on the results of the hypothesis analysis that has been carried out, the following conclusions were obtained: (1) Corporate Image has a positive and significant effect on Employee Performance; (2) Career Development has a positive and significant effect on Employee Performance; (3) Work Commitment does not moderate the effect of Corporate Image on Employee Performance; and (4) Work Commitment does not moderate the effect of Career Development on Employee Performance.

For future researchers, it is recommended to expand the scope of the study by using a larger and more diverse sample and considering variables beyond this study. This aims to ensure that future research can provide more comprehensive findings.

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