



## The Determination of Education, Work Achievement, and Work Experience on Career Development

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**Abstract:** Employee career development is an important aspect in improving organizational performance and sustainability, especially in public transportation companies such as PT Kereta Api Indonesia (Persero). This study aims to analyze the influence of education, work performance, and work experience on the career development of employees at PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. The research method used is a quantitative approach with a field research design. Data were collected through a closed questionnaire using a five-point Likert scale distributed to 50 employees as respondents, with instruments that had been tested for validity and reliability. Data analysis was performed using multiple linear regression, classical assumption tests, t-tests, and F-tests. The results showed that education, work performance, and work experience had a positive and significant effect on employee career development, both partially and simultaneously, with work performance being the most dominant variable. In conclusion, improving the quality of education, optimal performance, and adequate work experience plays an important role in supporting employee career development, which can serve as a basis for organizations in formulating more effective and sustainable career development policies.

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## Introduction

Human resource management increasingly emphasizes career development as a strategic asset for organizational performance, particularly in public transportation companies like PT Kereta Api Indonesia (Persero). Contemporary perspectives highlight continuous development focused on employability, adaptability, and lifelong learning to navigate uncertain work environments. Post-COVID-19 transformations have accelerated digitalization, innovation demands, and adaptive competencies in sectors like transportation.

Human resources drive organizational success through effective career systems that boost engagement and retention. De Heijden (2022) stresses that such systems are vital amid workplace uncertainties, while Aguinis and Ramani (2021) advocate evidence-based practices for reliable career policies impacting performance. The post-pandemic era intensifies these needs, with economic shifts prioritizing innovation, digital skills, and capability building for sustainability. Kaftan et al. (2023) note that limited learning access hinders advancement, as experience alone fails to ensure mobility in dynamic settings.

Organizations often lack fair, transparent career paths, causing promotion inequalities despite employee efforts. Kwon and Jang (2022) link unclear paths and inconsistent policies to reduced fairness perceptions, lowering satisfaction in bureaucratic structures like state-owned enterprises.

Education enhances skills for complex jobs but requires transparent systems to translate into advancement; mismatches with needs stall progress [Eby, 2021] [Rahman et al., 2022]. Performance appraisals guide promotions yet suffer subjectivity, eroding motivation [Kim & Park, 2021]. Wahyudi and Nugroho (2023) show non-transparent systems block careers even for high performers. Work experience builds skills but demands strategic management; without learning, it yields little value [Cascio & Montealegre, 2022]. Mixed findings reveal gaps: some confirm education, performance, and experience effects [Rahmawati et al., 2021][Lestari & Hidayat, 2022], others find education insignificant [Diawati et al., 2021].

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## Research Methods

This study uses a quantitative approach with a causal associative approach, aiming to identify and analyze the influence of education, job performance, and work experience on employee career development. The research design used was field research, as data was obtained directly from respondents at the research location.

The population in this study was all employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. Given the relatively limited population, the entire population of 50 employees was used as the research sample. The sampling technique used was saturated sampling (census), a sampling technique where all members of the population are used as samples. This technique was chosen so that the research results can describe the population's condition comprehensively and accurately.

The research data were collected through a closed-ended questionnaire structured based on the indicators of each variable, namely education, work performance, work experience, and career development. The questionnaire was measured using a five-level Likert scale, ranging from strongly disagree to strongly agree. Before being used in the research, the instrument was tested for validity and reliability to ensure measurement accuracy and consistency. The data analysis technique used was multiple linear regression analysis to determine the effect of education, work performance, and work experience on employee career development. Before conducting the regression analysis, the data were tested using classical assumption tests, including tests for normality, multicollinearity, heteroscedasticity, and linearity. Furthermore, hypothesis testing was carried out using a t-test to determine the partial effect of each independent variable and an F-test to determine the simultaneous effect. All data analysis was performed using a statistical program.

## Results and Discussion

### Statistical Analysis Test

Research instrument testing was conducted to ensure that the questionnaire used was able to measure the research variables accurately and consistently. Validity testing was conducted by comparing the calculated  $r$  value with the table  $r$  value at a 5% significance level. It shows that all statement items in the variables of education, work achievement, work experience, and career development have a calculated  $r$  value greater than the table  $r$  (0.2787), so that all items are declared valid and suitable for use as research measuring tools.

Next, a reliability test was conducted using the Cronbach's Alpha coefficient to determine the level of consistency of the instrument. The results of the reliability test showed that all variables have a Cronbach's Alpha value greater than 0.60, namely education of 0.860, work performance of 0.836, work experience of 0.627, and career development of 0.657.

In addition, a classical assumption test was conducted to ensure the feasibility of the regression model. The results of the normality test showed an Asymp. Sig. value of 0.200 ( $>0.05$ ), indicating that the data was normally distributed. The heteroscedasticity test showed no symptoms of heteroscedasticity because the significance value was above 0.05. The linearity test showed a linear relationship between the independent and dependent variables,



while the multicollinearity test showed a Tolerance value of  $>0.10$  and VIF  $<10$ , so it can be concluded that the regression model meets all classical assumptions and is suitable for further analysis.

After all the prerequisite test was fulfilled, the results of the study showed that education, work performance, and work experience had an effect on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. The test was conducted using multiple linear regression analysis to identify the partial effect of each independent variable on the dependent variable, as well as a simultaneous test (F test) to determine the effect of the three variables together.

**Table 1. Multiple Linear Regression Test Results**

Variables	Coefficient (B)	t-count	Sig.
Constant	-2,617	-0.848	0.401
Education (X1)	0.864	5,062	0,000
Work Performance (X2)	0.382	5,351	0,000
Work Experience (X3)	0.453	2,036	0.048

Based on the results of the multiple linear regression test in Table 1, a regression equation was obtained which shows the relationship between education, work performance, and work experience on employee career development. The constant value of -2.617 with a significance level of 0.401 ( $> 0.05$ ) indicates that when all independent variables are zero, career development is not significantly influenced by the constant, so the focus of the analysis lies in the contribution of each independent variable.

The education variable (X1) has a regression coefficient of 0.864 with a t-value of 5.062 and a significance level of 0.000 ( $<0.05$ ). These results indicate that education has a positive and significant effect on employee career development, meaning that every increase in education will be followed by increased career development. The work performance variable (X2) also shows a positive and significant influence with a regression coefficient of 0.382, a t-value of 5.351, and a significance level of 0.000. The largest t-value for this variable indicates that work performance is the most dominant factor in influencing employee career development. Meanwhile, the work experience variable (X3) has a regression coefficient of 0.453 with a t-value of 2.036 and a significance level of 0.048 ( $<0.05$ ), which indicates that work experience also has a positive and significant influence on career development, although with a relatively smaller contribution compared to other variables.

Overall, the results of the regression analysis indicate that education, work performance, and work experience partially have a positive and significant influence on employee career development. All significance values are below the 0.05 limit, so the hypothesis is supported. These findings confirm that employee career development is influenced by a combination of educational quality, performance achievement, and accumulated work experience, with work performance being the strongest determinant in driving career advancement within an organization.



**Table 2. Simultaneous Test Results (F Test)**

Model	F-count	Sig.
Regression	62,993	0,000

Based on the results of the simultaneous test (F Test) in Table 2, the calculated F-value was 62.993 with a significance level of 0.000, which is less than 0.05. These results indicate that the variables of education, work performance, and work experience together have a significant influence on employee career development. Thus, the simultaneous hypothesis in this study is accepted, which indicates that all three variablesindependentThese contribute collectively to explaining variations in employee career development.

The F-calculated value is much larger than the F-table value, indicating that the regression modelWhichThe regression model used has a good level of feasibility to explain the relationship between the independent and dependent variables. This finding confirms that employee career development is not influenced by a single factor in isolation, but rather is the result of the interaction of education, work performance, and accumulated work experience. Therefore, the regression model in this study is deemed suitable for use as a basis for analysis and drawing research conclusions.

## Discussion

### The Influence of Education on Career Development

The results of the study indicate that education has a positive and significant effect on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. This is indicated by the regression coefficient value of 0.864 with a significance level of 0.000 ( $<0.05$ ) and a calculated t value of 5.062 which is greater than the t table. This finding indicates that increasing the level and quality of employee education significantly encourages career development opportunities. Theoretically, these results support the Human Capital Theory which states that education is a form of human resource investment that increases individual competence, productivity, and value, thus directly implicating career advancement within the organization.

The results of this study align with recent empirical findings. [Ng et al., 2021] showed that education has a significant influence on career success, especially when combined with performance and work experience. Research [De & Heijden, 2022] also confirmed that education plays a crucial role in increasing employability and career sustainability amidst the dynamics of the modern workplace. Furthermore, research (Rahman et al., 2022) in the public organization sector in Indonesia found that education contributes positively to employee career development when supported by an objective, competency-based career management system.

The implications of these findings suggest that education should be positioned as a strategic component in employee career development policies. In the context of PT KAI Lubuk Linggau Station, the education mechanism based on length of service and achievement has been proven to be effective in encouraging employee career advancement. Therefore, organizations are advised to expand access to formal and non-formal education and training in



a structured and sustainable manner. This policy not only increases individual career opportunities but also strengthens the quality of human resources and organizational competitiveness, particularly in the public transportation sector, which demands high levels of competence and professionalism.

### **The Influence of Work Performance on Employee Career Development**

The results of the study indicate that work performance has a positive and significant effect on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. This is evidenced by the regression coefficient value of 0.382 with a significance level of 0.000 ( $<0.05$ ) and a calculated t value of 5.351 which is greater than the t table. This finding indicates that employees with a high level of work performance have greater career development opportunities than employees with low performance. Theoretically, this result is in line with the concept of performance-based career development which emphasizes that performance achievement is the main basis for making decisions about promotions, transfers, and career planning in an organization.

The results of this study are consistent with empirical research findings from the past five years. [Kim & Park, 2021] found that fair and objective performance appraisals significantly impact employee career success and job satisfaction. Research [Wahyudi & Nugroho, 2023] also shows that a transparent performance appraisal system can increase employee career development opportunities in service sector organizations. Furthermore, [Kwon & Jang, 2022] emphasized that performance is a dominant factor in career development when supported by consistent, performance-based organizational policies.

The implications of these findings suggest that PT KAI needs to strengthen its objective, transparent, and measurable performance appraisal system as the primary basis for employee career development. Accurate performance appraisals not only boost employee motivation and productivity but also create a perception of organizational fairness, which positively impacts organizational commitment and sustainability. Therefore, effective performance management is key to supporting sustainable employee career development, particularly in the public transportation sector, which demands high performance and professionalism.

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

The results of the study indicate that work experience has a positive and significant effect on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. This is evidenced by the regression coefficient value of 0.453 with a significance level of 0.048 ( $<0.05$ ) and a calculated t value of 2.036 which is greater than the t table. This finding indicates that the more and better quality work experience an employee has, the greater the opportunities for career development that can be achieved. Theoretically, this result is in line with Human Capital Theory which emphasizes that work experience is a form of accumulated learning, skills, and knowledge that increases the competence and value of individuals in the organization, thus contributing directly to career advancement.

The results of this study are supported by empirical findings from the past five years. [Cascio & Montealegre, 2022] stated that work experience accompanied by continuous learning can improve employee career readiness and adaptability amidst changing work environments. Research [Pratama & Sari, 2024] also shows that work experience significantly



influences career development when supported by relevant training opportunities and task enrichment. Furthermore, [Vnoučková et al., 2023] emphasized that work experience that is not strategically managed tends to lead to career stagnation, even if employees have long tenure.

The implications of these findings suggest that PT KAI needs to make work experience a key determinant of its career development policy, not only based on length of service but also on the quality of experience gained by employees. Managing work experience through job rotation, strategic assignments, and competency development programs will help improve employee career readiness. Thus, targeted and sustainable experience-based career development can enhance employee professionalism while supporting the effectiveness and competitiveness of public transportation organizations.

### **The Influence of Education, Work Achievement, and Work Experience on Employee Career Development**

The results of the simultaneous test (F Test) show that education, work performance, and work experience together have a positive and significant effect on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station. This is evidenced by the calculated F value of 62.993 with a significance level of 0.000 (<0.05), so that the null hypothesis is rejected and the alternative hypothesis is accepted. This finding indicates that employee career development is not influenced by one factor separately, but rather is the result of the interaction between increased education, work performance, and accumulated work experience. Theoretically, these results support the Human Capital Theory which states that human resource investment through education, performance, and work experience complement each other in increasing productivity, competence, and individual career prospects in the organization.

The findings of this study align with empirical research over the past five years. [De & Heijden, 2022] emphasized that effective career development results from a combination of individual competencies, actual performance, and work experience managed sustainably. Research [Kwon & Jang, 2022] also showed that education, work performance, and work experience simultaneously have a significant influence on career development and employee commitment, particularly in organizations with formal structures and strict regulations. Furthermore, [Vnoučková et al., 2023] found that integrating education policies, objective performance appraisal systems, and strategic work experience management can prevent career stagnation and enhance employee career sustainability.

The implications of this research suggest that PT KAI needs to implement an integrated and sustainable career development policy. Organizations are advised to balance education and training enhancements, the implementation of an objective and transparent performance appraisal system, and the management of work experience through job rotation and strategic assignments. This integrated approach not only accelerates employee career development but also improves the organization's overall performance, professionalism, and competitiveness, particularly in the public transportation sector, which demands high levels of competence and safety.



## Conclusion and Recommendation

Based on the research results, it can be concluded that education, work performance, and work experience have a positive and significant influence on the career development of employees of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station, both partially and simultaneously. Education has been proven to play a role in increasing the capacity and readiness of employees to develop their careers. Work performance is a dominant factor indicating that achieving good performance encourages greater career opportunities. In addition, work experience also contributes to shaping employee competencies and maturity, thus supporting sustainable career development. This finding strengthens the Human Capital Theory which emphasizes the importance of investing in human resources through education, performance, and work experience in increasing the value and career prospects of individuals within the organization.

Based on these conclusions, this study recommends that the management of PT Kereta Api Indonesia (Persero) Lubuk Linggau Station continue to strengthen its integrated career development policy. The company is advised to expand access to education and training in a planned manner, implement an objective and transparent performance appraisal system, and manage employee work experience through assignments and rotations that support competency improvement. For employees, the results of this study are expected to motivate them to continue improving their education, performance, and work experience as part of their career development efforts. Meanwhile, for future researchers, it is recommended to expand the research by adding other variables such as work motivation, job satisfaction, or organizational culture to provide a more comprehensive understanding of employee career development.

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