



## The Effect of Work Experience, Competence, Education & Training (Training) on Employee Career Development at PT Air Minum Giri Wins (Perseroda) Mataram

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### **Abstract**

This study aims to determine the effect of Work Experience, Competence, Education & Training (Training) on Employee Career Development at PT Airminum Giri Menang (Perseroda) Mataram. The type of research is quantitative research, research respondents consist of 96 in PT Air Minum Giri Menang. Data collection using questionnaire techniques and data analysis methods using multiple regression analysis which aims to predict the effect of variable X on Y and explain the theoretical relationship between the two or more variables so that the results of the study state that Work Experience has a positive and significant effect on Employee Career Development, Competence has no effect on Employee Career Development, and Education & Training has a positive and significant effect on Employee Career Development. Although this research shows a consideration in determining future policies, the company should pay attention to the education & training schedule for employees so that the implementation of education and training programs does not interfere with the routine activities of employees. In addition, the company should consider the employee's tenure in developing careers so that employees better understand and can complete their obligations on time.

**Keywords:** *Work Experience; Self-Efficacy; Competence; Education & Training; Career Development*

### **Introduction**

Every organization is required to continuously improve the quality of its human resources (HR). Quality human resources are human resources who have the skills, abilities, knowledge and good attitudes at work. Improving the quality of human resources can be achieved by maximizing organizational effectiveness and efficiency which can be achieved through employee career development (Hamali,2016: 2).

The career development system (Career Development) is an employment activity that helps employees design their future careers in the organization so that the organization and the employees concerned can improve themselves to the maximum (Mangkunegara, 2005: 78). Every employee who

works in an organization certainly wants to develop in his career, and career development is often associated with the future of the employee although it does not necessarily guarantee success. Richard (2004: 212) reveals that employee career planning and development programs focus on supporting employees to achieve the competencies, knowledge, abilities, and skills needed to make efficient career decisions. Siagian (2012: 207), states that the factors that determine a career are fair treatment in a career, concerns of immediate superiors, information about promotion opportunities, interest in being promoted, and level of satisfaction. An employee's career development program can be influenced by the work experience they have. Many organizations apply tenure conditions as a basis for determining whether a person can improve his career or not, assuming that longer working hours means more work experience (Siagian, 2005: 171).

Work experience is knowledge or expertise that is already known to someone as a result of work that has been done for a certain period of time. Sitohang (2007: 213) states that what affects employee career development is work experience. According to Hasibuan (2016: 55) "Experienced people are prospective employees who are ready to carry out work without going through further training". Martoyo (2007: 46) states that a company will be more likely to choose experienced applicants because they are seen as more capable in carrying out the assigned tasks. Career development is not only about work experience, but also about the competence of human resources.

Competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that follow predetermined standards. Competence is a combination of skills, knowledge, and attitudes that can be applied appropriately by observing the success of an organization and the performance of its employees, as well as their personal contribution to the organization (Ruky, 2003: 106).

Companies must also provide education and training programs to enable employees to improve their knowledge, abilities and skills in carrying out their work. The existence of such training can contribute to the success of the company by creating high employee performance so that it can help the success of the company. With sufficient training programs and competencies possessed by employees, employees will increasingly understand and master their work. So that it can create benefits for employees and the company itself.

Education and Training (Diklat) is the process of teaching new or existing employees the basic skills they need to carry out their jobs (Dessler, 2009: 263). Training is one of the efforts to improve the quality of human resources in the world of work. Employees, both new and already working, need to attend training because of the terms of employment that may change due to changes in the work environment, strategies, and so on. Education and training programs should be carefully planned and in line with the current and future needs of the organization. Employees who receive education and training programs well, the better their ability to complete work.

Several previous studies such as Upasuji, et al (2020), Karlinda, et al (2021) stated that work experience had a positive effect on the career development of an employee. Mranani, et al (2020), state that work experience simultaneously has a positive effect on career development and partially does not have a positive effect on employee career development. Furthermore, previous research such as Fauzi, et al (2019), Ko (2017), regarding the effect of competence on career development stated that competence had a positive and significant effect on employee career development. Meanwhile, according to Pangestuti (2019) that competence does not have a positive and significant effect on employee career development. Then the previous research conducted by Mianani (2020) related to the effect of education and training (training) on career development, the results of his research stated that there was a positive and significant influence on employee career development. In contrast to the research conducted by Pangestuti (2019) that education and training (training) have no positive and significant effect on employee career development.

PT Air Minum Giri Menang Regional Company (Perseroda) Mataram is one of the Regional Owned Enterprises (BUMD) assigned the task of providing services, maintenance, and distribution/supply of clean water to the wider community, especially West Lombok and Mataram City. The organizational structure of PT Airminum Giri Menang (Perseroda) Mataram can be used as a reference for employee career paths, ranging from contract employees, permanent employees, section heads, section heads, field directors, and president directors. Based on preliminary interviews submitted to employees in the field of Human Resources of PT Airminum Giri Menang (Perseroda) Mataram, it is known that some employees have not progressed in their careers but have received education and training and have sufficient work experience.

The following is the level of education of employees at PT Airminum Giri Menang (Perseroda) Mataram can be seen in the table:

Table 1. Education Level of Employees of PT Air Minum Giri Wins (Perseroda) Mataram

No	Field	Number of Employees (Persons)		
		high school	S1	S2
1	Production	3	4	-
2	Distribution	4	4	-
3	Water Loss	3	5	-
4	Design and Quality	2	5	-
5	Water Meter	3	4	-
6	Service	5	6	2
7	Finance	-	5	-
8	HR	-	6	-
9	Corporate Secretariat	3	5	2
10	General	5	5	-
11	SPI	3	4	2
12	Planning & Development	-	6	-
13	Information Technology	-	-	-
<b>Amount</b>		<b>31</b>	<b>59</b>	<b>6</b>
<b>Percentage (%)</b>		<b>32.3%</b>	<b>61.5%</b>	<b>6.3%</b>

Source: PT Water Drinking Giri Wins (Perseroda) Mataram City, 2020/2021

Seen in table 1, the education level of employees is dominated by graduates of the Bachelor's level as many as 59 people with a percentage of 61.5%. Different levels of education generally occupy different positions and responsibilities so that a job can be completed properly, effectively, and efficiently. One of the reasons for the importance of competence for PT Air minum Giri Menang (Perseroda) Mataram is that the company can eliminate competency mismatches with positions, with the performance that the higher a person's education level, the better his performance will be. The solution that can be taken is to make career plans for employees. Opportunities to grow and improve careers for employees are obtained through one of them by participating in various education and training programs organized by the company. For this reason, PT Air Minum Giri Wins (Perseroda) Mataram continues to develop the careers of its employees by holding several types of education and training. The following types of training that have been held by PT Air Minum Giri Menang (Perseroda) Mataram can be seen in the table:

Table 2. Types of Education and Training (Training) at PT Air Minum Giri Wins (Perseroda) Mataram

No	Activity	Information (Person)
1	Online Bimtek	8
2	Forum Group Discussion (FGD)	368
3	Online Outreach	15
4	Socialization	612
5	Webinar	39
6	Public Training	29
7	Training and Certification	2
8	Seminar	8
9	In-house Training	259
10	Workshop	3
11	Presentation of the Diploma Adjustment Exam	17
<b>Amount</b>		<b>1,360</b>

Source: PT Water Drinking Giri Wins (Perseroda) Mataram City, 2020/2021.

Table 1.2 shows that in 2020/2021 PT Air Minum Giri Menang (Perseroda) Mataram held 11 types of education and training activities (training). In the implementation of the education & training program (education and training) the participants who take part in the activity are the same employees in one type of activity so that the number of activities with the most participants is the Group Discussion Forum (FGD) attended by 368 people, the Socialization followed by 612 people, and In House The training was attended by 259 people. This education and training program is carried out to improve the knowledge and skills of all employees in order to improve performance and contribute to the career development of employees in the company. The phenomenon encountered by researchers from the results of preliminary interviews at PT Airminum Giri Menang (Perseroda) Mataram is that most of the employees have participated in education & training activities (training), and the average employee has sufficient and competent work experience. This is one of the requirements to get a career development at PT Air Minum Giri Wins (Perseroda) Mataram. Based on this phenomenon, the researcher wants to know more about the results of the training activities attended by employees who have experience and competence to participate in career development programs. Therefore, the researcher wants to take the title "The Influence of Work Experience, Competence, Education & Training (Training) on Employee Career Development at PT Air Minum Giri Wins (Perseroda) Mataram".

## Method

The type of research used in this research is associative research (relationship) causal (cause and effect). Associative research is a type of research that aims to see the relationship between two or more variables, with this research a theory can be built that can explain, predict, and control symptoms (Sujarweni, 2015). The data analysis technique in this study used multiple linear regression analysis. This study was conducted to determine the effect of Work Experience, Competence, Education & Training (Training) on Employee Career Development. This study uses a total sampling technique with a total sample of 96 respondents using SPSS as an analytical tool.

## Results and Discussion

Table 3. Komlogorov-Smirnov (KS) Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		96
Normal Parameters, b	mean	.0000000
	Std. Deviation	.97137778
Most Extreme Differences	Absolute	.115
	Positive	.115
	negative	-.075
Kolmogorov-Smirnov Z		1,128
asymp. Sig. (2-tailed)		.157

Source: Results of Primary Data Processing with SPSS, 2022

From the results of the normality test using the Kolmogorov-Smirnov (KS) method, the significance result of the normality test was 0.157 where the result was greater than the 0.05 significance level. So it can be concluded that the normality test in this study is normally distributed. A good regression model is to have a residual value that is normally distributed.

Table 4. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Work Experience (X1)	0.574	1,741
Competence (X2)	0.163	6.134
Education & Training (Training) (X3)	0.213	4.693

Source: Results of Primary Data Processing with SPSS, 2022

In the table above it can be seen that the three independent variables are work experience (X1), competence (X2), education & training (X3), the Tolerance value  $> 0.1$ , while the Variance Inflation Factor (VIF)  $< 10$ , thus it can be concluded that there is no multicollinearity in the regression model.

Table 5. Glesjer. Test Results

Variable	Sig.
Work Experience (X1)	0.152
Competence (X2)	0.143
Education & Training (Training) (X3)	0.150

Source: Results of Primary Data Processing with SPSS, 2022

Based on the table above, it shows that there is no independent variable that is statistically significant affecting the dependent variable. This can be seen from the significance probability above the 5% confidence level or the significant value of the three independent variables is greater than 0.05. So it can be concluded that the regression model does not contain heteroscedasticity. This is consistent with the results of the Scatterplot test.

Table 6. Regression Coefficient Results

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.249	2.119		2005	0.048
	(X1)	0.531	0.072	0.537	7370	0.000
	(X2)	0.060	0.138	0.059	0.434	0.665
	(X3)	0.625	0.165	0.453	3,785	0.000

Source: Results of Primary Data Processing with SPSS, 2022

Based on the results of the calculations in table 6, the results of the T-table value are 1,986 and the T-count value of the work experience variable is 7,370, so that the T-count > T-table. In addition, it can be seen from the significant value of 0.000 work experience which means it is smaller than 0.05. Thus, it can be concluded that the work experience variable has a significant influence on career development at PT Airminum Giri Menang (Perseroda) Mataram. The results of multiple linear regression calculations show that the regression coefficient of work experience (X1) is 0.531 (positive sign). This sign indicates that there is a positive or unidirectional relationship between work experience and employee career development at PT Airminum Giri Menang (Perseroda) Mataram. Or in other words, if work experience is high, career development will be high.

The T-count value of the competency variable is 0.434 so that the T-count < T-table. In addition, it can be seen from the significant competency value of 0.665 which means it is greater than 0.05. Thus, it can be concluded that the competency variable has an insignificant effect on career development at PT Airminum Giri Menang (Perseroda) Mataram. The results of multiple linear regression calculations show that the competency regression coefficient (X2) is 0.060 (positive sign). This sign indicates that there is a positive or unidirectional relationship between competence and employee career development at PT Air Minum Giri Menang (Perseroda) Mataram. Or in other words, if competence is high, career development will be high, and vice versa if competence is low, career development will also be low.

The T-count value of the education & training variable (X3) is 3,785 so that the T-count > T-table. In addition, it can be seen from the significant value of education & training (education and training) of 0.000 which means it is smaller than 0.05. Thus, it can be concluded that the education & training variable (education and training) has a significant influence on career development at PT Airminum Giri Menang (Perseroda) Mataram. The results of multiple linear regression calculations show that the regression coefficient of education and training (X3) is 0.625 (positive sign) this sign indicates that there is a positive or unidirectional relationship between education & training (training) and employee career development at PT Airminum Giri Win (Perseroda) Mataram. Or in other words, if education &

Table 7. Simultaneous Test Results (Test F)

Model		F	Sig.
1	Regression	78.463	,000a
	Residual		
	Total		

a. Dependent Variable: Career Development (Y)

Source: Results of Primary Data Processing with SPSS, 2022

Based on the test results in the table above, it can be seen that the Fcount value is 78.463 with the Ftable value at an error rate of 5% is 2.70, so the Fcount > Ftable (78.463 > 2.70) and the significant level is 0.000 < 0.05. Then H0 is rejected and H1 is accepted. So it can be concluded that the variables of Work Experience (X1), Competence (X2), and Education & Training (X3) simultaneously have a significant

effect on Career Development (Y) at PT Airminum Giri Menang (Perseroda) Mataram.

Table 8. Coefficient of Determination Test Results (R2)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,848a	,719	,710	.987
a. Predictors: (Constant), Education & Training (Training) (X3), Work Experience (X1), Competence (X2)				
b. Dependent Variable: Career Development (Y)				

Source: Results of Primary Data Processing with SPSS, 2022

Based on the table above, it is known that the magnitude of the coefficient of determination or the number R2 on R Square is 0.719. That is, the ability of all independent variables to explain their effect on the dependent variable is 71.9%. While the remaining 28.1% is explained by other independent variables not examined in this study.

### Conclusion

Based on the results of data processing with SPSS version 21, conclusions can be drawn related to the following hypothesis:

1. Work Experience has a significant positive effect on Employee Career Development at PT Air Minum Giri Wins (Perseroda) Mataram.
2. Competence has an insignificant positive effect on Employee Career Development at PT Air Minum Giri Wins (Perseroda) Mataram.
3. Education & Training (Diklat) has a significant positive effect on Employee Career Development at PT Air Minum Giri Wins (Perseroda) Mataram.
4. Taken together, Work Experience, Competence, Education & Training (Diklat) have a significant effect on Employee Career Development at PT Airminum Giri Menang (Perseroda) Mataram.

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