

## TRAINING, WORK EXPERIENCE, AND COMPETENCY IN EMPLOYEE CAREER DEVELOPMENT AT KOPERASI SUBHAKTI UNGASAN

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**Abstract:** This study aims to analyze the influence of training, work experience, and competence on employee career development at Koperasi Subhakti Ungasan, a rapidly growing organization in Bali. The background of this study is based on the importance of human resource development as a key factor in achieving organizational goals, particularly in terms of increasing motivation and performance. The research method used is quantitative with a saturated sampling technique involving 38 respondents. Data collection was conducted through observation, documentation, interviews, and online questionnaires, and analyzed using multiple linear regression. The results show that training, work experience, and competence each have a positive and significant effect on career development. These findings reinforce the goal setting and human resource management theories that emphasize the importance of clear goals, increasing individual capacity, and managing work relationships in creating competitive advantages. The limitations of training and the mismatch of competencies identified in cooperatives are important points for strategic improvement in the future.

**Keywords:** training, work experience, competence, career development

### INTRODUCTION

Human resources are a key element in company development, acting as the driving force that plans to achieve organizational goals. Career development is an important aspect of human resource management that aims to boost motivation and professional growth (Dessler, as cited in Arianto & Kurniawan, 2020). It encompasses training, assessment, employment relations, health, and safety. It also helps employees plan for their future within the company so they can develop to their fullest potential (Syahputra et al., 2020; Kurniawati, 2019).

Prudent career planning is paramount prior to embarking on career development. A flexible career planning strategy improves employee work quality (Jessica & Ronald, 2019). Factors influencing career development include training, work experience, and competence (Sutrisno, 2019). Training improves employees' practical skills, which supports productivity (Dessler in Rampisela & Lumintang, 2020). Hartono (2020) adds that training also encourages independent learning. However, at the Subhakti Ungasan Cooperative, a lack of training time impedes employees' understanding of their work. While previous studies have shown a

positive relationship between training and career development (Kuruppu et al., 2021; Persada et al., 2023), Imbun et al. (2024) found different results, stating that training does not positively impact career development.

Work experience is an important factor in career development. It includes length of service, knowledge, and skills (Jayanti & Dewi, 2021; Zainullah et al., 2023). Extensive work experience tends to improve performance and support career development (Mahony et al., 2022). Several studies, such as those by Suadnyana and Partha (2018) and Saraswati and Dewi (2017), demonstrate a positive correlation between work experience and career development. However, Imbun et al. (2024) obtained different results.

Competence plays a role in supporting employee career development. Competence involves abilities, skills, and work attitudes that align with company needs and contribute to organizational effectiveness (Zurnali, 2020). However, the results of research by Adeniji et al. (2019) and Khaer and Hidayati (2023) show that competencies have a positive relationship with career development, while the results of research by Novelya and Karuehni (2023) differ.

Koperasi Subhakti Ungasan was chosen as the subject of this study due to its successful management of human resources during business expansion. Founded in 2002 with 45 members and an initial capital of 50 million rupiah, the cooperative grew to open a branch office in Denpasar in 2022. This growth demonstrates the importance of training, work experience, and competence in supporting career development. This study will explore how competence influences the acceleration and quality of career development within a growing cooperative.

Training programs are a strategic effort by companies to support employee career development. Koperasi Subhakti Ungasan has implemented various training programs. However, two programs were not realized in 2023, as listed in Table 1. The main obstacles were a lack of socialization, scheduling conflicts, and incompatible training materials. Consequently, the training did not yield optimal results, despite the company's expectation that it would enhance employees' knowledge and work skills, particularly for those with limited experience.

**Tabel 1**  
**Training Program Conducted by**  
**Koperasi Subhakti Ungasan in 2023**

| <b>Training Program</b>                                             | <b>Implemented Programs</b> | <b>Unrealized Programs</b> |
|---------------------------------------------------------------------|-----------------------------|----------------------------|
| Credit Rescue Strategy During the Pandemic Batch 3 – Credit Analyst | Realized                    | -                          |
| Member Skill Development and Productivity                           | Realized                    | -                          |

|                                                                                                   |          |            |
|---------------------------------------------------------------------------------------------------|----------|------------|
| Improvement                                                                                       |          |            |
| Training for All Staff on Service Excellence                                                      | Realized | -          |
| Special Accelerated Additional Class on the Definition, Duties, and Responsibilities of a Manager | Realized | -          |
| Sales in You                                                                                      | -        | Unrealized |
| Business Development for Cooperative Members                                                      | -        | Unrealized |

Work experience plays an important role in improving employee effectiveness on the job. Sutrisno (2020) defines work experience as the knowledge gained from previous activities that improves understanding and technical skills. Mangkunegara (2020), on the other hand, emphasizes that work experience is gained through direct interaction with the work environment, which aids in adaptation and decision-making. Based on observations, some Subhakti Ungasan Cooperative employees have not demonstrated adequate skills, so they must delegate some tasks to colleagues. This underscores the importance of training and effectively managing work experience to support career development within the cooperative.

**Table 2**  
**Subhakti Ungasan Cooperative Employee Service Period**

| No | Length of Service (Years) | Number of Employees (Persons) | Percentage (%) |
|----|---------------------------|-------------------------------|----------------|
| 1  | <5                        | 8                             | 13%            |
| 2  | 5-10                      | 16                            | 46%            |
| 3  | 10-15                     | 9                             | 26%            |
| 4  | >15                       | 5                             | 14%            |
|    | <b>Total</b>              | 38                            | 100            |

Most employees at the Subhakti Ungasan Cooperative have worked there between five and ten years. Sixteen people, or around 46 percent, fall into this category, as shown in Table 2. However, long service does not guarantee career success. Employees must continuously hone their skills to meet the demands of an increasingly dynamic work environment.

## LITERATURE

### **Goal Setting Theory**

This study aligns with Locke's (1968) goal setting theory, which underscores the nexus between goal setting and performance through five core principles:

clarity (defined goals), challenge (challenging goals), commitment (employee commitment), feedback, and complexity (realistic goals). The concept of training encompasses the principles of feedback through performance enhancement, career progression through challenging work quality improvement, and self-efficacy through commitment to support task achievement. The principle of complexity supports career development as a major factor in achieving company goals, where the variables of training, career development, and self-efficacy determine its success.

### **Human Resource Management Theory**

Human Resource Management (HRM) is a discipline that manages the workforce to achieve organizational goals efficiently. As Insania (2021) asserts, HRM encompasses the management of the relationship between employees and the company, thereby facilitating operational support. Dessler (2020) delineates that HRM encompasses processes such as recruitment and training, which are instrumental in assisting companies to achieve their objectives. Bratton (2021) underscores the significance of employee development in achieving competitive advantage, while Robinson and Judge (2019) underscore the importance of performance management. A comprehensive review of these theories reveals a consensus that HRM endeavors to cultivate employee competencies, thereby fostering the success of the company. This objective aligns with Hasibuan's (2020) assertion regarding the significance of training in facilitating employee contribution.

### **Career Development**

Career development can be defined as a process designed to help employees maximize their potential through future career planning, both for the benefit of the individual and the organization (Wardhani, 2020; Bhaskara, 2022). Furthermore, the development of career prospects encompasses the identification of employees' potential and the implementation of suitable strategies to enhance these abilities (Nurdiyani, 2021). Consequently, career development endeavors to enhance an individual's capacity to achieve objectives that align with their desired professional trajectory.

### **Training**

Training can be defined as a series of activities that are systematically designed to improve the knowledge, skills, and abilities of employees so that they can carry out their duties effectively and efficiently in accordance with their responsibilities (Cahya et al., 2021; Hermawati et al., 2021). Training also aims to improve work competence through the provision of assistance by professionals, thereby supporting the effectiveness and productivity of the organization (Wahyuningsih, 2019). In addition to addressing current and future workforce requirements, training equips employees with the professional skills necessary to

perform their duties with greater proficiency, thereby enhancing their competence in specific tasks.

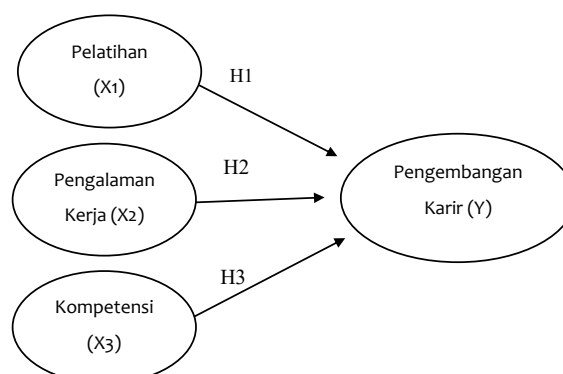
### **Work Experience**

Work experience can be defined as the accumulation of various types of jobs or positions that a person has held, including the duration of time spent in each job (Sunuharyo et al., 2019). Work experience has been shown to have a significant impact on the professional development of employees, enhancing their insight, skills, and efficiency. This, in turn, enables them to perform their duties more effectively than their less experienced counterparts (Cahyono, 2019). Moreover, experiential learning, such as job rotation, can facilitate the acquisition of professional competencies and responsibilities (Islamy, 2019). Consequently, the accumulation of work experience is indicative of the level of mastery, knowledge, and skills possessed by employees, thereby exerting a direct impact on their contribution to the company.

### **Competence**

Competency is defined as the knowledge, skills, abilities, or characteristics of individuals that directly influence work performance (Arief & Nisak, 2022). Competency encompasses fundamental attributes of individuals associated with effective performance in specific work contexts, where behavior and performance can be predicted based on these competencies (Rahmat, 2019). Within the context of an organization, competencies serve as a crucial guideline to ensure that employees perform tasks that align with their area of expertise. Therefore, relevant competencies in their field are a key requirement for employees to support the achievement of the organization's vision, mission, and goals efficiently and effectively.

### **Conceptual Framework**



**Figure 1**  
**Conceptual Framework**

This section will illustrate the relationship between each variable defined as the topic of discussion. To elucidate the relationship between these variables and

circumvent potential misinterpretations, the operational definitions of each variable will be further elaborated.

### **Research Hypothesis**

The formulation of a hypothesis is predicated on theoretical explanations and a review of previous studies, and the resultant formula is as follows:

As posited by Hermawati et al. (2021), training constitutes a structured process devised by experts with the objective of enhancing the competencies and proficiencies of employees, thereby promoting optimal work effectiveness. Karlinda et al. (2021) found that training has no significant effect on career development. Conversely, Persada et al. (2023) and Ahmed et al. (2020) demonstrate that training has a significant positive impact on supporting career development. Therefore, the following hypothesis is proposed:

H1: Training has a positive impact on career development.

According to Andriyani and Utama (2017), work experience is indicative of the skills that individuals have acquired through prior employment. Aristanti (2021) discovered a substantial positive correlation between work experience and career development, particularly with regard to increased responsibility and position. The following hypothesis is thus proposed:

H2: Work experience has a positive impact on career development.

Competence, as defined by Edison et al. (2016), encompasses knowledge, skills, and attitudes that facilitate the execution of employee tasks. Randa et al. (2018) posited that competency does not directly impact career development. Conversely, Adeniji et al. (2019) and Alie (2022) concluded that competency exerts a significant positive effect on career development. Therefore, the following hypothesis is proposed:

H3: Competence has a positive effect on career development.

### **RESEARCH METHOD**

The present study was conducted at Koperasi Subhakti Ungasan, which is located at Jl. Raya Uluwatu Ungasan in the South Kuta District of Badung Regency, Bali. The rationale for selecting this particular setting is threefold: first, there were several obstacles affecting employee career development, such as a lack of training, minimal work experience, and low competence; second, previous research has demonstrated that such factors often play a pivotal role in the context of career development; and third, the cooperative's commitment to addressing these issues through training and experience accumulation. This study analyzes the variables of training, work experience, and competence in relation to employee career development. The research population comprised 38 employees, and a saturated sampling technique was employed, encompassing the entire population as the

sample. The data were collected through a variety of means, including observation, interviews, documentation, and questionnaires based on Google Forms. The data analysis methods employed included descriptive statistics, validity, reliability, classical assumptions, and multiple linear regression analysis. Hypothesis testing was conducted using t-tests, F-tests, and the coefficient of determination ( $R^2$ ) to evaluate the influence of independent variables on dependent variables.

## RESULTS AND DISCUSSION

### Instrument Test Results

#### 1) Validity Test

The validity of these assessment indicators is supported by the existence of a correlation value greater than 0.30 for each item in the training, work experience, competency, and career development variable statements.

#### 2) Reliability Test

The alpha value for each question in this study related to training, work experience, competence, and career development exceeded 0.60, indicating the reliability of the questionnaire.

### Classical Assumption Test Results

To ascertain the fulfillment of the BLUE (Best Linear Unbiased Estimator) requirement, classical assumption testing must be performed. The objective of conventional assumption testing is to ascertain the generalizability of the findings to a more extensive sample.

**Table 3**  
**Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test |                |                         |
|------------------------------------|----------------|-------------------------|
|                                    |                | Unstandardized Residual |
| N                                  |                | 38                      |
| Normal Parameters <sup>a,b</sup>   | Mean           | 0.0000000               |
|                                    | Std. Deviation | 1.35186848              |
| Most Extreme Differences           | Absolute       | 0.078                   |
|                                    | Positive       | 0.052                   |
|                                    | Negative       | -0.078                  |
| Test Statistic                     |                | 0.078                   |
| Asymp. Sig. (2-tailed)             |                | 0.200 <sup>c,d</sup>    |

Source: Data processed, 2024

As illustrated in Table 3, the 2-tailed significance level was determined to be greater than 0.05 at the 0.200 level. The regression model satisfies the assumption of normality, thereby ensuring its reliability for interpretation and decision-making

purposes. This is evidenced by the model's demonstration of the residual data's normal distribution.

**Table 4**  
**Multicollinearity Test Results**

| Coefficients <sup>a</sup>                 |                 |                         |       |
|-------------------------------------------|-----------------|-------------------------|-------|
| Model                                     |                 | Collinearity Statistics |       |
|                                           |                 | Tolerance               | VIF   |
| 1                                         | Training        | 0.837                   | 1.195 |
|                                           | Work Experience | 0.847                   | 1.180 |
|                                           | Competence      | 0.895                   | 1.117 |
| a. Dependent Variable: Career Development |                 |                         |       |

Source: Data processed, 2024

As demonstrated in Table 4, the independent variables exhibit no evidence of multicollinearity, as indicated by VIF values less than 10 and tolerance values greater than 0.1. The regression model is considered feasible for further study because the independent variables do not demonstrate a strong linear relationship.

**Table 5**  
**Heteroscedasticity Test Results**

| Coefficients <sup>a</sup>      |                 |                             |            |                           |        |       |
|--------------------------------|-----------------|-----------------------------|------------|---------------------------|--------|-------|
| Model                          |                 | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|                                |                 | B                           | Std. Error | Beta                      |        |       |
| 1                              | (Constant)      | 2.702                       | 1.690      |                           | 1.598  | 0.120 |
|                                | Training        | -0.132                      | 0.110      | -0.225                    | -1.203 | 0.238 |
|                                | Work Experience | 0.130                       | 0.102      | 0.237                     | 1.276  | 0.211 |
|                                | Competence      | -0.084                      | 0.102      | -0.148                    | -0.820 | 0.419 |
| a. Dependent Variable: ABS_RES |                 |                             |            |                           |        |       |

Source: Data processed, 2024

As illustrated in Table 5, each independent variable exhibits a p-value greater than 0.05. Consequently, the regression model fulfills the assumption of homoscedasticity, thereby enabling the execution of regression analysis that is unaffected by heteroscedasticity.

### Multiple Linear Regression Results

**Table 6**  
**Multiple Linear Regression Test Results**

| Coefficients <sup>a</sup> |            |                             |            |                           |       |       |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|                           |            | B                           | Std. Error | Beta                      |       |       |
| 1                         | (Constant) | 2.467                       | 2.791      |                           | 0.884 | 0.383 |
|                           | Training   | 0.468                       | 0.181      | 0.338                     | 2.589 | 0.015 |

|                                           |       |       |       |       |       |
|-------------------------------------------|-------|-------|-------|-------|-------|
| Work Experience                           | 0.460 | 0.168 | 0.355 | 2.735 | 0.010 |
| Competence                                | 0.440 | 0.168 | 0.330 | 2.613 | 0.014 |
| a. Dependent Variable: Career Development |       |       |       |       |       |

Source: Data processed, 2024

The following equation can be derived by utilizing the provided data:

$$Y = 2.467 + 0.468X_1 + 0.460X_2 + 0.440X_3 + e$$

- 1)  $\beta_1 = 0.468$  The coefficient value indicates a positive correlation between training and career development.
- 2)  $\beta_2 = 0.460$  The coefficient value indicates that work experience exerts a positive influence on career development.
- 3)  $\beta_3 = 0.440$  The coefficient value indicates that Competence exerts a positive influence on Career development.

### Determination Test Results ( $R^2$ )

**Table 6**  
**Determination Test Results ( $R^2$ )**

| Model Summary <sup>b</sup>                                       |                    |          |                   |                            |
|------------------------------------------------------------------|--------------------|----------|-------------------|----------------------------|
| Model                                                            | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                                                | 0.746 <sup>a</sup> | 0.557    | 0.514             | 2.446                      |
| a. Predictors: (Constant), Training, Work Experience, Competence |                    |          |                   |                            |
| b. Dependent Variable: Career Development                        |                    |          |                   |                            |

Source: Data processed, 2024

Preliminary findings from the model analysis in Table 6 indicate that the independent variables of workload, training, and competence (X) account for 51.4% of the variation in employee performance (Y), yielding an adjusted R-squared of 0.414. This outcome demonstrates the regression model's capacity to effectively depict the interrelationship between the variables.

### t-test Results (Partial Test)

The findings from the impact test between these two variables are interpreted in light of the regression analysis presented in Table 5.

- 1) Training has been shown to have a significant positive effect on career development at the Subhakti Ungasan Cooperative, as indicated by a beta coefficient of 0.468, a t-value of 2.589 (which is above the t-table value of 2.034), and a significance level of 0.015 ( $p < 0.05$ ). It is hypothesized that H1 is accepted.
- 2) As indicated by the findings of this study, work experience has been demonstrated to have a significant impact on career development. This impact is evidenced by a beta coefficient of 0.460, a t-value of 2.735, and a significance level of 0.010 ( $p < 0.05$ ). It is hypothesized that H2 is accepted.

- 3) The findings of this study demonstrate that competence has a substantial positive impact on career development, as evidenced by a beta coefficient of 0.440, a t-value of 2.613, and a sig of 0.014 ( $p < 0.05$ ). It is hypothesized that H<sub>3</sub> is accepted.

## **Discussion of Research Results**

### **The Effect of Training on Career Development**

The career development of the Subhakti Ungasan Cooperative was influenced by training, as demonstrated by the analysis. This finding lends further credence to the prevailing theory that training influences worker performance. Effective training, characterized by clarity, transparency, and structure, facilitates employees' comprehension of their obligations and duties, thereby enhancing productivity and quality of work. The analysis demonstrates that training exerts a substantial and positive influence on career development at the Subhakti Ungasan Cooperative, thereby validating the hypothesis. The validity of these findings is reinforced by the research of Mortensen (2020), Ginting (2019), and Ahmad (2019), who demonstrate that effective interaction enhances efficiency, cooperation, and performance.

### **The Effect of Work Experience on Career Development**

The analysis demonstrated a substantial positive impact of work experience on staff career development at the Subhakti Ungasan Cooperative. This finding indicates that an increase in workers' work experience directly impacts their career advancement, thereby confirming the hypothesis regarding the influence of work experience on career development. A high level of work experience has the potential to equip each worker with the skills necessary to carry out their duties efficiently and effectively, as well as to face various work challenges well. The hypothesis is presumed to be accepted. The findings of this study are corroborated by the works of Firmansyah (2022), Hartono (2020), and Lestari (2021), who have demonstrated that individuals with extensive work experience exhibit a positive correlation between work experience and increased productivity, as well as career development.

### **The Effect of Competence on Career Development**

The analysis shows that the career development of the Subhakti Ungasan Cooperative is significantly positively affected by competence. This indicates that this theory is accepted because efficient competence management can significantly improve career development. Employees can manage their time and energy better through effective task management, which ultimately improves the quality of results and productivity. It is assumed that the hypothesis is accepted. Firmansyah

(2022) and Silaen (2022) agree that good competency management prevents stress and improves employee career development.

## **CONCLUSION AND LIMITATIONS**

### **Conclusion**

As a result of the analysis and discussion previously outlined, the following conclusion can be drawn: The impact of effective training on career development at the Subhakti Ungasan Cooperative is twofold. Firstly, it facilitates understanding of tasks, improves coordination, and clarifies objectives, which ultimately encourages career development. Secondly, work experience has a significant positive impact on career development by developing attitudes, skills, and insights that help each worker perform their duties to the fullest, thereby directly impacting performance improvement. Thirdly, well-managed competencies also have a significant positive impact on career development, where clear targets and supportive working conditions ensure that employees are able to complete tasks as expected without feeling burdened.

### **Recommendations**

The Subhakti Ungasan Cooperative should consider enhancing the efficacy of its employee training program. One potential strategy to achieve this objective is to facilitate interaction among colleagues through team-building activities and regular discussion forums. This step is expected to strengthen teamwork, foster closer working relationships, and have a positive impact on employee career development. The limitations of this study are attributable to the scope of the variables studied. To enrich the analysis in future research, it is recommended that other variables be added, such as work environment, organizational culture, and training programs. Furthermore, it is imperative to expand the research object to encompass other sectors or industries. This approach will ensure the attainment of more comprehensive results and facilitate the attainment of a higher level of generalization.

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