



## THE EFFECT OF CAREER DEVELOPMENT, WORK DISCIPLINE, AND COMPETENCY ON THE PERFORMANCE OF OFFICE OFFICES OF CLASS IV PROBOLINGGO PORT AUTHORITY

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**Abstract:** Human Resources (HR) is a very valuable asset or large investment that will become the main determinant of an organization or business. The right Human Resource Management (HR) for an organization or company will be a key factor and achieve maximum success. Excellent companies have strong human resources who can compete in the world and bring more success to the company. To increase the output to be achieved in a company, in this case the Probolinggo Port Authority and Harbormaster Office, it is necessary to pay attention to the discipline of its employees. Such as making KIP so that all employees can complete their tasks on time and according to what the company wants. The Probolinggo Port Authority and Harbormaster Office need to increase the knowledge of its employees to increase knowledge and experience in the work that the employee does. It is necessary to have regular training in 1 month in order to get maximum results. The Probolinggo Port Authority and Harbormaster Office need to create strict regulations, so that employees can obey the rules and not be careless in doing a job. And if the employee commits a violation, then there are consequences that must be accepted by the perpetrator to make the perpetrator more deterrent and more thorough and disciplined in his work.

**Keywords:** Discipline, Leadership, Training, Performance, Employee

### INTRODUCTION

Career development is especially needed at the Class IV Port Authority and Port Authority Office (KSOP) Probolinggo because career development focuses on the challenges of future technological developments. Career development has a future existence that depends on human resources because human resources must carry out career development for employees every year in a planned and sustainable manner. Competence at work is one of the most important elements in work, meaning that every employee must have competence. Action competence is the drive of a series of processes of human behavior to achieve a goal. While the elements of the stimulus itself includes elements of generating, maintaining, directing and showing the intensity and purpose that lasts a long time.

Employee competence is something that needs to be considered in the Probolinggo Class IV KSOP program in carrying out the recruitment and planning process by considering

employee competencies. In addition, the mismatch of employee competencies based on the educational background and skills of the employee with the job can make the employee feel uncomfortable with his job position in his field (Leggat & Balding, 2013). What is meant by achievement is a description of the level of achievement of the implementation of an activity program or policy in achieving the goals, objectives, vision and mission of the organization as outlined in the Strategic Plan.

An employee's performance can be known and measured if an individual or group of employees/employees already has the criteria or standard of success criteria set out in the KSOP Class IV Probolinggo. The purpose of this research is to see the background of the problem and the formulation of the problem above. About employee performance at KSOP. This research includes various types of benefits, namely theoretical benefits, namely research results are expected to be useful and contribute to the development of knowledge in general, especially human resource management, which is related to career development issues, work motive and efficiency. and employee performance (Lupita, 2015). Practical benefits, these are practical benefits shown to relevant agencies, especially at KSOP Class IV Probolinggo, so that they can be used as input for the agency. Employee performance is an embodiment made by employees to achieve organizational goals in accordance with procedures established by the organization.

Employee performance problems that often occur in government agencies due to different behavior among individuals. Career development is one of the factors that affect employee performance. According to Handoko (2014) Career development is a personal improvement carried out by a person to achieve the goals of a career plan and improvement by the personnel department to achieve a work plan in accordance with the path or level of the organization. With the career development of employees can improve the ability of individuals who plan careers in the present and in the future (Kaltainen & Hakanen, 2020).

Employees also need competence to do a job so that there is a spirit or excitement in working. According to Wibowo (2011) competence is something that gives rise to encouragement or morale or boosts morale. Career development and good competencies will create good competencies, so good performance will also be good. According to Wibowo (2010) competence is an ability to carry out or perform a job that is based on skills and knowledge and is supported by the work attitude required by the job. Good and adequate employee competence means that they will be able to complete their work properly according to the time and targets set in the work program.

### **Research Problem**

- 1) Does Career Development Affect Employee Performance?
- 2) Does Work Discipline affect Employee Performance?
- 3) Does Competence affect Employee Performance?
- 4) Do Career Development, Work Discipline, and Competence have a simultaneous effect on Employee Performance?

### **LITERATURE REVIEW**

Raymond .A Noe (2010), stated that career development is defined as the acquisition of knowledge, skills, and behaviors that increase the ability of employees to meet changing job requirements and demands of clients and customers. Harlie (2012), in his research states that career development has a significant influence on employee performance.

Suwanto and Donni Juni Priansa (2011), stated that competence comes from the Latin word (*movere*) which means encouragement, driving force or force that causes an action or deed. Competence questions how to direct the power and potential of subordinates to want to

work productively in achieving and realizing predetermined goals. Manalu (2012). In his research stated that competence has a significant influence on employee performance.

Spencer in Moeheriono (2012), states that competence is the underlying characteristic of a person related to the effectiveness of individual performance in his work or the characteristics of individuals who have casual or causal relationships with criteria that are used as references, effective or excellent performance at work in certain situations. Hendriani (2015), in his research stated that competence has a significant influence on employee performance.

Syamir Torang (2013), states that performance is the quantity or quality of the performance results of individuals or groups within the organization in carrying out main tasks and functions that are guided by performance, standard operating procedures, criteria and measures that have been established or applicable in the organization. Afriska Tris (2017) in her research states that career development, competence and competence have a significant influence on employee performance.

## RESEARCH METHODS

The research used by the researcher is in the form of an associative research method with a quantitative approach. Associative research is research that seeks to examine how a variable is related or related to other variables, or whether a variable is influenced by other variables (Sayer, 2020).

In this study, based on data collection techniques using primary data in the form of questionnaires and secondary data in the form of supporting documents for research analysis. At the analysis stage, the data that has been obtained by the author will be studied and then classified according to the existing problems. The analysis technique used is the model analysis procedure. Using interactive analysis by conducting validity, reliability, and classical assumption tests, and hypothesis testing.

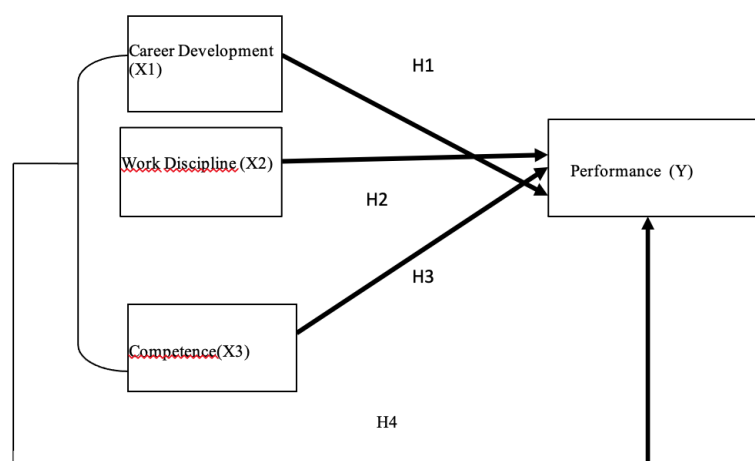


Figure 1

In this study there are several hypotheses development which include:

H1: Career development affects the performance of the Probolinggo Class IV Port Authority and Harbormaster Office employees.

H2: Work Discipline affects the performance of the Probolinggo Class IV Port Authority and Harbormaster Office employees.

H3: Competence affects the performance of the Probolinggo Class IV Port Authority and Harbormaster Office employees.

H4: Career Development, Work Discipline, and Competence affect the performance of Probolinggo Class IV Port Authority and Harbormaster Office employees.

## FINDINGS AND DISCUSSION

**Table 1. Multiple Regression**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta		
1 (Constant)	6.890	5.089		1.354	.183
Career development	.245	.109	.309	2.242	.030
Work Discipline	.262	.100	.359	2.610	.012
Competence	.181	.099	.247	1.827	.074

a. Dependent Variable: Performance

Through the calculation results of Figure 2, the analysis carried out is as follows:

$$Y = 6.890 + 0.245 X_1 + 0.263 X_2 + 0.181 X_3 + e$$

1. The resulting constant value explains that if the independent variables of Career Development, Work Discipline, and Competence are not involved, then the dependent variable of Employee Performance is 6.890.
2. If there is a change of 1%, the independent variable of Career Development is involved by 0.245 to the dependent variable of Employee Performance.
3. If there is a change of 1%, the independent variable of Work Discipline is involved by 0.268 on the dependent variable of Employee Performance.
4. If there is a change of 1% then the independent variable Competence involved is 0.181 to the dependent variable Employee Performance.

After performing multiple linear regression analysis, in a similar test also obtained results from hypothesis testing. The results of the T test can be seen from the following table:

**Table 2. T-Test**

Coefficients <sup>a</sup>	
t	Sig.
2.242	.030
2.610	.012
1.827	.074

a. Dependent Variable: Kinerja Pegawai

Source: data 2022

The data tested through the T test can be seen in table 4.10. The Tcount values in the table can be concluded as follows:

- a) The T-test shows that the Career Development variable produces a tcount value of 2,242 > 1.68 ttable. These results mean that there is an influence of Career Development on Employee Performance. Then the significant test results get 0.030 < 0.05 which means that the influence given by Career Development on Employee Performance is significant.
- b) The T test shows that the Work Discipline variable produces a tcount value of 2.610 > 1.68 ttable. These results mean that there is an influence of Work Discipline on Employee Performance. Then the significant test results get 0.012 < 0.05 which means that the influence given by Work Discipline on Employee Performance is significant.
- c) The T test shows that the Competency variable produces a tcount value of 1.827 > 1.68 ttable. These results mean that there is an influence of Competence on Employee

Performance. However, the significant test results get  $0.074 > 0.05$  which means that the influence given by Competence on Employee Performance is not significant.

After getting the results from the T test, then the test is continued with the F test or simultaneously. The results of the F test or simultaneously can be seen from the following table:

**Table 3. F Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.501	3	25.500	4.404	.009 <sup>b</sup>
	Residual	254.749	44	5.790		
	Total	331.250	47			

a. Dependent Variable: Performance  
b. Predictors: (Constant), Competence, Work Discipline, Career Development

The data tested through the F test can be seen in table 3. The results of the F test show that the fcount value is  $4.404 > 3.20$  ftable. So it can be concluded that the independent variables Career Development, Work Discipline, and Competence simultaneously affect employee performance. Then the significant value which shows the results of  $0.009 < 0.05$  can be interpreted as the influence given by the independent variables of Career Development, Work Discipline, and Competence on the dependent variable of Employee Performance is significant.

Next, to determine the amount of contribution made by the independent variables Career Development, Work Discipline, and Competence on the dependent variable Employee Performance. Then the coefficient of determination test is carried out which can be seen from the following table:

**Table 4. R Table**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.481 <sup>a</sup>	.231	.179	2.406	

a. Predictors: (Constant), Competence, Work Discipline, Career Development  
b. Dependent Variable: Performance

The results of the coefficient of determination test in table 4 show the R Square value of 0.231. Then it can be formulated that simultaneously, the independent variables of Career Development, Work Discipline, and Competence contribute to influencing the dependent variable of Employee Performance by 23.1%. While the remaining 76.9% is a contribution given outside of the regression model in this study.

## Discussion

According to the test results, hypothesis 1 which states that Career Development has an effect on Employee Performance at the Probolinggo Harbor Authority and Port Authority is accepted. Hypothesis one is accepted as evidenced by the results of the T-test data analysis which produces a tcount value of  $2,242 > 1.68$  ttable. While the significant level which shows a value of  $0.030 < 0.05$  means that the effect given is significant. The results of this study support research conducted by Aep Ahmad Saehu (2018) which suggests that there is an influence of career development on employee performance, meaning that the better career development, the employee's performance will increase. Furthermore, almost similar research that supports is carried out by Abraham Samuel Kaengke., et al (2018) which explains that

career development and training partially have a significant effect on the performance of PT.Air Manado employees. Then Novitri Nilam Sari (2016) also concluded the same thing, that career development has an effect on employee performance. Career development is indeed a separate motivation for employees to be even more active. With a clear and understandable career development system, employees will become motivated which in the end their performance will increase by itself.

According to the test results, hypothesis 2 which states that Work Discipline has an effect on Employee Performance at the Probolinggo Port Authority and Harbor Authority is accepted. The second hypothesis is accepted as evidenced by the results of the T-test data analysis which produces a tcount value of  $2.610 > 1.68$  ttable. While the significant level which shows a value of  $0.012 < 0.05$  means that the effect given is significant. Supporting research conducted by Nova Syafrina (2017) there is a significant influence between work discipline on employee performance. Work discipline is an important factor that can improve performance. Because within the work discipline itself there are factors of awareness, willingness, and willingness to work that can help create performance.

According to the test results, hypothesis 3 which states that competence has an effect on employee performance at the Probolinggo Harbor Authority and Port Authority is accepted. The third hypothesis is accepted as evidenced by the results of the T-test data analysis which produces a tcount value of  $1.827 > 1.68$  ttable. While the significant level which shows a value of  $0.074 > 0.05$  means that the effect given is not significant. This study supports previous research conducted by Sudarmin Manik and Nova Syafrina (2018) which suggests that it has a positive effect on lecturer performance. Furthermore, it is supported by research conducted by Muhammad Andi Prayogi., et al (2019) which explains that competence affects employee performance. Competence is an important thing that must be owned by individual employees. Competence can be used by companies or individuals as expectations in achieving the goals of a company.

According to the test results, hypothesis 4 which states that Career Development, Work Discipline, and Competence simultaneously affect Employee Performance at the Probolinggo Port Authority and Harbormaster Office is accepted. The fourth hypothesis is accepted as evidenced by the results of the F test data analysis which produces a fcount value of  $4.404 > 3.20$  ftable. While the significant level which shows a value of  $0.009 < 0.05$  means that the effect given is significant. The results of this study support research conducted by Anastasia Lisa Bintari and Budiono (2018) which states that simultaneously competence and career development have a significant effect on employee performance. Then it is supported by research conducted by Distyawaty Distyawaty (2017) which suggests that competence and career development simultaneously have a significant effect on performance. Furthermore, a similar study was conducted by Muhammad Andi Prayogi., et al (2019) which stated that simultaneously competence and work discipline had a significant effect on performance. Research conducted by Yohana Paddendenan (2017) also states that competence and career development simultaneously and partially have a significant effect on performance. Career development and competence can indeed be said to be two related factors. An employee who has competence will usually be considered in his career development. Therefore, from current and previous research, career development and competence always show positive results in influencing performance.

## CONCLUSION AND RECOMMENDATION

Through the results of the discussion and various analyzes that have been carried out, the following conclusions can be drawn: Career Development has an influence on Employee Performance at the Probolinggo Harbor Authority and Port Authority. The conclusion is drawn from the t-test conducted where the value of 2,242 tcount is higher than 1.68 ttable.

Then the level of significant value of 0.030 which is lower than the critical value of 0.05 indicates that the influence given by Career Development on Employee Performance is significant; Work Discipline has an influence on Employee Performance at the Probolinggo Port Authority and Harbormaster Office. The conclusion is drawn from the t-test conducted where the value of 2.610 tcount is higher than 1.68 ttable. Then the level of significant value of 0.012 which is lower than the critical value of 0.05 indicates that the influence given by Work Discipline on Employee Performance is significant; Competence has an influence on Employee Performance at the Probolinggo Port Authority and Harbor Office. The conclusion is drawn from the t-test conducted where the value of 1.827 tcount is higher than 1.68 ttable. Meanwhile, the level of significant value of 0.074 which is higher than the critical value of 0.05 indicates that the influence given by Career Development on Employee Performance is not significant; Career Development, Work Discipline, and Competence simultaneously have an influence on Employee Performance at the Probolinggo Port Authority and Port Authority. The conclusion is drawn from the T test conducted where the value of 4.404 fcount is higher than 3.20 ftable. While the level of significant value of 0.009 which is lower than the critical value of 0.05 indicates that the influence given by Career Development, Work Discipline and Competence on Employee Performance is significant. The simultaneous contribution produced by Career Development, Work Discipline, and Competence on Employee Performance at the Harbormaster Office and Port Authority shows a coefficient of determination of 23.1%.

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