

## ***The Influence Of Work Experience, Motivation, And Organization Commitment On Employees Career Development, PT. Indocater***

### **Pengaruh Pengalaman Kerja, Motivasi Dan Komitmen Organisasi Terhadap Pengembangan Karir Karyawan PT. Indocater**

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#### **ABSTRACT**

*The purpose of this research specifically is to get the results of an analysis of work experience, motivation, and organizational commitment to employee career development at PT. Indocater, either partially or simultaneously. The research method uses descriptive and verification surveys; field data collection uses questionnaires, interviews, and documentation techniques. This research is associative, in which there are variables that are related and can influence other variables. The population of this research is 68 employees at PT. Indocater, taken as a sample of 68 employees. Data processing using SPSS analysis tools 25. Testing data using the t test, it was found that work experience affects career development with a t count of 5.056 > t table 1.668; there is an influence of motivation on career development with a t count of 2.623 > t table 1.668; there is an influence of organizational commitment on career development with a t count of 5.343 > t table 1.668; and work experience, motivation, and organizational commitment influence career development with a t count of 19.880 > t table 2.507; The common thread of research is that work experience, motivation, and organizational commitment have a positive and significant effect on employee career development. At PT. Indocater, both partially and simultaneously, strategies to enhance employee career development can be implemented by providing optimal training and motivation prior to work placement.*

**Keywords :** Work Experience, Motivation, Organizational Commitment, Career Development

#### **ABSTRAK**

Tujuan dari penelitian ini secara khusus adalah untuk mendapatkan hasil analisis mengenai pengalaman kerja, motivasi, dan komitmen organisasi terhadap pengembangan karir karyawan di PT. Indocater, baik secara parsial maupun simultan. Metode penelitian menggunakan survei deskriptif dan verifikatif, pengumpulan data lapangan menggunakan teknik kuesioner, wawancara, dan dokumentasi. Penelitian ini bersifat asosiatif, dimana terdapat variabel-variabel yang berhubungan dan dapat mempengaruhi variabel lainnya. Populasi dari penelitian ini adalah 68 orang karyawan di PT. Indocater, diambil sampel sebanyak 68 karyawan. Pengolahan data menggunakan alat analisis SPSS 25. Pengujian data dengan menggunakan uji t, diperoleh hasil bahwa pengalaman kerja berpengaruh terhadap pengembangan karir dengan t hitung 5,056 > t tabel 1,668; terdapat pengaruh motivasi terhadap pengembangan karir dengan t hitung 2,623 > t tabel 1,668; terdapat pengaruh komitmen organisasi terhadap pengembangan karir dengan t hitung 5,343 > t tabel 1,668; dan pengalaman kerja, motivasi, dan komitmen organisasi berpengaruh terhadap pengembangan karir dengan t hitung 19,880 > t tabel 2,507. Benang merah dari penelitian ini adalah pengalaman kerja, motivasi, dan komitmen organisasi berpengaruh positif dan signifikan terhadap pengembangan karir karyawan. Pada PT. Indocater, baik secara parsial maupun simultan, strategi untuk meningkatkan pengembangan karir karyawan dapat dilakukan dengan memberikan pelatihan dan motivasi yang optimal sebelum penempatan kerja.

**Kata kunci :** Pengalaman Kerja, Motivasi, Komitmen Organisasi, Pengembangan Karir

#### **1. Introduction**

Entering the era of globalization, the absolute need for robust human resources cannot be neglected. In the face of this new era, organizations or companies will meet a new form of competition that may have never been experienced before. Organizations need

resilient people who are able to adapt quickly to any change that happens and who are capable of working in new ways through potential competence and skills. Competence and potential skills are crucial and highly needed for the sustainability of a company's activities in order to improve the quality of human resources. (Pangestuti, 2019).

Human Resource Management (hereinafter referred to as MSDM) relates to policies and practices that must be implemented by managers concerning the aspects of SDM in employment management. The same is true of the opinion that employees not only take into account rewards in the form of money but also expect certain qualities of treatment in their workplace. In addition to such rewards, employees seek dignity, appreciation, fair-feeling policies, co-operative co-workers, and fair compensation so that they have a commitment to the organization. (Ayuni & Novarini, 2021).

Every company is always required to continue to improve the quality of its human resources, because quality human resources are those that have skills, abilities, knowledge, and a good attitude at work. Improving the quality of human resources can be achieved by maximizing the efficiency of the company, which can be attained through employee career development. (Candra & Ardana, 2019).

The phenomenon that often occurs in career development is the lack of special training to employees in positioning a particular position so that at the time of obtaining the position, the employee does not understand the functions and duties, and in particular, the phenomenon that often occurs is the lack of attention of the company to employees who have long been given special trust in order to be promoted to a specific position. Another phenomenon that often occurs is the absence of a term of office for an employee occupying a particular position, which can lead to prejudice in the company.

This research was carried out at Indocater PT by studying variables of work experience, motivation, and organizational commitment to career development. This is due to the presence of several phenomena related to the variables selected that influence the career development of Indocater PT employees. Career development has long-term career benefits that help employees take greater responsibility in the future. As for the career development of employees of PT. Indocater, it can be seen from the working hours of employees shown in the table below:

**Table 1. Number of employees and tenure of employees of PT Indocater**

No	Services Period (Years)	Number of Employees (Person)	Percentage (%)
1	> 5	5	14,7
2	6 – 10	6	20,5
3	11 – 15	10	29,4
4	16 – 20	12	35,2
Total		34	100

Source : PT. Indocater, 2022

Based on the table above, the number of employees of PT. Indocater in 2021 will be 34, and the majority of employees are permanent employees who have a working life of 16–20 years. To carry out the career development of employees in PT. Indocater in several ways, namely (1) through budget planning, (2) in the value of performance, rank, and position, and (3) based on the policy of the leadership, the development of the employee's career is carried out based on the performance of the work done by the employees and the ability of the superiors in the assessment of employee performance with the aim of planning and developing career with the presence of budget support. The leadership can plan and develop the careers of its employees.

## 2. Literature Review

Management is the process of collaboration between employees to achieve the goals of the organization in accordance with the implementation of the functions of planning, organization, personnel, guidance, leadership, and supervision. The process can determine the achievement of the targets set by the use of human and other resources for more efficient and effective results. (Afandi, 2018). Management is the core of administration because management is an executive tool of administration and acts as a tool for achieving results through the processes carried out by members of the organization. (Feriyanto & Triana, 2016).

Human resource management is the planning, organization, coordination, implementation, and supervision of procurement, development, return of services, integration, and separation of labor in order to achieve the organization's goals. According to this definition, human resource management can be described as the management and disclosure of resources available to individuals. (employees). Such management and dissemination are developed to the maximum extent in the world of work in order to achieve the goals of the organization and the individual development of employees. (Marsoit et al., 2017).

Career development is defined as a continuous activity, an effort organized by an organization that focuses on the development and enrichment of human resources within the organization by clarifying the needs of employees and organizations. (Yustini, Kore, & Alie, 2022). Career development is the same as the process of enhancing capabilities, achieving a better and more suitable career that is desired, or career planning that individuals use to improve performance in order to achieve a career that has already been accomplished or to help the company adapt the needs of employees to the career opportunities available in the company (Aditty, Andini, & Sa'adah, 2021). Employee career development is the process and activity of preparing an employee to occupy a position in an organization or company that will be performed in the future. (Saydam, 2020).

Work experience is the result of a series of journey processes in a personal's life that waste time and produce skill, ingenuity, and an understanding of what has been done during the process. Work experience is the ability of a person to perform all his duties and responsibilities based on his or her experience in one of those jobs. (Aditty et al., 2021). Work experience is the result of a series of journey processes in a person's life that take time and generate skills and understanding of what has been done during the process. Work experience is the ability of a person to perform all his duties and responsibilities based on his or her experience in one of those jobs. (Aditty et al., 2021).

Based on the explanation presented above, it can be concluded that work experience is an absolute thing that everyone should have, especially every employee or employee in a company, where this work experience will show the correlation between the background of education, the ability possessed, and also the interest of a person in a job.

Work motivation is a psychological process that determines (or energizes) the direction, intensity, and perseverance of action in a continuous flow of experience that characterizes personal work (Saragih et al., 2020). Motivation is the impulse that comes from within the human being that activates, moves, and directs behavior toward a goal. Motivation is understanding the relationship between need, urge, and purpose. (Z. Rivai et al., 2019). Motivation questions how to stimulate subordinates work passion so that they are willing to work hard by giving all their abilities and skills to realize the goals of the organization.

The success of organizational management is largely determined by the success of the SDM. The extent to which an employee is committed to the organization in which they work determines the organization's achievement of its goals. In the world of work, employees' commitment to the organization is crucial, because if the workforce is committed to the organization, they may be more productive.

### **3. Research Methods**

The method used in this research is a quantitative survey method with a descriptive approach. This method is called a quantitative method because the research data is numerical and the analysis uses statistics (Zamzam & Marnisah, 2021). In connection with this survey technique, a survey is a research technique where information is collected using a questionnaire. Causal and consequential analysis is necessary to investigate the influence of free variables on bound variables so that the hypothesis can be tested empirically and through accurate statistical analysis. (Haryono, 2016).

The population in this study is a PT Indocater employee, while the sample is part of the population that will be the subject of the study. In this study, the population was 68 people. Sampling in this study uses the saturated sampling technique, which involves taking samples as a whole from the population. The data collection techniques used in this research are questionnaires, observations, and documentation.

To obtain data related to work experience, motivation, organizational commitment, and career development, we used a questionnaire with measurement using a Likert scale that has five levels, which is an ordinal type scale with an estimated value of answers to each statement submitted to respondents. By using four instruments: work experience, motivation, organizational commitment, and career development instruments that are then developed into some statements or parameters to be measured. (Sangat Setuju (SS) = 5, Setuju (S) = 4, Kurang Setuju (KS) = 3, Tidak Setuju (TS) = 2, and Sangat Tidak Setuju (STS) = 1. Next, the questionnaires will be tested for validation and reliability.

Descriptive statistical methods are used to present some specific characteristics of the data. The primary objective of descriptive statistical methods is to reduce data sets to something simpler and easier to understand without losing much information. To analyze the descriptive data about the value of the indicator and the statement items of each variable, use the following interpretation scale:

**Table 2. Scale of Interpretation of Indicator Value**

No	Value Interval	Interpretation
1	0 < 1,00	Tidak Baik
2	1,00 < 2,00	Kurang Baik
3	2,00 < 3,00	Cukup Baik
4	3,00 < 4,00	Baik
5	4,00 - 5,00	Sangat Baik

The inferential statistical method consists of procedures to draw conclusions about the characteristics of a population based on the information contained in the sample taken from the population concerned. (Juanda, 2013: 6). The main aspect of statistics from data examples is drawing conclusions about population parameters.

#### 4. Results and Discussions

To look at the influence of work experience, motivation, and organizational commitment on career development, see the double regression equation, namely:

$$PKR = 2,177 + 0,573PK + 0,332MT + 0,478KO + e$$

Further interpretation of the above equation can be obtained as follows:  $a = 2,177$  is a constant value, which means when the work experience, motivation, and organizational commitment variables are constant or unchanged, then the size of the Y (career development) variable is 2,177.

$b_1 = 0.573$  is the regression coefficient value of the work experience variable; if increased by one unit, then the career development variable will increase by 0.573 units, assuming that the work experience variable is constant or unchanged.

$b_2 = 0.332$  is the regression coefficient value of the motivation variable. If it increases by one unit, then the career development variable will increase by 0,332 units, assuming that the motivational variable is constant or unchanged.

$b_3 = 0.478$  is the regression coefficient value of the organizational commitment variable. If it increases by one unit, then the career development variable will increase by 0,478 units, assuming that the organizational commitment variable is constant or unchanged.

To see how much of that influence can be seen from the R square determination coefficient value of 0.482, or 48.2% of the career development variables, it can be explained that there is influence with the work experience, motivation, and organizational commitment variables, while the rest is influenced by other factors that have not been studied. The determination coefficient ( $R^2$ ) of 0.482 can be interpreted as the magnitude of the percentage influence between the work experience improvement variable and organizational commitment motivation, which has a significant influence on the career development variable collectively. In other words, the increased Work Experience Motivation variable, Organizational Commitment, has a significant impact on the Career Development variable of 48.2%, while 51.8% is influenced by other factors not included in this study.

The result of the first hypothesis shows that the sigt value of  $0,000 < \alpha (0,05)$  and the  $t_{hitung}$  value of  $5,056 > t_{table}$  of 1,668, then it can be concluded that  $H_0$  is rejected with  $H_1$  accepted, meaning there is an influence of work experience on career development on employees of PT. Indocater. This is in line with the view that there are several factors in increased work experience, namely the time factor, in which the longer a person performs a task, the more work experience they will be able to gain.

The result of the second hypothesis shows that the sigt value of  $0.011 < \alpha (0.05)$  and the  $t_{hitung}$  value of  $2,623 > t_{table}$  of 1,668, then it can be concluded that  $H_0$  is rejected with  $H_1$  accepted, meaning there is an influence of motivation on career development on employees of PT. Indocater. This is in line with the view that motivation is useful for every employee so that their creativity, abilities, and interests can develop so that they can improve their work. Basically, motivation can motivate employees to work hard so that they can achieve their goals. This will increase the productivity of employees, thus affecting the achievement of the company's goals. There are three sources of motivation: (1) the likelihood of growth; (2) the type of job; and (3) whether they can be proud of being part of the company they work for.

The result of the third hypothesis shows that the sigt value of  $0,000 < \alpha (0,05)$  and the  $t_{hitung}$  value of  $5,343 > t_{table}$  of 1,668, then it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, meaning there is an influence of the organization's commitment to career development on the employees of PT. Indocater. This is in line with the view that a committed or loyal employee is an employee who is willing to do whatever is required by the company or organization where he or she works. Organizational commitment and career development are interrelated, and interacting is where each individual or employee in an organization or company has or has a commitment within them that has formed both commitments to the company as well as commitments to the work of each individual or employee, and within such an organization or enterprise gives its employees the freedom to undertake career development to improve their careers.

The result of the fourth hypothesis shows that the sig value of  $f$  is  $0,000 < \alpha (0.05)$  and the calculated value of  $F$  is  $19,880 > F_{table}$  is 2,507. It can then be concluded that  $H_1$  is accepted, which means there is a positive and significant impact of working experience, motivation, and organizational commitment on career development among Indocater employees. It is consistent with the opinion stated that career development is influenced by several factors, including work experience, motivation, and organizational commitment. Good organizational commitment will reflect employee loyalty to the organization and sustainable processes in which members of the organization express their concern for the organization's success and

sustained progress. Every employee who wants to succeed in his career, whether for himself or for the success of the organization, then needs attitudes and behaviors as well as a system of values that can arouse spirit. The Motivation comes from within the employee concerned.

## 5. Conclusion

There is a positive and significant impact of work experience, motivation, and organizational commitment on career development for employees of PT. Indocater, which means that with work experience, work motivation, and large organizational commitment, we will be able to develop the careers of employees in their work. To improve employee career development by improving work experience, it is because the employee feels the working time affects the quality of the work done. The presence of higher work experience will make the employee able to understand and complete a task or job on time. By increasing employee motivation, it is because an employee can be motivated by providing rewards after he performs a particular activity, but compensation and fair remuneration are not a matter of essence. Yet there is another thing that can increase employee work motivation among them: the possibility of developing mutual employee relations and improving employee career development by increasing organizational commitment. If commitments can be held by all employees, then employee performance can be improved.

Recommendation for other researchers: follow up further on the results of this research by developing other free variables such as discipline of work, promotion of position, and so on, so as to improve career development in employees of PT. Indocater. For employees of Indocater, it is recommended to further enhance the career development that is already going well nowadays, especially the indicators that are still low and need to be further enhanced. The employee should be able to create good communication between the subordinates and the superiors. Moreover, this needs to be improved and done in an effort to improve the work experience, motivation, and organizational commitment optimally.

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