

THE INFLUENCE OF CAREER DEVELOPMENT AND COMPETENCE ON EMPLOYEE WORK EFFECTIVENESS PT. AZURE SAMUDRA KARSA

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ABSTRACT

This study aims to analyze how Career Development and Competence affect employee Work Effectiveness at PT. Azure Samudra Karsa. The findings show that both variables have a positive impact on work effectiveness overall. However, individually, only Career Development has a significant impact, making it the main factor in this context. Stepwise analysis reveals that Career Development (X2) has a greater influence than Competence (X1) in improving work effectiveness. Career development is understood as a planned process that includes individual awareness of personal career aspects and actions to achieve career goals throughout life. The conclusion of this study confirms that the career development program at PT. Azure Samudra Karsa has been effective and must be continued to improve employee work effectiveness. This study provides important guidance on the importance of career development for work effectiveness and suggests companies to continue to improve existing career development strategies.

Keywords: Career Development, Work Effectiveness, Competence

1. INTRODUCTION

In the era of globalization and increasingly fierce competition, organizations around the world, including PT. Azure Samudra Karsa, face major challenges in maintaining and improving the work effectiveness of their employees. To meet this challenge, companies need to ensure that their employees not only have the necessary technical skills but also have the opportunity to grow professionally and personally. Two key factors that affect work effectiveness are career development and competence. Career Development refers to a systematic and planned process where individuals are given the opportunity to enhance their skills, knowledge and experience throughout their career journey. Good career development can motivate employees to achieve their personal and professional goals, while enhancing their contribution to the organization. In the context of PT. Azure Samudra Karsa, career development is an important element that not only helps employees to grow but also ensures that they can adapt to the changing needs and demands in a dynamic work environment.

On the other hand, competency includes the knowledge, skills, and attitudes required to perform job tasks effectively. Competence is an important indicator of an employee's ability to complete their tasks efficiently and effectively. In PT. Azure Samudra Karsa, employee competency greatly influences how they contribute to organizational goals. However, although competency development is considered a vital component in achieving work effectiveness, not all training and development programs are able to provide significant impacts if not accompanied by proper implementation and support. The background of this study focuses on the influence of career development and competence on employee work effectiveness at PT. Azure Samudra Karsa. This study aims to explore the extent to which these two factors play a role in increasing employee work effectiveness, as well as how career development and competence interact to influence individual performance in the organization.

As a first step, it is important to understand that planned and ongoing career development can contribute to employee motivation and engagement in their work. Good career development programs can increase job satisfaction, reduce turnover, and ultimately improve work effectiveness. In addition, relevant and well-implemented competencies can improve employee performance and help them complete tasks more efficiently. Previous research results related to competence show various different findings. Darmawan & Angelina, (2022) in studies those who are titled *The Effect of Motivation, Job Training, Career Development, and Self-Efficacy on Employee Performance* find that competence No influential significant to performance employees . They take notes that although company provide development good career , performance employee still influenced by interests , goals , and passions personal they For develop career .

On the other hand, Sebayang & Silaen, (2021) in study they about influence development career to performance employee at the East Binjai District Office, Regency Langkat, report that development career own influence positive to performance employees. Research results This show that improvement in development career in a way direct contribute to the improvement performance.

Syarif et al., (2023) also studied influence competence to performance employee at the Personnel and Development Agency Human Resources of Solok Regency. Their research found that competence has a significant effect on employee performance. These results indicate that companies that provide career opportunities to high-achieving employees and place them according to their competence can improve the company's overall performance.

From the results of these studies, there is inconsistency regarding the influence of competence and career development on employee performance. This shows that integrating career development and competence effectively to influence performance requires a careful approach. Experience shows that programs that are not well designed or supported can produce less than optimal results.

Therefore, it is important to evaluate and understand the influence of these two factors in depth to ensure that they have a positive impact on work effectiveness at PT. Azure Samudra Karsa. This study aims to provide deeper insight into how organizations can improve employee performance through more effective career development strategies and competency training. Research Results This expected can become base for PT management . Deep Azure Ocean of Karsa design and implement development programs career and training more optimal competence , as well as increase effectiveness Work in a way overall in organization .

2. LITERATURE REVIEW, FRAMEWORK OF THINKING

2.1. Literature review

2.1.1 Career Development

A career can be understood as a series of journeys that a person takes throughout life . his life , includes all position or position held during the work period . According to Handoko, career covering overall level position achieved individual in a organization . In the context of management , (Sri et al., 2024) defines a career as "a series of work experiences related to the achievement of personal and professional goals." They emphasize that a career includes more than just vertical promotion, including experiences and changes in various positions and roles. Yusup, et al., (2020) stated that a career is now not only for high positions or fast promotions, but includes all positions held throughout a career, regardless of the level of the organization. Careers move not only vertically, but also horizontally and sometimes downward, with many people choosing stability in their preferred positions. Individuals often experience multiple career paths involving various fields and organizations. Organizations must be more responsive to individual demands and no longer control careers unilaterally, but rather work together in career planning.

2.1.2 Competence

According to Syarif et al., (2023) , competence covers all attributes possessed by a person, including knowledge, skills, and other internal factors required For finish work with effective. Indicators of competence include knowledge, understanding, values, abilities, attitudes, and interests. Competence includes basic characteristics that enable individuals to achieve superior performance, including knowledge and skills relevant to the job and the ability to handle non-routine tasks. Zefaya, (2020) competence reflects a person's ability to produce satisfactory performance in the workplace, as well as the ability to transfer and apply skills and knowledge in new situations to improve work results. It also includes the characteristics of knowledge and skills needed to carry out responsibilities effectively and to improve professional quality standards in work.

2.1.3 Effectiveness Work

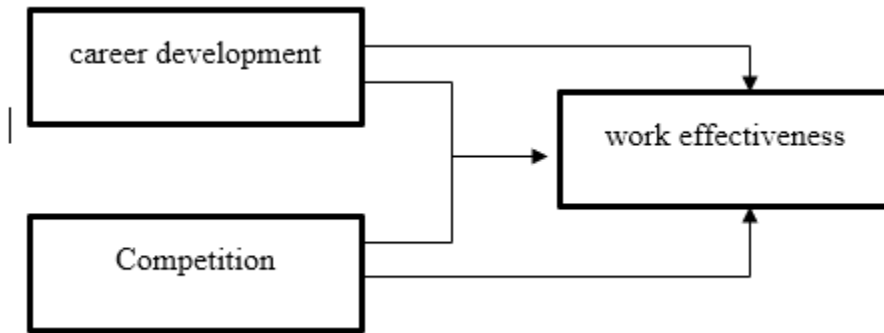
Every organization try reach effectiveness tall in its operations , which allows activity walk smooth and purposeful achieved . Siagian, (2018) define effectiveness as level achievement purpose. The business is considered effective If objective achieved, and ideal effectiveness is measured. with clear standards. According to Husin, (2020) effectiveness in behavior organization covers optimal relationship between production, quality, efficiency, flexibility, satisfaction, excellence, and development. Papalangi, (2018) see effectiveness as a continuous process For mobilize , direct , and defend business goal- focused workers. In the study effectiveness organization, source

Power humans and behavior individual become focus main . Considering challenge in to obtain source Power rare , important for manager For understand nature and process of effectiveness organization in a way deep

2.2 Hypothesis Study

- a. There is influence positive in a way partial from Career Development towards Effectiveness Work Employees at PT. Azure Ocean Karsa.
- b. Commitment Organization show influence positive in a way partial to Effectiveness Work Employees at PT. Azure Ocean Karsa.
- c. Career Development and Competence simultaneously affect Employee Work Effectiveness at PT. Azure Samudra Karsa.

Figure1: Framework



Source : author's data processing

3. RESEARCH METHODOLOGY

Types of research This is quantitative descriptive. Data processing using SPSS application. Data testing using descriptive statistical tests, multiple linear regression tests and hypothesis tests. Research This use questionnaire. Population in context study This is overall group PT employee. Azure Ocean Karsa, set as object study For interesting conclusion. Research This use method census, namely covers all over existing population . Based on census conducted, sample study consists of of 50 employees .

3.1. Operational research variables

Table 1. Operationalization Variables Study

Variables	Dimensions	Indicator
1. Career Development	1. Fairness in career	- Award performance - A wise leader - Feeling calm - A salary that is commensurate
	2. Supervision	- Supervision from superior - There is Direction & Guidance
	3. Awareness of opportunity	- Similarities chance
	4. Career satisfaction	- Level clear career - Guarantee day old - Guarantee health - Attention from Institutions
2. Competence	1. Knowledge	- Completion Work - Training for increase in peng. - Anticipation task new - Support Leader

	<p>2. Expertise/ Skills</p> <p>3. Attitude / Behavior</p>	<ul style="list-style-type: none"> - Success task / job - Application in the field - Optimization results work - Specification skills - Solution method task - Motivation member - Work Ethics - Member Morale - Spirit Work - Repair attitude through religion
3. Effectiveness Work	<p>1. Work result</p> <p>2. Behavior</p> <p>3. Characteristic</p>	<ul style="list-style-type: none"> - Output results - Speed - Accuracy - Fulfillment scope Work - Mastery science and technology - Not quite enough answer - Accuracy - - Inner style Work - Discipline - Compliance - Cleanliness - Leadership style - Attitude to superior - Attitude to organization - Health - Mental - Resilience

Data sources processed Alone

4. ANALYSIS RESULTS AND DISCUSSION

4.1. Analysis results

4.1.1. Research Result Data Analysis

4.1.1.1. Statistics Descriptive

Table 2. Description of Total Score Values of Research Variables

No.	Variables	Min.	Max.	Mean	Standard Deviation
1	Career Development (X_1)	30	46	40.44	4,371
2	Competence (X_2)	45	69	61.32	6,342
3	Effectiveness (Y)	45	69	60.87	6,231

Source : SPSS data processing results

From the table above seen that from second The independent variable turns out to be the average total response score Employee to variable competence occupying the highest average Then followed by effectiveness and finally career advancement However thus it is also seen that Career variables have minimum score 30 in total scale Likert which is lowest from second independent variables . Conditions show that development career at PT. Azure Samudra Karsa is factor in organization that still need become attention management organization in the future come ..

Basically, the career development and competency factors of employees in PT. Azure Samudra Karsa are on average quite adequate or quite high, but there are still some employees who need to improve their knowledge about their career development or work skills through training activities or improving member competencies. The problem is

whether this tendency will be significant inferentially or in other words, will these variables be positively related and have a positive effect on the performance of the employees produced or is it just a coincidence? Then further discussion is needed.

4.1.1.2. Analysis Multiple Linear Regression

Linear multiple regression equation:

$$Y = 6.530 + 1.423 X_1 - 0.52 X_2$$

with $R^2 = 0.949$

Table 3. Summary of Regression Results Multiple

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.901	.898	1.994

a. Predictors: (Constant), Kompetensi, Peng.Karir

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.530	2.322		2.813	.006
	Peng.Karir	1.423	.150	.998	9.483	.000
	Kompetensi	-.052	.103	-.053	-.504	.616

a. Dependent Variable: Efektifitas

Source: SPSS data processing results

Based on analysis regression, found that in a way simultaneously, variable development career (X1) and competence (X2) have influence positive and significant to effectiveness Work employees (Y), as indicated by the F value of 0.006, which is far below $\alpha = 5\%$. With The R^2 value is 0.901 or 90.1%, this show that development career and competence in a way together can explains 90.1% of variation in effectiveness Work employees , while the remaining 9.9% explained by other factors or errors. Although There is possibility existence change in variable independent that can influence model accuracy, results regression multiple This remains valid for predict effectiveness Work employee at Dit Water Police Baharkam Police.

Table 4. Partial Regression Coefficient Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.530	2.322		2.813	.006
	Peng.Karir	1.423	.150	.998	9.483	.000
	Kompetensi	-.052	.103	-.053	-.504	.616

a. Dependent Variable: Efektifitas

Source: SPSS data processing results

From the table above, it can be seen that in a way partial only two variables independent, namely Career Development (X1), which shows results significant with p value = 0.000. On the other hand, the Competence

variable (X2) is not significant at $\alpha = 5\%$, with a p value = 0.000. Although one of the independent variables is not significant, this multiple regression model can still be used to predict employee performance at PT. Azure Samudra Karsa because in a way simultaneously the model still show significance.

4.1.1.3. Testing Hypothesis Study

Following is decision to hypothesis study based on results analysis regression multiple :

1. Testing Hypothesis First

- **H0:** $\beta_1 = \beta_2 = 0$ (There is no influence of career development X1 and competency X2 simultaneously on the effectiveness of member work)
- **H1:** $\beta_1 \neq \beta_2 \neq 0$ (There is a simultaneous influence of career development X1 and competency X2 on the effectiveness of member work)

Based on the results of data analysis with SPSS, the F test shows a value of 307.917 and p-value = 0.000. Because the p-value is less than $\alpha = 0.05$, then H0 is rejected. This means that there is a significant positive influence simultaneously from the variables of Career Development and Competence on employee work effectiveness. With Thus, the hypothesis First proven.

2. Testing Hypothesis Second

- **H0:** $\beta_1 = 0$ (There is no influence of Career Development X1 on work effectiveness)
- **H1:** $\beta_1 > 0$ (There is an influence of Career Development X1 on work effectiveness)

With $\alpha = 5\%$, the T table value is 1.671. The T statistic obtained is 9.483. Because the T statistic value is greater than the T table, H0 is rejected. This shows that there is a significant positive partial influence of the Career Development variable on employee work effectiveness, so that the second hypothesis is proven.

3. Testing Hypothesis Third

- **H0:** $\beta_3 = 0$ (There is no influence of Competence X2 on work effectiveness)
- **H1:** $\beta_3 > 0$ (There is a positive influence of Competence X2 on work effectiveness)

With $\alpha = 5\%$, the T table value is 1.671. The T statistic obtained is -0.504. Because the T statistic value is smaller than the T table, H0 is not rejected. This means that there is no significant positive effect partially from the Competence variable on employee work effectiveness, so the third hypothesis is not proven.

4.2. Discussion

4.2.1. The influence of career development and competence on work effectiveness

Career Development and Competence simultaneously affect employee work effectiveness. Career Development and Competence simultaneously affect employee work effectiveness because both contribute to the motivation, skills, and knowledge needed for high performance. Career development provides pathways and opportunities for growth, while competence ensures employees have the skills needed to effectively utilize those opportunities. The combination of these two factors creates a synergy that supports the achievement of optimal performance in the organization. This is in line with research from (Darmawan & Anggelina, 2022) , (Syarif et al., 2023) , (Junaedi et al., 2017)

4.2.2. The influence of career development on work effectiveness

Career Development has a significant influence individually on work effectiveness. Career development affects the work effectiveness of employees at PT. Azure Samudra Karsa because it provides opportunities to improve skills and knowledge, increase motivation and job satisfaction, and help employees have clear goals and plans. In addition, career development also increases employee engagement and commitment, as well as their ability to adapt and innovate. With all these factors, employees can work more effectively and make a greater contribution to the success of the organization. The results of this study are in line with (Ikhsannudin et al., 2023) , (ebayang & Silaen, 2021) , but the results of the study differ from (Darmawan & Anggelina, 2022) which states that career development does not affect employee performance.

4.2.3. The influence of competence on work effectiveness

while Competence does not have a significant effect partially. The competencies possessed by employees may not match the needs of their tasks or positions. For example, if employees have high technical skills but are not empowered in roles that require those skills, their competencies will not contribute to work effectiveness. There may be a need to adjust competencies to the latest developments in the relevant industry or technology. If employees do not have the latest competencies or are not relevant to changes in the work environment, then their competencies will not affect work effectiveness. The results of this study are supported by (Zefaya, 2020) , (Astrinasari, 2021) , (Syarif et al., 2023) .

5. CONCLUSION AND SUGGESTIONS

5.1. Conclusion

Study show that in a way overall , good Career Development and Competence own influence positive to effectiveness Work employees at PT. Azure Samudra Karsa. However , when seen in a way partial , only Career Development that demonstrates influence significant to effectiveness Work employee , making it variable dominant. Career Development and Competence together give impact positive to effectiveness Work employees. Only significant Career Development in a way statistics to effectiveness work, while Competence No show influence significant in context this. Based on analysis stepwise technique, Career Development (X2) plays a role more dominant compared to with Competence (X1) in increase effectiveness Work employee. Development program career that is currently This implemented by PT. Azure Samudra Karsa is appropriate and can continue to be developed in the future to improve employee work effectiveness.

5.2. Limitations Study

Based on conclusion research that shows that variable Career Development (X2) has more influence significant and dominant to Effectiveness Work employees at PT. Azure Samudra Karsa compared to the Competence variable (X1), there are several limitations that need to be considered. First, this study only assesses the influence of two main variables, namely Career Development and Competence, without considering other variables that may also affect work effectiveness, such as motivation, job satisfaction, or organizational culture. Second, the results of this study may be influenced by respondent bias or inaccuracy in measuring variables, which may affect the accuracy of the conclusions. Third, this study uses a stepwise technique that may not fully reflect the complex relationships between existing variables, so the results need to be further validated with additional analysis methods. Fourth, the research context is limited to PT. Azure Samudra Karsa, so these findings may not be generalizable to other companies or industries without further study. Therefore, further research involving additional variables and more comprehensive analysis methods is needed to obtain a more complete picture of the factors that affect employee work effectiveness.

5.3. Suggestion

Based on the conclusions drawn in this study, the following suggestions will be provided:

- a. Career development and competency factors that have been demonstrated by employees in the PT. Azure Samudra Karsa organization should be maintained and improved in the future for all levels and dimensions included in it. So that it is expected to continue to improve the effectiveness of employee work in the PT. Azure Samudra Karsa environment.
- b. Employee competency factors that have been implemented by the management of PT. Azure Samudra Karsa organization should be evaluated so that they can spur work enthusiasm and passion for employees which in turn can have a positive effect on the effectiveness of member work.
- c. For further research, it would be better to conduct an analysis that is more directed towards an analysis that details the elements in the dimensions of each variable so that it is clearer which components have the most influence.

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