



THE EFFECT OF CAREER DEVELOPMENT, WORK MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE AT PT. EARTH OF THE TOWER OF INTERNUSA CIREBON

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ABSTRACT

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In today's competitive global business landscape, optimizing employee performance is essential to sustaining organizational success. However, many companies in Indonesia, including PT. Bumi Menara Internusa Cirebon, face performance challenges due to limited career development programs, inconsistent work motivation, and varying employee competencies. This study aims to examine the influence of career development, work motivation, and competence on employee performance. A quantitative research method was employed using associative analysis with a sample of 142 employees, selected through the Slovin formula. Data were collected via structured questionnaires and analyzed using SPSS 22, including validity tests, reliability tests, multiple linear regression, t-tests, F-tests, and determination coefficient analysis. The results show that both career development and competence have a significant positive effect on employee performance, while work motivation does not have a significant effect. Collectively, the three variables account for 56.4% of the variance in performance outcomes. These findings underscore the importance of investing in structured career development and competence-building initiatives, while reevaluating motivational strategies. The study provides actionable insights for HR managers seeking to enhance employee productivity through targeted human capital interventions.

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INTRODUCTION

In the era of globalization in the dynamic modern world of work, the role of Human Resources (HR) is increasingly felt and growing, companies around the world are facing pressure to operate in international markets in order to expand their reach and increase their success in achieving their goals. Globally, the dynamics of the workforce have changed significantly due to digital transformation, automation, and changes in work patterns (Astuti & Muhafifah, 2023; Nugroho Sujiono & Astuti, 2024; Sayudin et al., 2023). The World Economic Forum (2023) states that the skills and competencies of the workforce must always be updated to suit the needs of an increasingly technology-based industry in the future. A study from Gallup (2022) shows that only 21% of employees worldwide feel truly engaged in their work, which shows the need for more effective strategies in increasing work motivation to get good performance.

Data shows that the quality of human resources (HR) in Indonesia still faces significant challenges. Based on data from the Central Statistics Agency (BPS) in August 2020, around 77% of Indonesia's workforce has a high school level education or lower, which is often associated with low skills. In addition, only about 19% of the 144 million workforces has taken formal skills training. This condition is exacerbated by the low participation of companies in providing training to employees, less than 8% of companies in Indonesia offer formal training, well below the East Asia and Pacific regional average of 35%. As a result, around 52% of Indonesian workers do not match the qualifications required by the industry. This gap not only affects national productivity and competitiveness, but also impacts individual work motivation, which ultimately affects the overall performance of the organization. Therefore, increasing access to relevant job training and improving competencies is crucial to encourage work motivation and improve workforce performance in Indonesia.

A company engaged in the processing of quality and nutritious seafood ranging from fresh shrimp and crab to types of fish, which also utilizes food freezing technology in processing its products. Its products are not only known in Indonesia, but are also in great demand in international markets such as Europe, the United States and Japan. This company is a reliable partner in the business of exporters and importers of Indonesian seafood. Factors such as career development, work motivation and competence have an important role in improving employee performance. With this, the company has the opportunity to achieve optimal performance and maintain its position as a leader in the seafood industry.

The development of the business world is increasingly competitive, the company supports employees to carry out career development in achieving their best performance through training, monitoring, coaching programs and special tasks in the Company (Astuti et al., 2023; Hidayat & Astuti, 2024). Career development has a great impact on employee performance, because career development is a formal approach carried out by the company with the aim of giving employees the ability and experience for the future. Based on research conducted by Peudada & Efendi (2023) it shows that career development has a significant positive effect on employee performance.

In addition to career development that greatly affects employee performance, the provision of work motivation is also expected to be able to improve employee performance towards the Company. The role of motivation in work is very important for high and low productivity in companies. Without the motivation of employees to cooperate for the benefit of the company, the goals that have been set will not be achieved (Collie, 2023; Herzberg et al., 2020; Pak et al., 2023). Based on research conducted by Prabu & Wijayanti (2016) it shows that work motivation has a significant positive effect on employee performance.

Other things that must be considered in addition to career development and work motivation to improve employee performance, competence also has an effect on improving employee performance. Competency encompasses the combination of knowledge, skills, and attitudes necessary to achieve goals and succeed in a role or job. Based on research conducted by Yusuf (2020), it shows that competence has a significant positive effect on employee performance.

Based on this explanation, this study aims to analyze the influence of career development, work motivation, and competence on employee performance in the company. These three factors were chosen because they play an important role in increasing productivity, employee satisfaction and loyalty to the company. Career development provides an opportunity for employees to enhance their skills and knowledge, which ultimately increases their contribution to the company. Work

motivation encourages employees to work harder and more passionately in achieving company goals. Highly motivated employees tend to be more productive, innovative, and have strong loyalty to the company. Competence reflects the abilities, skills, and knowledge that employees have in carrying out their duties. By understanding the relationship between these variables, it is hoped that the results of this study can provide insight for companies in designing more effective human resource management strategies to improve employee performance.

In today's highly competitive global business environment, companies must optimize their human resource strategies to achieve sustainable performance. However, employee performance at many companies in Indonesia, including PT. Bumi Menara Internusa Cirebon, remains suboptimal due to insufficient career development programs, inconsistent work motivation, and varying levels of employee competence. These issues hinder organizational productivity and competitiveness, necessitating an empirical investigation into how these factors influence employee performance.

The rapid evolution of global industry, driven by digitalization and automation, has significantly shifted the expectations placed on employees. According to the World Economic Forum (2023), workforce skills and competencies must be continuously updated to align with technological advancements. Unfortunately, in Indonesia, the quality of human resources is still constrained. BPS (2020) reported that 77% of workers only have a high school education or less, and only 19% have participated in formal skills training, leading to a mismatch between labor supply and industrial demand.

This gap not only hampers national productivity but also affects individual motivation and performance. Companies, especially those operating in international markets like PT. Bumi Menara Internusa, face increasing pressure to remain competitive. There is a pressing need to invest in career development, stimulate motivation, and enhance employee competencies to foster better performance outcomes. Without strategic interventions in these areas, the long-term growth and resilience of such companies may be compromised.

Past studies have confirmed the significant influence of career development on employee performance. Research by Bahri (2016) and Rahayuningsih (2017) concluded that structured career development leads to enhanced productivity and organizational loyalty. Peudada & Efendi (2023) further supported this, highlighting how leadership development linked with career progression improves public sector performance.

On the topic of work motivation, Prabu & Wijayanti (2016) emphasized its critical role in achieving corporate goals. However, not all research agrees. Lestari et al. (2017) found no significant correlation between motivation and performance, suggesting that other moderating variables, such as leadership or organizational climate, may be at play. Such contrasting findings underscore the need for deeper examination, especially in varied organizational contexts.

Competence has also been widely acknowledged as a determinant of employee performance. Yusuf (2020) and Segbenya & Yeboah (2022) found that competence—encompassing knowledge, skills, and attitudes—has a substantial positive effect on performance. Competent employees are more capable of adapting to job challenges and driving productivity, but gaps remain in understanding how competence interacts with other HR factors in performance outcomes.

While many studies have investigated the individual effects of career development, motivation, and competence on performance, few have examined their combined impact in a single integrated model—especially within Indonesian manufacturing or export-oriented companies. There is also limited research addressing

how these variables interact when applied in real corporate settings with diverse employee profiles, as seen in PT. Bumi Menara Internusa Cirebon.

This study presents an integrated empirical analysis using quantitative methods to assess how career development, work motivation, and competence simultaneously affect employee performance. By applying statistical testing (validity, reliability, t-test, F-test, and multiple regression) in an export-oriented seafood company, the research offers new insights into how these HR strategies function collectively in a high-performance, globalized industry context.

The objective of this study is to determine the effect of career development, work motivation, and competence on employee performance at PT. Bumi Menara Internusa Cirebon. The study seeks to quantify these relationships to inform effective human resource strategies that can boost productivity and support organizational success in competitive markets.

The findings of this research are expected to provide practical recommendations for HR managers and corporate leaders aiming to improve employee performance through targeted investments in career development, motivation programs, and competency enhancement. Additionally, the study offers empirical contributions to the academic field of human resource management, particularly in the Indonesian industrial sector.

METHOD

This study uses an associative research method with a quantitative approach. This researcher found out the influence between independent variables (which influence) namely career development, work motivation and competence, and dependent variables (which are influenced), namely employee performance. The data management that this researcher does to be more effective in managing data in this research uses *the SPSS 22 for windows program*.

The population in this study is employees of PT. Bumi Menara Internusa Cirebon with a total of 156 employees. The sample size was measured using the Slovin Formula with a margin of error (5%) so that 142 respondents were obtained. According to (Sugiyono, 2019a) convenience sampling is taking based on convenience, namely respondents who are willing to fill out questionnaires. The convenience in this case is that the respondents were chosen because they happened to be in the right place at the right time and the willingness of the respondents to fill out the questionnaire.

The data was obtained through a questionnaire using the Likert scale. According to (Sugiyono, 2019b) the Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena. Data analysis in this study used multiple analysis. The data stage begins with the validity test, the reliability test, the T test, the F test and the correlation coefficient.

Uji Validitas

Hasil Uji Validitas

Pengembangan Karier		Motivasi Kerja		Kompetensi		Kinerja Karyawan	
No	Rhitung	No	Rhitung	No	Rhitung	No	Rhitung
1	0,589	1	0,580	1	0,596	1	0,745
2	0,639	2	0,595	2	0,626	2	0,791
3	0,508	3	0,613	3	0,677	3	0,817
4	0,608	4	0,683	4	0,764	4	0,834
5	0,650	5	0,748	5	0,744	5	0,664
6	0,680	6	0,609	6	0,731	6	0,817
7	0,538			7	0,549		
8	0,783			8	0,663		
9	0,580						

10	0,485
11	0,710

Source: Output SPSS 22 for Windows

Based on the validity test conducted in this study with independent variables, namely career development, work motivation and competence to dependent variables, namely employee performance. With the number of statement items declared valid with the value $DF = 142 - 3 = 139$, the pearson correlation is 0.01. So that the $R_{table} = 0.1645$ is obtained, then the R_{cal} value $>$ the R_{table} value (0.1645) which shows that all statement items in this study are valid.

Uji Reabilitas

Hasil Uji Reabilitas		
Variabel	Cronbach's Alpha	Keterangan
Pengembangan Karier	0,831	Reliabel
Motivasi Kerja	0,698	Reliabel
Kompetensi	0,826	Reliabel
Kinerja Karyawan	0,896	Reliabel

Source: Hasil Output SPSS for windows

Based on the results of the reliability test, it is known that Cronbach's alpha variable of career development (X1) is 0.0831, work motivation (X2) is 0.689, competency (X3) is 0.826, and employee performance (Y) is 0.896. With Cronbach's alpha value greater than 0.70, it can be concluded that all statements on each variable are reliable because they exceed the standard threshold that is generally considered an indicator of reliability which is > 0.70 .

Uji T

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.162	1.867		-.087	.931
	X1	.247	.047	.398	5.256	.000
	X2	.089	.109	.073	.810	.419
	X3	.354	.079	.383	4.490	.000

a. Dependent Variable: Y

Based on the table above, it is known that the sig value of the career development variable is $0.000 < 0.05$. This means that there is a significant influence between career development on employee performance. Furthermore, it is known that the sig value of the work motivation variable is $0.419 > 0.05$. This means that there is no significant influence between work motivation and employee performance. Furthermore, it is known that the sig value of the competency variable is $0.000 < 0.05$. This means that there is a significant influence between competencies on employee performance.

Uji F

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	715.685	3	238.562	61.705
	Residual	533.533	138	3.866	
	Total	1249.218	141		.000 ^b

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Based on the table above, it is known that the sig value is $0.000 < 0.05$, so we can conclude that there is a significant influence between career development, work motivation and competence on employee performance.

Koefisien determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.564	1.966

a. Predictors: (Constant), X3, X1, X2

Based on the table above, it is known that the value of the coefficient of determination of the variables of career development, work motivation and competence on employee performance is 0.564, this means that the influence of the variables of career development, work motivation and competence on employee performance is 56.4%.

RESULTS AND DISCUSSION

The influence of career development on employee performance

Based on the results of the study, it is known that career development variables have a positive and significant influence on employee performance, with the increase in career development, it will improve employee performance. The results of this study support the results of previous research conducted Bahri (2016) and Rahayuningsih (2017) in the results of the study show that there is a significant and positive influence on employee performance.

The effect of work motivation on employee performance

Based on the results of the study, it is known that the work motivation variable has a positive but not significant influence on employee performance, meaning that there is still a lack of motivation for employees to improve their performance. The results of this study show results that are in accordance with previous research conducted by Lestari et al. (2017) Work motivation has an effect but is not significant on employee performance. The results of this study are different from the results of research presented by Wahyuni (2019) and AMIRULLAH & RIATI (2022) in their research that motivation has a significant and positive effect on the performance of the wealthy.

The effect of competence on employee performance

Based on the results of the study, it is known that competency variables have a positive and significant influence on employee performance, with increasing competence, it will improve employee performance. The results of this study support the results of previous research conducted by Segbenya & Yeboah (2022) in their research results show that competency variables have a positive and significant influence on performance, this means that competence has a real influence on improving performance by increasing competence, there will be an increase in employee performance.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that career development and competence both have a significant and positive influence on employee performance, whereas work motivation does not show a significant impact. Despite this, career development, work motivation, and competence collectively serve as reliable predictors for the increase or decrease in employee performance. These findings suggest that while motivation alone may not strongly influence performance, its interaction with other factors could still be relevant in shaping outcomes. Therefore, it is recommended that future researchers explore additional variables such as organizational culture, leadership style, job satisfaction, and psychological empowerment as possible moderating or mediating factors. Furthermore, conducting longitudinal or multi-site studies could provide deeper insights into how these relationships evolve over time and across different industrial sectors.

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