

CHAPTER V

CONCLUSIONS AND IMPLICATIONS

A. Conclusion

Based on the results of data processing presented in the previous chapter, the following conclusions can be drawn:

1. Career Path has a positive and significant effect on employee performance. This shows that the clearer the career path is, the more it can influence employee performance, and the higher the employee performance, the better the quality and quantity of the employees' work.
2. Social support has a positive and significant effect on employee performance. This means that the support provided by superiors and coworkers can improve work comfort, thereby encouraging increased employee performance.
3. Career path has a positive and significant effect on psychological empowerment. The career development opportunities provided by the company can increase employees' confidence and belief in their work abilities.
4. Social support has a positive and significant effect on psychological empowerment. This means that good social support creates a sense of security and improves employees' positive perceptions of their work.

5. Psychological Psychological empowerment has a positive and significant impact on employee performance. This shows that psychological empowerment felt by employees can improve performance.
6. Psychological empowerment can mediate the relationship between career path and employee performance. This means that career path not only has a direct effect on employee performance, but also indirectly shows that improvements in employee performance can occur through psychological processes formed from career development opportunities.
7. Psychological empowerment can mediate the relationship between social support and employee performance. This means that social support does not only have a direct effect on employee performance, but also indirectly shows that the social support provided by the organization increases the psychological empowerment of employees, which in turn strengthens performance improvement.

B. Implication

This research can be applied to the following aspects to serve as input and consideration for interested parties.

1. Managerial implications

a. Strengthening the Career Path system to improve Employee Performance

The results of the study indicate that career paths have a direct influence on employee performance at Gudang Kosmetik Purwokerto. These findings indicate that clarity of career paths is an important factor that can encourage employees to work more optimally and achieve the performance targets set by the company. Therefore, the management of Gudang Kosmetik Purwokerto needs to strengthen a structured and transparent career development system for all employees. Developing a clear career path mapping for each job position so that employees can understand career development opportunities within the organization. Additionally, the company can provide training and competency development programs tailored to job requirements and implement an objective and transparent performance evaluation system as the basis for promotion or job advancement. With clear career development direction, employees will have higher work motivation, enabling them to enhance their performance and contributions to the company.

b. Enhancing social support through psychological empowerment

Research findings indicate that social support directly influences employee performance and has an indirect effect through psychological empowerment as a mediating variable. This suggests that social support

from supervisors and coworkers plays a role in enhancing employees' self-confidence, engagement, and sense of meaning in their work, which ultimately can improve their performance. An implementation strategy that Gudang Kosmetik Purwokerto can adopt is to develop a supportive leadership program, in which supervisors are encouraged to provide guidance, support, and constructive feedback to employees. Additionally, the company can organize team-building activities and recognize employees who demonstrate strong performance, thereby fostering positive and mutually supportive working relationships within the organization.

2. Theoretical implications

Theoretically, the results of this study support Social Exchange Theory, which explains that reciprocal relationships between organizations and employees are formed through the support provided by the organization. This support increases employees' psychological responses in the form of psychological empowerment, which then strengthens performance improvement. These findings also show that the influence of psychological empowerment on performance is contextual, so it does not always have a direct influence on every organization, especially in operational and structured work.

C. Research limitations and suggestions

1. Research limitations

This study uses data obtained from a single source of respondents through questionnaires, which has the potential to cause methodological bias. The test results show that the respondents' answers are subjective according to each individual's perception. The variables used in this study are limited to career paths, social support, psychological empowerment, and employee performance, so there is still the possibility that other variables affect employee performance but have not been studied in this research.

2. Research Recommendations

a. Recommendations for companies

Companies are expected to provide clarity on career development paths, transparent performance evaluations, and increased support from supervisors and coworkers through a supportive work environment. In addition, companies need to create working conditions that can increase employee confidence and a sense of meaning in their work in order to support continuous performance improvement.

b. Recommendations for future researchers

Future researchers are advised to expand the research scope to different sectors or companies and add other variables that may influence employee performance, such as work engagement, job satisfaction, or leadership style. In addition, future research may use different research methods to obtain more comprehensive results.