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Analysis of Antecedents and Consequences of Employee Career Development at PT. Krakatau Engineering Cilegon

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Abstract: The problem of career development of employees at PT. Krakatau Engineering City of Cilegon is important because career development is a process of improving a person's ability to work in order to achieve their career goals. This research aims to identify and analyze career planning, career management, career development, job satisfaction, and career commitments that can affect employees of PT. Krakatau Engineering City of Cilegon. This research using the survey method uses a quantitative approach, i.e., a questionnaire. The research's population consists of the 113 employees of PT. Krakatau Engineering City in Cilegon. We took samples of up to 88 employees from the population using a random sampling technique. The results of this study may indicate that career planning towards career development obtained a statistical t-value of 3.144 (greater than t-table 1.96) with a path coefficient of 0.388. Career management towards career growth obtains a statistic t-value of 4.820 (greatest than t-table 1.96), with a path coefficient of 0.588. Careers development towards job satisfaction obtains a statistics t-value of 25.711 (greater than t-tabel 1.96) with a path coefficient of 0.860. Career development towards career commitment obtained the statistical t-values of 99.011 (larger than t-table 1.96) with a track factor of 0.960. The conclusion of this study is that there is an influence of career planning and career management (as an antecedent) career development, job satisfaction and career commitment (as a consequence) of employees at PT. Krakatau Engineering City of Cilegon, both partially and simultaneously.

Keyword: Career Commitment, Career Development, Career Management, Career Planning, Job Satisfaction

INTRODUCTION

Human resource management is an essential part of the success of a business. If companies can find the best and reliable employees, they will have a competitive advantage. An effort to optimize employees is through career development because career development is a process of improving a person's ability to work to their career goals (Munandar & Fadli, 2023). Siagian (Yolinza, 2023) defined career development as an individual's endeavor to better themselves and their professional objectives. Career development, as defined by

Hasibuan (Marcella & Ie, 2022), is a promotion that grants workers greater status, rights, and responsibilities. And career development, in the opinion of Karikuri and Murimi (Djohan & Surya, 2023), is a long-term process that aids in improving employees' motivation and skill levels. According to Saefullah (2021) career development has an impact on job satisfaction. Job satisfaction is when an employee feels satisfied about how their job can help the company, meaning what they get from their job already meets important standards (Yeni Setiani, 2023). Also, Bunawan et al (in Adinata & Turangan, 2023) defined job satisfaction as the perception held by an individual or group of employees that they enjoy their work and that it is enjoyable. Numerous professionals have conducted studies on improving career development standards. A study by Febriansah (2019) found that career planning has a significant impact on career development. Career planning is the process in which a company chooses a career path and career goals to those goals (Soleiman et al., 2022). Career planning, as described by Fathonah (Madisa et al., 2022), is a process of systematic and directed effort to plan a person's life with the goal of obtaining meaningful self-existence in their lives. Another factor that affects the quality of career development is career management. Dessler (Mandriasih & Iqbal, 2019) lists skills, talent acquired, identification of objectives, and career target as career planning indicators.

Career management is an ongoing process that involves everyone's career planning and strategies being developed, implemented, monitored, and adjusted to the organizational structure (Prathita et al., 2021). Priyono and Marnis (Dewi et al., 2019) state that the following five indicators are necessary to assess the efficacy of career management: career-related education, employment counseling, skill guidelines, opportunities, and career choices. Additionally, career advancement has the power to initiate organizational commitment (Oktariani & Bahri, 2020). A career commitment is made by an employee who appreciates the company's mission and want to remain there, according to Luthans (Safitri et al., 2022). Career commitment is defined by Jia et al (Sari, 2023) as the psychological relationship between an individual and their employment, based on their affective reaction to their profession. This means that highly engaged employees will also be more devoted to their work. Moreover, career commitment is the final aspect that might influence performance improvement, according to Selong (Yulianti et al., 2024) It raises an employee's willingness to stay with the organization because highly committed individuals would be more devoted to it.

METHOD

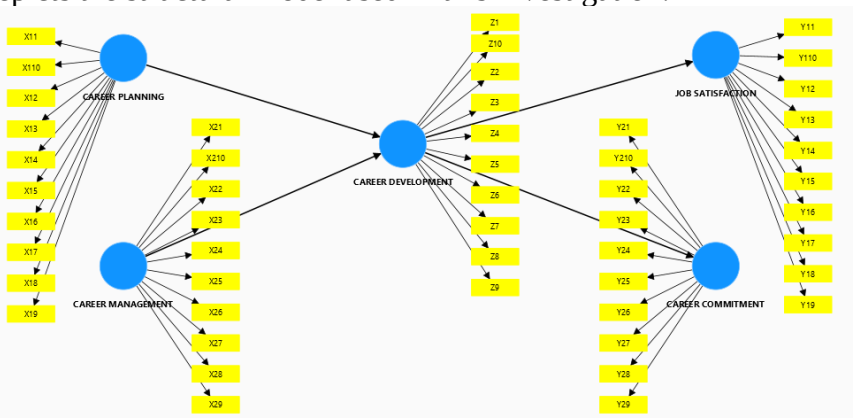
The inquiry was was carried out at the Krakatau Engineering Department of Cilegon City located in the KE building, High Asia Road Kav. O.3, Industrial Area, Cilegón City. The population in this study is all employees of P.T. Krakatau Engineering City of Cilegon as many as 113 people. Sampling techniques in this study are random sampling methods. That is, the respondent (subject) is chosen from the population. To obtain a representative sample, the researchers used the Slovin formula, so the result was 88 samples that had a chance to speak for the responders. A questionnaire is used to gather data in accordance with each variable's indications. Any written statement or inquiry that asks for information from the respondent is called a questionnaire (Sugiyono, 2019). In order to create instruments that may be assessed, the Likert scale uses the variables to be measured as indicators, which are then employed as a point of reference (Ende., Affandi, 2019). The acquired data was then subjected to an alternate analysis method utilizing the Structural Equation Model (SEM) called the Partial Least Squares (PLS) method.

RESULTS AND DISCUSSION

RESULTS

Data Analysis

The data analysis tool used in this study to answer the problem is the Structural Equation Model (SEM), which is conducted through the SmartPLS 4.0 application. The fact that SmartPLS, an alternative program, computes structural equation modeling (SEM) justifies the use of SEM. Because PLS is a potent data analysis technique, PLS-SEM is employed. The processed data is not required to follow a specific distribution, like a normal multivariate distribution because the PLS does not take it. Instead, PLS is used to test theory and data that are weak, such as normality problems or small samples (Santosa, 2018). The image below depicts the structural model used in this investigation:



Source: Research Results

Figure 1. Structural Model of Research

The image above illustrates how ten indicators, numbered Z1 through Z10, are used to measure the Career Development variable. In a similar vein, ten indicators—X11 through X110—are used to measure the Career Planning variable. Ten indicators, X21 to X210, are used to measure the Career Management variable. Ten indicators, Y11 to Y110, are used to measure the job satisfaction variable. Ten indicators, Y21 to Y210, are used to measure the Career Commitment variable. Ten indicators, Y21 through Y210, are used to measure the Career Commitment variable. It appears that the study employs reflecting indicators that are reasonably appropriate for measuring perception because the arrow connecting the indicator and the latent construction points in the direction of the indicator. The arrow connecting the constructs represents the relationship under investigation (hypothesis). The outcomes of the model evaluation, which included both the inner and outer models, are as follows after understanding the structural model of this study:

1. Outer Model Evaluation (Measurement Model)

Analyzing a measurement model entails analyzing the correlation between the indicator and the structure. Convergent validity and discriminating validity are the two stages that make up this examination. The dependability of individual items, internal consistency or construction reliability, and average variance extracted (AVE) are all components of convergence validity. Convergence validity measures how well latent variables and structures correlate. Standardized loading factor values are useful in assessing convergence validity since they show the results of individual item reliability tests. A load value between 0.5 and 0.7 is still acceptable as long as the AVE value and the communism indication are both more than 0.5, even if a load factor value above 0.7 is preferred. The model excludes indicators with load factor values less than 0.6 that do not meet the convergence validity criteria. In this study model, factor loading diagrams are presented for each indication.

Table 1. Outer Loading

Variable	Indicator	Initial Model
Career Planning	X1.1	0.863
	X1.2	0.868
	X1.3	0.848
	X1.4	0.883
	X1.5	0.699
	X1.6	0.904
	X1.7	0.852
	X1.8	0.796
	X1.9	0.710
	X1.10	0.678
Career Management	X2.1	0.895
	X2.2	0.955
	X2.3	0.913
	X2.4	0.900
	X2.5	0.883
	X2.6	0.731
	X2.7	0.917
	X2.8	0.891
	X2.9	0.900
	X2.10	0.955
Job Satisfaction	Y1.1	0.820
	Y1.2	0.831
	Y1.3	0.827
	Y1.4	0.760
	Y1.5	0.762
	Y1.6	0.813
	Y1.7	0.800
	Y1.8	0.755
	Y1.9	0.812
	Y1.10	0.805
Career Commitment	Y2.1	0.901
	Y2.2	0.962
	Y2.3	0.895
	Y2.4	0.863
	Y2.5	0.876
	Y2.6	0.833
	Y2.7	0.898
	Y2.8	0.880
	Y2.9	0.833
	Y2.10	0.962
Career Development	Z.1	0.662
	Z.2	0.788
	Z.3	0.852
	Z.4	0.853
	Z.5	0.857
	Z.6	0.860
	Z.7	0.800
	Z.8	0.872
	Z.9	0.872
	Z.10	0.862

Source: PLS 4 Data Processing, 2024

Processing results using SmartPLS 4.0 can be seen in Table 1. It is evident that every analyzed manifest variable has an average loading factor value greater than 0.50. The overall manifest employed in this study already satisfies the reliable or valid requirements, according to the results and can be used for additional investigation. Examining the internal consistency

of the composite reliability value (CR) serves as the second test for convergence validity. The outcome is as follows:

Table 2. AVE and CR Results

Variable	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0.956	0.687
Career Planning	0.951	0.662
Career Management	0.976	0.803
Job Satisfaction	0.946	0.638
Career Commitment	0.975	0.794

Source: PLS 4 Data Processing, 2024

The Composite Reliability value in the table indicates > 0.7, indicating the excellent reliability of the measuring device, according to the above table. All constructions so satisfy trustworthy standards. An examination of the average variance derived value (AVE) serves as the third test for convergence validity. Values of AVE greater than 0.5 are strongly advised (Ghozali, 2018). All of the constructions in the above table have an AVE value greater than 0.5. A latent construction's variance or diversity of manifest variables can be expressed by its AVE value. Consequently, the variation, or diversity, of manifest variables that a latent structure can have enhances the representation of the manifest variable vs the latent construction. The following stage is to assess the discriminatory validity, which involves examining cross-loading and comparing it to the AVE root in addition to examining the correlation across constructs once the convergence validity evaluation has been completed. The cross-loading results are as follows:

Table 3. Cross Loading Results

	Job Satisfaction	Career Commitment	Career Management	Career Development	Career Planning
X1.1	0.770	0.779	0.726	0.784	0.863
X1.2	0.799	0.814	0.799	0.808	0.868
X1.3	0.776	0.809	0.806	0.845	0.848
X1.4	0.790	0.855	0.852	0.862	0.883
X1.5	0.444	0.567	0.499	0.574	0.699
X1.6	0.690	0.782	0.721	0.752	0.904
X1.7	0.791	0.778	0.778	0.797	0.852
X1.8	0.592	0.602	0.565	0.583	0.796
X1.9	0.584	0.643	0.565	0.601	0.710
X1.10	0.596	0.609	0.562	0.560	0.678
X2.1	0.774	0.885	0.895	0.842	0.793
X2.2	0.784	0.944	0.955	0.873	0.837
X2.3	0.699	0.867	0.913	0.817	0.798
X2.4	0.750	0.828	0.900	0.799	0.794
X2.5	0.701	0.854	0.883	0.785	0.708
X2.6	0.596	0.662	0.731	0.643	0.585
X2.7	0.695	0.875	0.917	0.829	0.804
X2.8	0.731	0.861	0.891	0.806	0.728
X2.9	0.750	0.828	0.900	0.799	0.794
X2.10	0.784	0.944	0.955	0.873	0.837
Y1.1	0.820	0.656	0.635	0.702	0.701
Y1.2	0.831	0.680	0.662	0.697	0.752
Y1.3	0.827	0.696	0.682	0.668	0.696
Y1.4	0.760	0.627	0.644	0.603	0.639
Y1.5	0.762	0.562	0.573	0.570	0.553
Y1.6	0.813	0.676	0.708	0.653	0.626
Y1.7	0.800	0.688	0.693	0.656	0.680
Y1.8	0.755	0.597	0.555	0.588	0.614
Y1.9	0.812	0.661	0.598	0.651	0.727

Y1.10	0.805	0.751	0.718	0.762	0.788
Y2.1	0.779	0.901	0.865	0.867	0.802
Y2.2	0.791	0.962	0.928	0.901	0.848
Y2.3	0.722	0.895	0.876	0.837	0.821
Y2.4	0.779	0.863	0.860	0.825	0.824
Y2.5	0.719	0.876	0.835	0.798	0.726
Y2.6	0.663	0.833	0.772	0.757	0.802
Y2.7	0.713	0.898	0.876	0.845	0.823
Y2.8	0.748	0.880	0.864	0.813	0.736
Y2.9	0.671	0.833	0.709	0.747	0.796
Y2.10	0.791	0.962	0.928	0.901	0.848
Z.1	0.622	0.613	0.611	0.662	0.526
Z.2	0.722	0.733	0.729	0.778	0.703
Z.3	0.684	0.822	0.803	0.852	0.779
Z.4	0.743	0.824	0.840	0.853	0.791
Z.5	0.674	0.798	0.771	0.857	0.688
Z.6	0.691	0.796	0.784	0.860	0.699
Z.7	0.709	0.729	0.737	0.800	0.745
Z.8	0.650	0.798	0.735	0.872	0.815
Z.9	0.662	0.805	0.736	0.872	0.802
Z.10	0.676	0.784	0.716	0.862	0.838

Source: PLS 4 Data Processing, 2024

The above table indicates which cross-loading values, when combined with other latency factors, have the highest cross-loading values for each latent variable indicator. Certain latent variables nevertheless possess significant discriminating validity due to their indicators' strong associations with other components.

2. Evaluation of the Inner Model (Structural Model)

This analysis looks at the importance of path coefficients, T-statistics, and r-square values. To observe the outcome of the structural model evaluation, the first step is to assess the R square value. This value seeks to ascertain the degree to which an independent variable influences a dependent variable. These numbers are displayed in Table 4:

Table 4. R Square Value

Construct	R Square	R Square Adjusted
Career Development	0.869	0.866
Job Satisfaction	0.680	0.676
Career Commitment	0.869	0.867

Source: PLS 4 Data Processing, 2024

The R-square value for career development is 0.866, as can be seen in the above table. This suggests that the variables related to career management (X2) and career planning (X1) account for 86.6% of the variation, whereas variables not included in the study model account for the remaining 13.4%. The job satisfaction construction r-square value is 0.676, meaning that the career planning (X1), career management (X2), and career development (Z) components account for 67.6% of the variation. Variables not included in the study model account for 32.4% of the variance. The career commitment construction r-square value is 0.867, meaning that the career development (Z), career management (X2), and career planning (X1) components account for 86.7% of the variation, with variables not included in the study model accounting for the remaining 13.3%.

Table 5. Path Coefficients

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Career Planning→ Career Development	0.456	4.657	0.000
Career Management → Career Development	0.510	4.856	0.000
Career Development → Job Satisfaction	0.824	16.086	0.000
Career Development → Career Commitment	0.932	41.178	0.000

Source: PLS 4 Data Processing, 2024

As can be seen from the above table, the test of relationships between the constructs revealed the presence of four significant relationships with a statistical t-value > 1.96: career planning → career development, career management → career development, careers development → job satisfaction, and careers development → careers commitment.

Hypothesis Test

The hypothesis test can be run using the track coefficient results table that was previously mentioned. tested four different theories. A value of t with a degree of significance of 0.05 is used to test the hypothesis. The zero hypotheses are rejected if the p-value is less than 0.05 or the statistical value of t is greater than 1.96 (Hair et al, 2017).

H1 : Career planning has a positive and significant impact on career development, as indicated by the above table, which also shows a significant relationship between the two with a t-statistic of 4.657 (> 1.96) and a p value of 0.000 (< 0.05) with a positive original sample value. Therefore, hypothesis 1 is accepted in this research.

H2 : Career management has a positive and significant impact on career development, as indicated by the above table, which also shows a significant relationship between the two with a t-statistic of 4.856 (> 1.96) and a p value of 0.000 (< 0.05) with a positive original sample value. As a result, this study's hypothesis 2 is accepted.

H3 : Career development has a positive and significant impact on job satisfaction, as demonstrated by the above table, which also shows a significant relationship between the two variables with a t-statistic of 16.086 (> 1,96) and a p value of 0,000 (<0,05) with a positive original sample value. Thus, the third hypothesis in this research is approved.

H4 : Career development and career commitment have a significant and positive relationship, as indicated by the above table, which has a t-statistic of 41.178 (> 1,96) and a p value of 0,000 (<0,05) with a positive original sample value. Consequently, the study's fourth hypothesis is accepted.

Table 6. Conclusion of The Hypothesis Test Results

Hypothesis	Coefficient Path	Results
H1	Career Planning → Career Development	Accepted
H2	Careers Management → Career Development	Accepted
H3	Career Development → Job Satisfaction	Accepted
H4	Career Development → Career Commitment	Accepted

Based on the conclusion of the test of the hypothesis, there are four accepted hypotheses, namely H1, H2, H3, and H4.

DISCUSSION

1. Career Planning Affects Career Development

According to a theoretical test, career planning significantly and favorably affects career development, with a statistical t-value of 4.657 (> 1.96) and a p value of 0.000 (< 0.05) with a positive original sample score.

The CPA results are consistent with the idea that career-planning employees can make career development attainable if they are positioned with the knowledge, experience, skills, and educational background appropriate for their role, making it easy for them to obtain employment and complete a career development program. The outcomes support the findings of Febriansah's study, which indicates that career advancement at PT. Telecommunications Indonesia is influenced by career planning (Febriansah, 2019).

2. Careers Management Affects Career Development

According to a theoretical test, career management significantly and favorably affects career development, with a statistical t-value of 4.856 (> 1.96), a p-value of 0.000 (< 0.05), and a positive initial sample value. The CPA results support the idea that if a corporation is successful in implementing a career management program, career development can be attained in line with its objectives. If the organization is effective in implementing the career management program, all of the employees' work will go smoothly, and any problems that could cost the company money can be avoided.

According to the Handoko (Fauzi & Siregar, 2019) study, career development is the personal advancement that a person can make to According to research conducted in by Alvina and Basukianto, PADM Tirta was deemed successful. In Semarang, Moedal City Career growth at PDAM Tirta, followed by a career in management One may argue that the Moedal City of Semarang has grown, but As an illustration, a worker follows precise instructions and has a defined goal (Alvina & Basukianto, 2022).

3. Career Development Affects Job Satisfaction

Job satisfaction is positively and significantly impacted by professional growth, according to the hypothesis test results, which show a statistical t-value of 16.086 (> 1,96) and a p value of 0,000 (< 0,05) with a positive original sample value. The CPA result is consistent with the idea that an organization can achieve and increase employee satisfaction by implementing a career development activity policy for its workers. This includes ensuring that work is completed on time and preventing violations that may arise from the company's operational work being impaired. The findings of this study support those of Fariah's research, which found that career development affects job satisfaction at the Inspectorate of Indramayu District. Career development therefore had a significant t-count of 4.275 > t-tabel of 2.052 (Fariah, 2019).

4. Career Development Affects Career Commitment

A positive and significant relationship between career advancement and career commitment has been found based on the findings of the hypothesis test, which had a statistical t-value of 41.178 (> 1.96) and a p value of 0.000 (< 0.05) with a positive original sample value. Professional development can boost employees' professional commitments; a developed employee will be devoted to the organization and take responsibility for their work. This is in line with the CPA outcomes. According to Safitri et al.'s research, career progress affects commitment, and the findings of this study support that finding. At 1.98045, his t-table is. The results show that career development has a strong and important effect on career commitments, with a t-count value of 4.901 > ttable of 1.98045 and a significance of 0.000 < 0.05 (Safitri et al., 2022).

CONCLUSION

Career planning (X1) has a positive and significant impact on career development (Z). Career management (X2) has a significant and positive impact on career development (Z). Career development (Z) has a good and significant effect on job satisfaction (Y1). Career growth (Z) has an important and positive effect on career commitment. (Y2).

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