

## Effect Of Competency and Career Development on Employee Performance at PT. Indojaya Sukses Makmur in Jakarta

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### ABSTRACT

*This study aims to determine the effect of competence and career development on employee performance at PT. Indojaya Sukses Makmur in Jakarta. The method used is explanatory research with analysis techniques using statistical analysis with regression testing, correlation, determination, and hypothesis testing. The results of this study, competence has a significant effect on employee performance by 40.4%; the hypothesis test is obtained  $t_{count} > t_{table}$  or  $(6.792 > 1.995)$ . Career development significantly affects employee performance by 42.0%; hypothesis testing is obtained  $t_{count} > t_{table}$  or  $(7.017 > 1.995)$ . Competence and career development simultaneously affect employee performance substantially with the regression equation  $Y = 9.136 + 0.371X_1 + 0.405X_2$ , and the contribution of the effect is 54.7%, hypothesis testing is obtained  $F_{count} > F_{table}$  or  $(40.497 > 2.740)$ .*

*Keywords: Competence, Career Development, Employee Performance*

### INTRODUCTION

Globalization provides new challenges for the business world, the real impact of globalization for companies where the need for professional human resources (HR) is needed by large and small companies, so companies must be aware of maintaining HR within the organization. HR, in this case, is the main asset of the company, which is the planner and active actor of every activity of the organization. Employees have heterogeneous thoughts, feelings, desires, status and educational background, age, and gender brought into the company organization. The company realizes that employees are the primary capital in the company's development process. Therefore, the quality of employees must constantly be developed and directed to achieve the company's goals.

In a company, good competence is needed so that the work done by employees is going well.

Competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and jobs in the workplace according to the stipulated work requirements. Competency-based human resources can increase capacity and build a foundation because if the people who work in the organization have the right competence according to their work demands, they will be able both in terms of knowledge, skills, and mentality well as their productive character. With strong value ownership, they will always be ready to face changes according to the organization's demands without losing their identity. PR companies that have a clear and well-directed career development will improve employee performance to achieve company goals. Career development is career advancement that is often the obsession of many working people and is often more of their thoughts than leadership. Career development is the responsibility of both parties, and those who

have the vision and ambition to develop a career must always take initiatives and actions that will help build their careers. This performance needs to be measured by the leadership to know the extent of an employee's performance development in the company or organization. It can be explained that performance is the work that can be achieved by both individuals and groups in an organization or company by the responsibilities of each individual to achieve organizational goals have been planned by the company concerned. PT. Indojaya Sukses Makmur is a company engaged in the supply of zinc-coated raw materials where; this product sales segmentation is intended for industry players who produce sheet steel and corrugated steel alloy in the hard or soft category.

From the empirical data collection results, there is poor competence due to employees' lack of knowledge and skills in completing the assigned tasks that cannot be adequately resolved. The problem with career development is that career development in the company cannot be carried out because most of all company employees have an educational background of high school/equivalent and do not experience a higher position. In addition to conducting interviews, the authors conducted pre-research by distributing questionnaires for competence, career development, and employee performance to 30 respondents from PT. Indojaya Sukses Makmur. From the results of these observations, the authors obtained the following products:

**Table 1. Competency Observation Data, Career Development, and Performance**

Variable	Agree		Disagree	
	Person	(%)	Person	(%)
Competence	24	80.0%	6	20.0%
Career development	26	86.7%	4	13.3%
Employee performance	25	83.3%	5	16.7%

The pre-research questionnaire on the data table above shows that related to competence, there are six employees, or 20.0%, who think they are placed in jobs that are not suitable for other skills. Four people, or 13.3%, believed that the company paid little attention to or had not fully facilitated its employees' career development regarding career development. Regarding employee performance, there are five people, or 16.7%, who think that the account is still not optimal due to lack of competence and targeted career development. There is a competency problem in this company: the lack of employee skills in mastering new ideas as material in completing work tasks and a lack of employee knowledge in learning graphic design software that supports carrying out functions that cause decreasing competence. Meanwhile, career development is that career development in the company cannot be carried out because most of all company employees have an educational background of high school/equivalent and do not

have the experience of occupying a higher position.

Based on the above problems, the authors are interested in researching issues that occur at PT. Indojaya Sukses Makmur in Jakarta, so the title of this research is "The Effect of Competence and Career Development on Employee Performance of PT. Indojaya Sukses Makmur in Jakarta."

### 1. Competence

According to Wibowo (2010), the definition of competence states that competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job competence is a characteristic possessed by a person to distinguish between the work results of one individual against another. While the factors that affect competence, according to Zwell in Wibowo (2010), are as follows: (1) Beliefs and Values (2) Skills (3) Experience (4) Personality Characteristics (5) Motivation (6) Emotional

Issues (7) ) Intellectual Ability and (8) Organizational Culture.

## 2. Career development

According to Sunyoto (2002), the definition of career development states that career development is one of the functions of career management. Career development is the process of identifying an employee's career potential and material and applying the right ways to develop this potential. Career development begins with evaluating employee performance (performance appraisal). Meanwhile, according to Handoko in Megita (2014), career development is a personal improvement in achieving a planned career plan. Career development goals match employees' needs with the career opportunities available in an organization or government agency. Furthermore, organizations' career development will vary depending on their policies in implementing systems related to these employees' careers. However, in general, career development is carried out through (1) education and training, (2) promotion, demotion, and (3) job rotation (Nitisemito, 2001). Meanwhile, the factors that influence employee career development according to Siagian's (2007) opinion are as follows: (a) Satisfactory work performance (b) Introduction by other parties (c) Loyalty to the organization, (d) Mentors and sponsors, and (e) Opportunity to grow.

## 3. Employee performance

According to Mangkunegara (2016: 75), the definition of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him

## METHOD

The population in this study amounted to 70 respondents PT. Indojaya Sukses Makmur in Jakarta. This study's sampling technique was a saturated sample, where all members of the population were sampled, 70 respondents. The type of research used is associative, where the aim is to determine the effect of the independent variable on the dependent variable either partially or simultaneously. The data are analyzing using instrument tests, classical assumption tests, regression, coefficient of determination, and hypothesis testing.

## RESULT and DICUSSION

### 1. Descriptive Analysis

This test is used to determine the minimum and maximum score, the mean score, and each variable's standard deviation. The results are as follows:

**Table 1. Descriptive Statistics Analysis Results Table**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Competence (X1)	70	31	48	37.49	4,053
Career development (X2)	70	28	45	37.31	3,936
Employee Performance (Y)	70	31	47	38.13	3,631
Valid N (listwise)	70				

Competence obtained a minimum variance of 31 and a maximum variance of 48 with a mean score of 37.49. The standard deviation of 4.053. Career development obtained a minimum variance of 28 and a maximum variance of 45 with a mean score of 37.31 with a standard deviation of 3.936. Employee performance received a minimum variance of 31 and a maximum variance

of 47 with a mean score of 38.08 with a standard deviation of 3.631.

### 2. Verification Analysis.

This analysis aims to determine the effect of the independent variable on the dependent variable. The test results are as follows:

#### a. Multiple Linear Regression Analysis

This regression test is intended to determine independent variable changes. The test results changes in the dependent variable if the are as follows:

**Table 2. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,136	3,235		2,824	.006
	Competence (X1)	.371	.085	.414	4,340	.000
	Career development (X2)	.405	.088	.439	4,602	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the regression equation  $Y = 9.136 + 0.371X_1 + 0.405X_2$  is obtained. From this equation, it is explained as follows:

- 1) A constant of 9,136 means that if competency and career development are not available, then there is an employee performance value of 9,136 points.
- 2) The competency regression coefficient is 0.371; this number is positive, meaning that every time there is an increase in competence of 0.371, the employee's performance will also increase by 0.371 points.

- 3) The career development regression coefficient is 0.405; this number is positive, meaning that every time there is an increase in the career development of 0.405, the employee's performance will also increase by 0.405 points.

**b. Correlation Coefficient Analysis**

Correlation coefficient analysis is intended to determine the level of strength of the relationship between the independent variable and the dependent variable either partially or simultaneously. The test results are as follows:

**Table 3. Results of Competency Correlation Coefficient Testing Against Employee Performance**

Correlations <sup>b</sup>			
		Competence (X1)	Employee Performance (Y)
Competence (X1)	Pearson Correlation	1	.636 **
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.636 **	1
	Sig. (2-tailed)	.000	

The test results obtained a correlation value of 0.636, meaning that competence has a strong relationship with employee performance.

**Table 4. Correlation Coefficient Testing Results for Career Development on Employee Performance.**

Correlations <sup>b</sup>			
		Career development (X2)	Employee Performance (Y)
Career development (X2)	Pearson Correlation	1	.648 **
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.648 **	1
	Sig. (2-tailed)	.000	

The test results obtained a correlation value of 0.648 means that career development has a strong relationship with employee performance.

**Table 5. Results of Competency Correlation Coefficient Testing and Career Development simultaneously on Employee Performance.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740a	.547	.534	2,479

a. Predictors: (Constant), Career Development (X2), Competence (X1)

The test results obtained a correlation value of 0.740 means that competence and career development simultaneously have a strong relationship with employee performance.

The coefficient of determination is intended to determine the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

**c. Analysis of the coefficient of determination**

**Table 6. Results of Competency Determination Coefficient Testing on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.404	.395	2,823

a. Predictors: (Constant), Competence (X1)

The test results obtained a determination value of 0.404, meaning that competence had an

influential contribution of 40.4% to employee performance.

**Table 7. Results of Testing the Coefficient of Determination of Career Development on Employee Performance.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648a	.420	.411	2,786

a. Predictors: (Constant), Career Development (X2)

The test results obtained a determination value of 0.420, meaning that career development influenced 42.0% of employee performance.

**Table 8. Results of Competency Determination Coefficient Testing and Career Development on Employee Performance.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740a	.547	.534	2,479

a. Predictors: (Constant), Career Development (X2), Competence (X1)

Based on the test results, it was found that the determination value was 0.547, meaning that competence and career development simultaneously had an influential contribution of 54.7% on employee performance, while other factors influenced the remaining 45.3%.

**a. Hypothesis testing**  
**Partial hypothesis test (t-test)**

Hypothesis testing with the t-test is used to determine which partial hypothesis is accepted. The first hypothesis: There is a significant influence between competence on employee performance.

**Table 9. Competency Hypothesis Test Results on Employee Performance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,777	3,162		5,306	.000
	Competence (X1)	.570	.084	.636	6,792	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the value of  $t_{\text{arithmetic}} > t_{\text{table}}$  or  $(6.792 > 1.995)$  is obtained; thus, the first hypothesis that is

proposed is that there is a significant influence between competence on employee performance is accepted.

**Table 10. Hypothesis Test Results for Career Development on Employee Performance.**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,820	3,197		4,949	.000
	Career development (X2)	.598	.085	.648	7,017	.000

a. Dependent Variable: Employee Performance (Y)

Based on the table above's test results, the value of  $t_{\text{count}} > t_{\text{table}}$  or  $(7.017 > 1.995)$  is obtained; thus, the second hypothesis proposed a significant influence between career development on employee performance is accepted.

**Simultaneous Hypothesis Test (Test F)**

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted. The third hypothesis There is a significant influence between competence and career development on employee performance.

**Table 11 Competency Hypothesis Test Results and Career Development on Employee Performance.**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	497,936	2	248,968	40,497	.000b
	Residual	411,907	67	6,148		
	Total	909,843	69			

Based on the test results in the table above, it is obtained that the value of  $F_{count} > F_{table}$  or  $(40.497 > 2.740)$ ; thus, the third hypothesis proposed that there is a significant influence between competence and career development on employee performance is accepted.

## Discussion of Research Results

### 1. Effect of Competence on Employee Performance

Competence has a significant effect on employee performance with a correlation of 0.636 or has a strong relationship with an influential contribution of 40.4%. Hypothesis testing obtained the value of  $t_{count} > t_{table}$  or  $(6,792 > 1,995)$ . Thus the first hypothesis proposed that there is a significant effect between competence on employee performance is accepted.

### 2. The Influence of Career Development on Employee Performance

Career development has a significant effect on employee performance with a correlation of

0.648 or has a strong relationship with a contribution of influence of 42.0%. Hypothesis testing obtained  $t_{value} > t_{table}$  or  $(7.017 > 1.995)$ . Thus, the second hypothesis proposed that there is a significant effect between career development and employee performance is accepted.

### 3. The Influence of Competence and Career Development on Employee Performance

Competence and career development significantly affect employee performance with the regression equation  $Y = 9.136 + 0.371X_1 + 0.405X_2$ , the correlation value is 0.740 or has a strong relationship with the contribution of the influence of 54.7% while other factors influence the remaining 45.3%. Hypothesis testing obtained the value of  $F_{count} > F_{table}$  or  $(40.497 > 2.740)$ . Thus, the third hypothesis proposed that there is a significant effect between competence and career development on employee performance is accepted.

## CONCLUSION

- Competence has a significant effect on employee performance with a contribution of influence of 40.4%. Hypothesis test obtained  $t_{value} > t_{table}$  or  $(6,792 > 1,995)$ .
- Career development has a significant effect on employee performance with an impact contribution of 42.0%. Hypothesis test obtained  $t_{value} > t_{table}$  or  $(7.017 > 1.995)$ .
- Competence and career development significantly affect employee performance with an influence contribution of 54.7%, while other factors influence the remaining 45.3%. Hypothesis testing obtained the value of  $F_{count} > F_{table}$  or  $(40.497 > 2.740)$ .

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