



The Effect of Competence, Work Achievement, Work Experience, and Training on Career Development (Case Study on Employees of the Operational Control Division of the Bandung City Transportation Agency)

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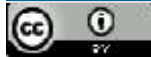
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ABSTRACT

This study aims to determine the effect of competence, work performance, work experience, and training on the dependent variable of career development. The method used in this research is quantitative, data collection techniques using questionnaires, and data analysis conducted in this study includes multiple linear regression analysis. Competence has a positive and significant effect on career development, work performance has a negative and insignificant impact on career development, work experience has no significant impact on career development, and training has a positive and significant effect on career development. The results of this study are expected to have implications for agencies in making employee career development decisions, by designing strategies to improve competence, work performance, and work experience, as well as training to determine the career path that each employee has planned.

INTRODUCTION

The development of transportation systems in urban areas, including the city of Bandung, has increased rapidly along with population growth and demands effective and professional management from responsible agencies, one of which is the Transportation Agency. As a regional technical institution, the Bandung City Transportation Agency has a strategic role in controlling the transportation system, primarily through the operational control field, which is tasked with carrying out the function of formulating operational control scope policies, implementing evaluation, reporting, and other functions given by superiors related to their functions and duties. Therefore, human resources is essential to carrying out tasks to achieve the goals expected by the Bandung City Transportation Agency located at Jl. SOR GBLA Companion, Rancabolang, Gedebage, West Java 40294. Employees who work in an agency must have hopes of developing their careers (Source: <https://dishub.bandung.go.id/page/bidang-bidang>)

According to Modjo et al., (2022) States that career development is an organization's effort to prepare an employee to carry out greater responsibilities through a series of interrelated formal work activities on an ongoing basis.

Based on the results of interviews with human resource development analysts and employees in the field of operational control (2025), one of the main problems is the lack of clear and accurate information about career paths. This causes misunderstanding among employees and leads to low motivation to develop. One factor that influences career development is work competence.

According to Putra & Mujiati, (2022) Reveals that competence is the basic character of an employee who can distinguish themselves from others. The competencies possessed by one person and another are different. Competence is the ability of an employee to apply their skills to the work environment. Competence can also be conceptualized as collective learning, skills, and technology that can provide a competitive advantage for the organization (Rahadi & Farid, 2021).

Based on interviews with the human resource development analyst and employees in the field of operational control (2025), employees show enthusiasm for participating in the selection process if they get opportunities to develop careers, such as PPPK recruitment. This indicates that even though employee competencies are directly applicable, they still have motivation and awareness of the importance of improving their status and a better career path. This phenomenon shows that competencies obtained directly in the field can still encourage individual desires to develop further in available career paths.

Research on competencies conducted by Pradnya & Made, (2023), Marpaung & Tanjung, (2023), Zainuddin, (2020) states that competence has a positive and significant effect on career development. While Pangestuti, (2019) states that competence does not affect career development. The next factor that influences career development is work performance.

Work achievement is the result of work achieved by a person, both in terms of quality and quantity, completed by employees in carrying out their duties following the responsibilities given (Ikbal & Aprianti, 2020). It can be said

that work performance is the realization of a person in carrying out work well and achieving goals with predetermined standards (Sunyoto, 2015) Work performance is considered an important factor in employee career development. However, many facts in the field still show an imbalance between the performance shown and the form of reward received.

Based on interviews with the human resource development analyst and employees in the field of operational control (2025), employees in the field of operational control who have good work performance feel that they have not received appreciation proportional to the performance that has been achieved, because work performance is considered part of the obligation.

Research on work performance carried out by Sari et al., (2020), Ayuni et al., (2022), Gayatri & Sriathi, (2020) convey that work performance has a positive and significant effect on career development. Meanwhile, Marpaung & Tanjung, (2023) conveyed that job performance negatively and significantly affects career development. Work experience can also affect career development

Work experience is a skill or level of mastery and knowledge that a person has in their job. Yunita & Melsan, (2023) . According to Ayuni et al., (2022) states that work experience is needed because from work experience, employees can make it easier to do the work given by superiors, because they already have previous experience or expertise. With work experience, employees can do their work without having to be told first by the boss. Work experience is an essential factor in influencing the effectiveness of task implementation, especially in the field of operational control, because not all employees have the same level of experience in its implementation.

Based on interviews with human resource development analysts and employees in the field of operational control (2025), problems usually arise for new employees who still have difficulty carrying out their primary duties and functions due to the limited work experience they have to face situations directly in the field.

Research on work experience conducted by Modjo et al., (2022) , Upasuji & Satrya, (2020) , Komang & Agustina, (2023) stated that work experience has a positive and significant effect on career development. While Hidayat et al., (2023) states that work experience has no significant effect on career development. The next factor that influences career development is training.

According to Mailina et al., (2020) states that training is an important part of career development, the purpose of training is to foster the skills, knowledge, and behavior of human resources in a company, so that productivity levels can be achieved. This training program will provide opportunities for employees to play a big role in the company Karen et al., (2021) . Training is one of the methods usually used by government agencies in improving the competence and quality of their human resources. Training is expected to be able to provide knowledge, skills to employees. However, implementing the training program does not always go as expected.

Based on interviews with the human resource development analyst and employees in the field of operational control (2025), some employees consider that the methods used are not fully in accordance with the needs and challenges

faced in the field, this results in the effectiveness of training in supporting employee competency development is still not optimal.

Research related to Education and Training conducted by (Broto, 2020), Afifah et al., (2020), Nabela & Heriyanto, (2022), Patriosa et al., (2024) Conveying training and education has a significant and positive effect on career development. Meanwhile, Imbun et al., (2024) states that training and education have no significant and positive effect on career development.

This research is a development research from Khaer & Hidayati, (2023), with research variables involving competence, work achievement, work experience, and career development. By adding training variables previously researched by (Broto, 2020) with training research variables, work facilities and career development. Researchers added the training variable because it is to measure what factors can influence career development. This is what encourages researchers to analyze the influence of competence, work performance, work experience and training on career development in operational control employees of the Bandung City Transportation Agency.

LITERATURE REVIEW

Social Cognitive Theory (SCT)

Bandura's social cognitive theory (1986) emphasizes the concept of reciprocal determinism, which states that individual behavior, personal cognitive factors (such as beliefs, expectations, and self-efficacy), and the environment in which these factors operate are all interconnected and provide mutual influence (citation).

The core of the social cognitive theory developed by Bandura (1986) lies in self-efficacy and work engagement. Self-efficacy at work refers to an employee's confidence to do his or her job, while work engagement refers to a state of positive mindset related to work (Lin et al., 2020).

In this case, social cognitive theory explains how to understand that individual beliefs about their abilities (self-efficacy) can be formed and play a role in work. Career development and self-efficacy are essential in linking competence, work achievement, work experience, and training to individual readiness to develop. The competencies employees possess are honed through training and work experience, and the success obtained from work performance will directly form a positive perception of their abilities, ultimately encouraging career development. Applying social cognitive theory will provide a deeper understanding of how personal and environmental factors interact in developing employee careers.

Career Development

According to Puspitawati et al., (2023) career development is a process to increase individual work capacity to achieve the expected career path. In an organizational environment, career development plays a role in encouraging employee productivity and supporting the sustainability of organizational growth amid the dynamics of an ever-evolving work environment Salsabila & Marginingsih, (2024). If career development in the organization is not managed correctly, it will hinder the effectiveness of the organization as a whole and cause

low work commitment, so that employees' desire to leave work is high Sari et al. (2023).

Competence

Competence is a key element in managing human resources in the world of work. Competence is the ability to carry out an activity professionally in the category/function of professional practice, following the standards required in the real world of work (Zainuddin, 2020). The competencies possessed by employees are part of the provisions for expanding their careers, because the higher the competence of an employee, the more influence they can have on their career, as the higher the understanding, the more skills and knowledge he has, so that they can carry out the tasks assigned (Pradnya & Made, 2023).

Work Achievement

Work achievement is the result achieved by an employee based on the implementation of their duties and responsibilities while working. The level of work performance of an employee does not appear instantly, but is the result of a long and continuous process Saputra & Arianto, (2022). Good work performance will provide good career development support. So, employees are expected to be able to grow their work performance so that it will support their career development. The work performance of each employee varies depending on the individual abilities of each employee Ayuni et al., (2022)

Work Experience

Work experience is the level of mastery of knowledge and skills possessed by an employee at work, which can be seen from the length of service and the type of work that employees have done in a specific period Aksa & Yusuf, (2022). The more experience an employee has, the more he will have a heightened sense of responsibility for his work, and it will be easier to develop a career in a company Supeni & Sujana, (2021).

Training

Training is a program whose results are desired to be able to provide stimulation to an employee to foster skills in specific jobs, learn and understand the work environment of the organization as a whole, so that employees can perform their duties properly (Stone, 2023) . Training is very influential on career development, because with adequate training and facilities, the company can encourage increased employee career development (Broto, 2020) .

Effect of Competence on Career Development

Competence is the level of knowledge, skills, and behavior of individuals in carrying out the tasks assigned in an organization (Sumakul et al., 2025) The theory applied is the social cognitive theory by Bandura (1986), which means that a person believes in carrying out tasks to achieve the expected results. The impact is that if competence improves, career development in the field of operational control of the Bandung City Transportation Agency will increase.

This research is supported by previous research by Pradnya & Made, (2023), Marpaung & Tanjung, (2023), (Zainuddin, 2020) This states that competence has a positive and significant effect on career development.

H1: Competence has a positive and significant effect on career development

Effect of Work Performance on Career Development

Work achievement can be said to be the result of tasks that employees have completed in an organization, optimally and following predetermined standards Khaer & Hidayati, (2023) The theory applied is Bandura's social cognitive theory (1986), which emphasizes that work performance results from the interaction between individual abilities, self-efficacy, and past experiences that form expectations of success. The higher the work performance, the greater the opportunity for employees to develop their careers.

Research in line with Sari et al., (2020), Ayuni et al., (2022), Gayatri & Sriathi, (2020) States that work performance has a positive and significant effect on career development.

H2: Job performance has a positive and significant effect on career development

Effect of Work Experience on Career Development

The more work experience employees have, the more they will improve their skills in completing work, and the more mature their thinking patterns and attitudes in acting to achieve predetermined goals. Putra et al., (2024). The theory applied is Bandura's social cognitive theory (1986), which explains that previous experience is the primary source in shaping self-efficacy. This makes work experience essential in shaping self-confidence and readiness to develop. Employees with more experience will find it easier to develop their careers.

Supporting research by Modjo et al., (2022) , Upasuji & Satrya, (2020) , Komang & Agustina, (2023) States that work experience has a positive and significant effect on career development.

H3: Work experience has a positive and significant effect on career development

The Effect of Training on Career Development

Education and training are an essential part of the employee development process, which aims to improve the abilities, skills, knowledge, and behavior of individuals to achieve a high level of productivity Mailina et al., (2020). The theory applied is Bandura's social cognitive (1986), which emphasizes individual beliefs in their abilities to carry out actions to achieve certain goals. If the higher the quality of training implementation, the greater the potential for employees to develop their careers.

This research is supported by Patriosa et al., (2024) (Broto, 2020) , Afifah et al., (2020) Nabela & Heriyanto, (2022) States that training has a positive and significant effect on career development.

H4: Training has a positive and significant effect on career development

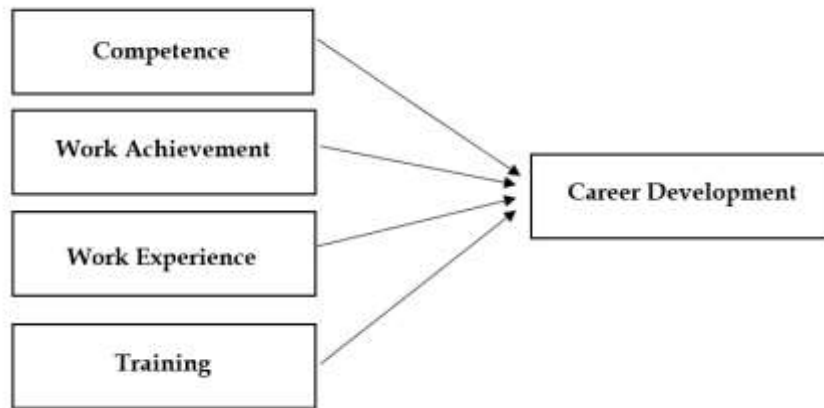


Figure 1. Conceptual Framework

METHODOLOGY

This type of research is classified as quantitative, with primary data obtained from a 1-5 Likert scale questionnaire. Non-probability sampling was employed using a purposive sampling approach. The population in this study consisted of 252 employees in the operational control division of the Bandung City Transportation Agency. Based on the population to be sampled, the sample size was calculated using the Slovin formula with a 5% standard error, resulting in a sample size of 155 participants. The inclusion criteria for this study were employees working in the operational control division of the Bandung City Transportation Department, who had been employed for more than one year and were willing to participate as respondents by completing the questionnaire in full. Exclusion criteria include respondents with less than one year of service, those not employed in the operational control division, and respondents who did not complete the questionnaire in full. Data analysis was conducted using multiple linear regression analysis with SPSS 25 software.

Table 1. Operational Definition

Variable	Operational Definition	Indicator
Career Development	Career development is a condition of an employee experiencing an increased status in the organization on a career path determined by the company (Syam et al., 2023).	1. Work ability 2. Organizational loyalty 3. Mentors and sponsors 4. Management support. (Hirma, 2021)
Competence	Competence can be defined as the level of knowledge, skills, and behavior that a person has in completing the responsibilities given by an organization (Sumakul et al., 2025).	1. Motivation, 2. personal character 3. self-concept 4. Knowledge and skills. Sutrisno (2016: 206) in Marpaung & Tanjung, (2023)

Work Achievement	Work achievement is the result that all employees want to achieve from the work behavior of employees when carrying out their work activities (Nur Annisa et al., 2023).	<ol style="list-style-type: none"> 1. Cooperation 2. responsibility 3. leadership 4. discipline. (Asri Laksmi Riani, 2003: 55) in Wafiqah et al., (2023)
Work Experience	Work experience is how quickly employees can complete the tasks and responsibilities given without waiting for orders from superiors (Supeni & Sujana, 2021) .	<ol style="list-style-type: none"> 1. Length of service period 2. Lack of knowledge 3. Lack of skills 4. Mastery of the job. (Hirma, 2021)
Training	Education and training are the core of development, whose purpose is to improve the abilities, skills, and behavior of existing human resources to achieve high levels of productivity (Mailina et al., 2020) .	<ol style="list-style-type: none"> 1. Training content 2. Training method 3. Instructor attitude and skills 4. length of training time and training facilities. According to Sofyandi & Noviantoro 2019 in Zamzam et al., (2020)

RESEARCH RESULTS

Characteristics of Respondents

The questionnaires distributed to employees of the operational control sector of Bandung City were 155, and the returned questionnaires were 100%. The percentage obtained for operational control employees shows that men make up 90% of the total and women 10%. Most employees are men, which shows that work in operational control is considered more suitable for men because it requires a strong physique, high mobility, and the ability to work in the field. The highest age range is 26-30 years (32%), which indicates a productive and strategic phase in managing human resources in the agency, and is important to support the effectiveness of operational control. The most dominant level of education is S1, as much as 48%. This shows that the Bandung City Transportation Agency prioritizes academic competence as a condition for recruiting and developing employees, with a high level of education that can help employees realize effective, efficient, and sustainable services. The length of work of most respondents is 6-10 years (49%). This shows a relatively high level of loyalty and commitment to the agency; employees with this range generally can take initiative, work independently, and can work in teams.

Table 2. Characteristics of Respondents

Description	Group	Frequency	(Percent %)
Gender	Male	139	90 %
	Female	16	10 %
Age	21 - 25 years old	34	22 %
	26 - 30 years old	49	32 %
	31 - 35 years old	41	26 %
	36 - 40 years	13	8 %
	> 41 years	18	12 %
Education	High School	71	46 %
	D3	6	4 %
	S1	75	48 %
	S2	3	2 %
Length of Service	1 - 5 years	61	39 %
	6 - 10 years	76	49 %
	11 - 15 years	2	1 %
	16 - 20 years	9	6 %
	> 20 years	7	5 %

Descriptive Statistical Test

Table 3. Descriptive Statistics Test Results

	Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation	Mean (Likert Scale)
Competence	155	3	5	4,39	0,503	Agree
Work Achievement	155	3	5	4,52	0,514	Agree
Work Experience	155	3	5	4,41	0,520	Agree
Training	155	3	5	4,42	0,533	Agree
Career Development	155	3	5	4,42	0,508	Agree
Valid N (listwise)	155					

The table above shows that all variables have an average value above 4 and fall into the agree category on the Likert scale. This shows that respondents assess the five variables, namely competence, work performance, work experience, training, and career development, as having been implemented and felt well by employees of the operational control sector of the Bandung City Transportation Agency.

Validity Test

The validity test results state that the Pearson correlation value (r count) of the statement of each variable of competence, work experience, work performance, training, and career development has a calculated r value of r table (0.157). The lowest r value is (0.683), meaning that each statement item is said to be valid at the 5% significance level.

Reliability Test

The reliability test results, obtained from Cronbach's Alpha value, show that the career development variable is $0.892 > 0.60$, so all variables in the study can be considered reliable and used for further testing.

Normality Test

Based on the One-Sample Kolmogorov-Smirnov normality test results, the value of Asymp. Sig. (2-tailed) of $0.000 < 0.05$, statistically, the data is not normally distributed. To get more accurate results, the normality test was carried out using the Monte Carlo method, based on the test results obtained, a significance value of $0.067 > 0.05$. So, based on the results of the Monte Carlo test, the data can be said to be normally distributed.

Multicollinearity Test

Based on the coefficients table in the SPSS output, there is a tolerance value > 0.10 and VIF < 10 to prevent multicollinearity. It can be seen from the VIF value that all research variables have the lowest tolerance value, namely the work achievement and work experience variables of $0.273 > 0.10$, and the highest VIF value is in the competency variable with $4.176 < 10$. The variable test results show no multicollinearity, so that all variables can be used as research variables.

Heteroscedasticity Test

Based on the results of the heteroscedasticity test, the significance value of each independent variable is > 0.05 . The smallest significant value is in the competency variable, $0.299 > 0.05$, so all independent variables show no sign of heteroscedasticity. Thus, all variables can be used as research variables.

Multiple Regression Analysis

Table 4. Multiple Regression Analysis Results

Variable	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	6,823	2,137	3,192	0,002
Competence	0,644	0,132	4,895	0,000
Job Achievement	-0,105	0,141	-0,745	0,457
Work Experience	0,134	0,118	1,137	0,257
Training	0,266	0,110	2,424	0,017

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \quad (1)$$

$$Y = 6.823 + 0.644X_1 - 0.105X_2 + 0.134X_3 + 0.266X_4 + e$$

- The constant value (α) is 6.823, which shows a positive value. If competence, work performance, work experience, and competence are zero or remain unchanged, career development is 6.823 units.
- The competency variable is worth 0.644, which means that each increase in competence is worth 1 unit, so career development increases by 0.664 units, assuming other variables are constant.

- c. The work performance variable is worth -0.105, which means that each decrease in work performance of every 1 unit will reduce career development by -0.105 assuming other independent variables are considered constant.
- d. The work experience variable is worth 0.134, which means that each increase in work experience by 1 unit will increase career development by 0.134, assuming other variables are constant.
- e. The training variable is worth 0.266, which means that each increase in training per 1 unit will increase career development by 0.266, assuming other variables remain constant.

Test Coefficient of Determination

The results of testing the coefficient of determination in the table above show that the Adjusted R Square score is 0.548, or 54.8%. This shows that the independent variables (competence, work experience, work performance, and training) affect the dependent variable (career development) by 54.8%, while the remaining 45.2% is influenced by other variables not examined.

F test

The hypothesis can be accepted if $f_{count} > f_{table}$ and vice versa. Judging from the table above, that $f_{count} 47.760 > f_{table} 2.43$ and $sig. 0.000 < 0.05$, it can be stated that the variables of competence, work performance, work experience, and training significantly impact career development.

T Test

Based on Table 4, the following analysis can be done:

- a. Competence has a positive and significant influence on career development, because competence has a t-score of $4.895 > t_{table} 1.975$ and a significance score of $0.000 < 0.05$, so H1 is accepted.
- b. Job performance has an adverse effect on career development, because job performance has a t-score of $-0.745 < t_{table} 1.975$ and a significance score of $0.457 > 0.05$, so H2 is rejected.
- c. Work experience does not affect career development because work experience has a t count of $1.137 < 1.975$ and a significance score of $0.257 > 0.05$, so H3 is rejected.
- d. Training has a positive and significant effect on career development because training has a t count of $2.414 > 1.975$ and a significance score of $0.017 < 0.05$, so H4 is accepted.

DISCUSSION

The Effect of Competence on Career Development

According to the results of this test, competence has a positive and significant effect on career development; the first hypothesis in this study is accepted. Based on the results of descriptive statistical tests, competence has a good meaning. This indicates that the competencies that occur there have led to good career development, so they need to be maintained. This is in line with the social cognitive theory by Bandura (1986), which states the importance of

competence as an internal factor that influences career behavior and achievement through observation and experience. The effect is that the better the quality of competence that occurs, the more it will increase career development in the Operational Control Division Employees of the Bandung City Transportation Agency.

This is following the research of Pradnya & Made, (2023), Marpaung & Tanjung, (2023), Zainuddin, (2020) which strengthens these results stating that competence has a positive and significant effect on career development.

The Effect of Work Achievement on Career Development

Based on the results of descriptive statistical tests, work performance has a good meaning. This indicates that, generally, employees perceive that they have shown good work performance. However, based on the analysis results, work performance has a negative effect, which means that even though work performance is in a high category, it is not followed by great career development opportunities. So, it can be concluded that the high work performance of employees has not been the main factor considered in career development.

This finding is not in line with the social cognitive theory by Bandura (1986), which states that work performance is the result of behavioral factors, personal factors, and cultural factors that should be the basis of career development for employees. Inappropriate results can be caused by other factors influencing career development decisions because job performance must be followed by strong self-confidence and a supportive work environment to achieve career development.

These results follow the research of Marpaung & Tanjung, (2023) which conveyed that work performance has a negative effect on Career Development.

The Effect of Work Experience on Career Development

Based on the results of descriptive statistical tests, work experience has a good meaning. This indicates that, in general, employees have the perception of having good and relevant work experience in carrying out their duties. However, based on the results of the analysis, work experience does not affect career development. This means that even though employees feel they have good work experience, they have not been able to support improvements in career development directly. This is not in line with Bandura's (1986) social cognitive theory, which states that experience is an essential part of the individual learning process. Work experience has no effect, which can be caused by a lack of confidence in oneself and a lack of support from the environment. Work experience must be quality, not just doing routines without being followed by new learning.

The results of this study are in line with the research of Hidayat et al., (2023) which conveyed that work experience does not affect career development.

The Effect of Training on Career Development

According to the research results, training has a positive and significant effect on career development, which shows that the fourth hypothesis is accepted. Based on the results of descriptive statistical tests, training has a good

meaning. This indicates that the training there has led to good career development, so it needs to be maintained. This result is in line with Bandura's (1986) social cognitive theory, which states that the process of individual learning through direct experience or observation, in this case, training, acts as learning that strengthens the self-efficacy and abilities of employees. In addition, employees can apply the training results to carry out their duties, which will positively impact career development.

This is in line with research Patriosa et al., (2024) Broto, (2020) Afifah et al., (2020) Nabela & Heriyanto, (2022) which states that training has a positive and significant effect on career development.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study states that competence has a positive and significant effect on employee career development, where the better the competence, the more an employee can develop their career. While work performance negatively and significantly impacts career development, it has not become the leading benchmark for employees to develop their careers. Work experience has no significant effect on career development. Furthermore, training has a positive and significant impact on career development, where if employees take training and apply it in carrying out their duties, they will experience career development.

The leadership of the Bandung City Transportation Agency is advised to organize training or discussion forums for employees that encourage creativity in developing solutions relevant to the problem. Employees also need training on effective communication and leadership. Furthermore, the training methods applied should be evaluated and adjusted to the field conditions to increase the training program's relevance and effectiveness.

ADVANCED RESEARCH

Future research should expand the sample, replace non-governmental objects, and add other variables that are assumed to be able to influence career development.

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