

WORK DISCIPLINE AND COMPETENCE EFFECT ON THE CAREER DEVELOPMENT OF PT. AGRO MUKO TALANG PETAI ESTATE

Rini Astika¹, Islamuddin²

University of Muhammadiyah Bengkulu

riniastika924@gmail.com, islamuddin@umb.ac.id

Jalan Adam Malik KM 9, Sidomulyo, Gading Cempaka, Bengkulu City

Corresponding email: riniastika924@gmail.com

How To Cite: Astika, Rini., Islamuddin, Islamuddin. (2025). Work Discipline And Competence Effect On The Career Development Of PT. Agro Muko Talang Petai Estate. *Jurnal Ilmiah Akuntansi, Manajemen Dan Ekonomi Islam (JAM-EKIS)*, 8(3), 1696-1710. <https://doi.org/10.36085/jamekis.v8i3.8929>

ARTICLE INFORMATION

Article History:

Accepted : 15 Aug 2025

Revised : 05 Sept 2025

Approved : 19 Sept 2025

Keywords:

Work Discipline, Competence, Employee Career Development

Pages: 1696-1710

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study aims to determine the influence of Work Discipline and Competence on Career Development in employees of PT. Agro Muko Talang Petai Estate in Mukomuko Regency. The type of research used was quantitative research with a sample of 154 respondents using the total sampling method with the calculation of the Slovin formula and a margin of error of 5%. Hypothesis testing was carried out partially using the t-test and simultaneously with the F-test. The results of the t-test showed that Work Discipline (X1) had a positive and significant effect on Career Development (with a t-value = 3.149 and sig = 0.002), as well as Competency (X2) had a positive and significant influence (with a t-value = 6.118 and sig = 0.000). The F test simultaneously showed that the two independent variables together had a significant effect on Career Development (with values F = 46.018 and sig = 0.000). A determination coefficient (R²) of 0.379 indicates that the variables of Work Discipline and Competency were able to explain 37.9% of the variation in career development, while 62.1% was influenced by other factors outside of this study. The results of this study confirm that improving work discipline and competence has an important role in the career development of employees at PT. Agro Muko Talang Petai Estate, so it is the main focus that must be considered by management to encourage employee career advancement effectively.

INTRODUCTION

The development of companies faces very fierce competition, the Company must be able to empower its employees to achieve company success. Therefore, companies must be able to see human resources as a very valuable asset. Without human resources, the company will not run, will not produce, and will not achieve the goals that have been set. Labor or human resources can affect the development of a company and play a role in carrying out company activities. Human resources must be managed properly in accordance with the needs of the company, to prevent high desire to leave the Company. To overcome this, the company must be able to retain its employees so that they can run well and achieve the goals that have been set (Darmika & Sriathi, 2019)

Failure to manage human resources can interfere with the achievement of goals in an organization, both in terms of performance, profits, and the survival of the organization itself (Rayadi, 2012). The problem that arises when human resource management is not managed properly is the decline in employee performance. Some of the problems identified include low work discipline, and also low competence for career development in a company. These issues are always a hot topic when discussing employee performance in a company. This fact is gradually changing as companies take various steps to improve organizational competitiveness to achieve organizational goals. In relation to the career development of an employee, theoretically, a concept or approach that can be used to analyze the problem of developing the career of competent employees during a certain period of time in the company (Khaer & Hidayati, 2023).

According to (Mustaan & Hamdi, 2022) career development is that everyone who works for a company will have a certain amount of expectations in return for the sacrifices or achievements they have given. One of them is the hope to achieve a higher or better position/position than the previous position/position. In addition, according to (Mahardika & Suryawirawan, 2023) Career development is one of the factors in an improvement of a person's career, the work results of employees and basically to encourage work morale, the tasks given are the responsibility of the backbone of employees. In career development, Human Resources (HR) has a role in every individual (employee) who works for achievements, services for the sacrifices contributed in the company. The implementation of assessment as one of the functions of the quality of performance of government agencies, carried out both understanding programs or activities that do not meet the target, has met the performance targets. There is also an opinion from (Anzaningtyas et al., 2024) that career development is personal changes made by a person to achieve a career plan. Careers are a series of jobs that form a clear pattern of systematic progress. Companies or organizations that have a good career development plan consider employees to be very valuable assets. This is because career development can increase employee loyalty, lower the turnover rate, and align qualifications between employee experience and abilities. Therefore, career development must be managed properly because it provides benefits for companies and individuals alike. This career development can be measured by work performance, exposure, organizational loyalty, mentors and sponsors, and opportunities to grow.

The main factor that affects career development is work discipline. According to (Indik Syahrabanu, 2023) Work discipline is the main thing to develop any organization or business, especially in encouraging employees to control themselves when working individually or in a team. In addition, according to (Wahida et al., 2023), employee

discipline is very important and needs to be considered again because employee indiscipline can cause work or tasks to be abandoned and not on time. Even though coaching has been carried out, reprimands for employees who are late and negligent at work, there are always employees who arrive late and are negligent in working.

According to (Irmigardis Makun & John E. H. J. FoEh, 2024) said that discipline in work plays a vital role in encouraging human life to achieve hope and success at work. If there is no discipline, of course humans do not have a reference related to everything they will do, including work discipline. Developing a career is actually very necessary for organizations, both private and government agencies, because they are focused on business challenges for the future. Work discipline is also very vital, which makes it clear that work discipline must exist in employees and needs to be applied continuously. Instilling discipline results in that discipline becoming a habit for employees. For someone who is successful in every field, in general, they have high discipline. Unlike someone who has failed, he does not have discipline. It can be said that this discipline problem is a discussion that should be reviewed by humans.

According to (Faizal et al., 2019) Competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work culture of employees in a company. So it can be said that competence shows skills and knowledge characterized by professionalism in a certain field as something most important or as a flagship in that field coupled with the support of a work culture that can support the creation of the performance produced. Performance can also be seen as the process of how work takes place to achieve the results of the work. However, the results of the work itself show performance. In addition, according to (Prayogi et al., 2019) Competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job.

As for the opinion (Ulfa, 2016) states that competence can deepen and expand work skills. The more often a person does the same job, the more skilled and the faster he or she will complete the job. The more work a person does, the richer and broader his work experience becomes, and organizes, executes, and controls PT. Agro Muko Talang Petai Estate is one of the plantations engaged in the oil palm plantation industry and palm oil management which is enough to provide satisfactory results for oil palm plantation business owners, both from small, medium to largest businesses. Geographically, this company is located in Talang Petai Village, V Koto District, Mukomuko Regency.

Based on the results of initial observations by interviewing Redi as an employee of PT. Agro Muko Talang Petai Estate shows that the Company is experiencing problems in career development as many employees feel unaware of the available career paths. Employees with lower education find it difficult to move up despite having sufficient work experience, many trainings are general and non-specific in career development in oil palm plantations, so employees do not gain diverse work experience and their skills are limited to just one field.

Companies are required to improve work discipline in all employees in order to create good employee performance and can make profits for the company. The discipline and rules applied by PT. Agro Muko Talang Petai Estate is still not fully operational. Because there are still employees who have not complied with the work rules that have been set by the company, this can be seen from some employees who are still late when following the morning apple, and go home before the working hours are over. So that the targets set by the company cannot be achieved.

In addition to work discipline, competencies also have an effect on improving employee career development. The development of competencies for employees' careers today tends to be done in place, because employees do not have adequate skills or knowledge for higher positions. This is limited to companies providing special training to employees who are still poorly educated and less skilled. So that the training and competency development program has not run optimally.

LITERATURE REVIEW

Career Development

According to the opinion (C.H Dethan et al., 2023) Career development is one of the efforts to encourage employees to work better. The consequences of career success and failure are related to individual self-conception, identity and satisfaction. Careers are related to individual satisfaction in organizations. A person who feels guaranteed a career will feel satisfied and work earnestly. Agency theory explains the contractual relationship between managers (agents) and business owners (principals). Agents are tasked with running company operations on behalf of the principal, while the principal provides compensation to the agent for his/her duties (Meckling, 1976). In this context, conflicts of interest between principals and agents often arise due to information asymmetry, where agents have more information than principals (Siahaan, 2017).

Work Discipline

According to (C.H Dethan et al., 2023) Work discipline is the ability to manage and maintain a level of consistency, diligence, and responsibility in carrying out work tasks in accordance with rules, standards, and predetermined times. This involves a commitment to comply with company regulations, meet targets, and perform tasks efficiently and effectively.

Competence

According to the opinion (Fauzi & Siregar, 2019) Competence is an ability or skill to carry out a job or task that is above skills and knowledge and supported by the work attitude demanded by the job.

Influence Between Variables

This study examines how the influence of work discipline and competence. Variables of work discipline, and competence are suspected to affect the career development of employees at PT. Agro Muko Talang Petai Estate. Therefore, the researcher conducted further research to determine the influence of work discipline and competence on the career development of employees at PT. Agro Muko Talang Petai Estate.

The Influence of Work Discipline on Career Development

Discipline in work is a factor that must be possessed by employees who want to achieve satisfaction in their work. Work discipline can be in the form of punctuality in work, obedience to the tasks assigned to it, and good use of facilities. Work discipline refers to the level of compliance and consistency of an employee to the tasks and responsibilities assigned to them in an organization. Employees who have a high level of work discipline will be more satisfied with their work and achieve better results. This can

lead to better quality of work and better achievement of goals, which in turn can lead to increased job satisfaction. The results of a study conducted by Candra & Rijanti (2023) found that work discipline has a positive and significant effect on employee job satisfaction. This means that the better the work discipline, the job satisfaction will increase.

Discipline in work plays a vital role in encouraging human life to gain hope and success at work. If there is no discipline, of course humans do not have a reference related to everything they will do, including work discipline. Developing a career is actually very necessary for organizations, both private and government agencies, because they are focused on business challenges for the future. Work discipline is also very vital, which makes it clear that work discipline must exist in employees and needs to be applied continuously. Instilling discipline results in discipline becoming a habit for officers (Irmigardis Makun & John E. H. J. FoEh, 2024)

Regarding career development, the company's human resource management (HRM) is able to influence the company's success. Through professional management of human resources, employees are asked to work optimally and productively. Professional work plans need to begin with applying good discipline to each employee. Career development is also an effort to improve oneself in obtaining a planned career plan. Therefore, the stage in developing a career will be according to the planned method, one of which is work discipline. Work discipline is related to the employee's routine agenda. If employees have high work discipline, it will certainly have consequences for the organization.

Work discipline according to Siswanto (2010) work discipline is an attitude of respect, appreciation, obedience and obedience to the applicable regulations, both written and unwritten, avoiding to receive any sanctions if he violates the duties and authorities given to him. Discipline is training, especially the training of thoughts and attitudes to produce self-control, the habit of obeying the applicable rules. Thus, it can be said that disciplinary issues are always related to the observance of discipline. Obedience out of fear is not a good discipline. Good discipline arises from within a person because of his awareness of the discipline.

The results of the study found that work discipline variables had a positive and significant effect on the career development of employees at Premier Basko Hotel Padang. This research is supported by research conducted by Satrio (2011), the results of the research found that work discipline has an effect on the development of Employee Careers of the Bandung City Tourism Office. Another study conducted by Indah Lestari (2011) found that work discipline has an effect on the career development of employees at KFC Karang Setra Bandung Branch. Another study by Wiyani (2014) found that work discipline has an effect on the career development of employees of PT Temprina Media Grafika Semarang. Cintia's (2011) research found that the results of the study found that work discipline has a significant effect on the career development of employees of PT. Dora Jaya Semarang. Another study by Merianis (2010) found that work discipline has an effect on the career development of employees of Karang Setra Hotel Bandung.

The Influence of Competency on Career Development

Competence with the skills/abilities possessed, leads to good/very good results. Not all authorized employees are automatically competent. Only employees who show a high level of performance are claimed to be competent. Ability is demonstrated by the

ability to complete tasks using the consequences of a good scale and a very good scale. This definition states that karyawan is said to have competence or competence when sharing at least good performance. If the performance is below good, then the employee cannot be called competent.

Menurut (Fauzi & Siregar, 2019) Kompetensi merupakan suatu kemampuan atau skills to carry out work or tasks that are above skills and knowledge and supported by the work attitude demanded by the job. Every employee is required to have useful competencies in doing a job in the company to obtain better career development and can encourage employees to have high performance.

Based on the results of the research processing above, it turns out that competence has a significant positive effect on career development. This means that if employee competence increases, career development will also increase, and vice versa. The results of this study are supported by Angga Rahayu Saputra & Susi Hendriani (2015) that competence has a significant effect on career development. This is also in accordance with Akmal Umar (2015) who stated that competence has a significant effect on employee career development.

Employee competence is the work ability of each individual which includes aspects of knowledge, expertise, and work attitudes in accordance with the set standards. The higher a person's competence, the higher the selling value of that person. Thus, competence shows skills or knowledge that are characterized by professionalism in a certain field as something of importance, as the excellence of that field. For this reason, the measurement of the competence of employees at the Medan City industrial office must be carried out by looking at the achievement in the quality of the SKP which is a vital document in career development. To get a quality percentage in SKP, employees are required to work effectively, honestly and efficiently in accordance with the main duties and functions of employees at the Medan City Industry Office (Laila Ali Marpaung & Yahya Tanjung, 2023).

This is supported by previous research by Mella Yunita (2021) entitled "The Influence of Promotion and Competence on Employee Career Development at PT. Berastagi Bintang Asia Medan". It is known that partially competency variables have a positive and significant influence on the career development of employees at PT. Berastagi Bintang Asia Medan.

According to Spencer's (2008) theory, "Iceberg Competency" refers to an innate skill that improves an individual's performance in performing tasks. Competence is essentially a set of abilities, knowledge, and work behavior that is periodically assessed in depth. The definition of competence in government organizations then includes this theory. This can be seen from a number of laws and regulations ranging from the government, to restrictions on regional heads. Competence is indispensable in the career development of ASN employees in order to realize a professional government, competence is the main qualification in ASN career development. Competency concerns the authority of each individual to perform tasks or make decisions in accordance with his or her role in the organization that is relevant to their expertise, knowledge and abilities. This is where competence becomes one of the characteristics that underlies an individual or an ASN in achieving their career development. In addition, (Sumakul et al., 2025) stated that competence is one of the factors that affect the career progress of an employee. Competency is the ability to perform a task with skill; It is the result of the mastery of certain knowledge and the application of appropriate work attitudes.

The results of the study prove that there is a positive and significant influence between competencies on career development in employees at the Manado City Investment and One-Stop Integrated Services Office (PTSP). This is in line with Khaer & Hidayati (2023) who show that competency variables have a positive and significant effect on career development. Dewi & Zamzam (2019) show that there is a significant and positive influence between competencies on career development.

RESEARCH METHODS

Place and Time of Research

This research was conducted in Mukomuko Regency, precisely at PT. Agro Talang Petai. The object of the research is all employees of PT. Agro Mukomuko Talang Petai Estate. The research lasts from January 2024 until it is completed.

Types of Research

This research uses a quantitative approach, which is a systematic scientific approach that uses data in the form of numbers to measure social phenomena and the relationships between variables. According to Sugiyono (2013), quantitative research is based on the philosophy of positivism with the aim of testing hypotheses using random sampling techniques and statistical data analysis.

Population and Sample

- Population: All 250 employees at PT. Agro Mukomuko Talang Petai Estate (Sugiyono, 2013).
- Sample: A total sampling technique is used, in which the entire population is included. However, the use of the Slovin formula with a margin of error of 5% requires a minimum sample number of 154 respondents, so the research sample is focused on that number for data relevance.

Data Collection Techniques

Data is collected through two main methods:

- Observation: Direct observation to the field to obtain information and data related to activities at PT. Agro Talang Petai.
- Questionnaire: A list of closed questions filled in by respondents, using the Likert scale (1-5) to measure attitudes and opinions related to research variables (Sugiyono, 2013).

Data Analysis Techniques

Data were systematically analyzed using multiple linear regression analysis with the help of SPSS version 26. This analysis is to test the influence of independent variables on dependent variables, accompanied by data normality tests, classical assumption tests, and hypothesis tests.

Test Research Instruments

Instrument testing includes:

- Validity Test: Measures the validity of questions in a questionnaire by correlation of item scores and total scores; Valid if $r_{count} > r_{table}$.
- Reliability Test: Measured the consistency of respondents' answers using Cronbach's Alpha; A α value of 0.60 is considered reliable.
- Classical Assumption Test: Includes normality test (Kolmogorov-Smirnov), multicollinearity test (with Tolerance and VIF), and heteroscedasticity test (Harvey test) to ensure the regression model meets statistical assumptions.

Descriptive Analysis Techniques

It is used to describe respondents' responses to the questionnaire, with the calculation of the average score and the interval of the answer category (Very Good to Very Poor) based on the Likert scale.

Analysis of the Regresi Linier Berganda

Used to test the relationship between independent variables (work discipline and competence) and dependent variables (employee career development) according to regression equations:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Regression coefficient testing was carried out to see the significant influence between variables.

Coefficient of Determination Test (R^2)

Measuring the contribution of independent variables to dependent variables, with a value of R^2 close to 1 shows a strong influence.

Uji Hypothesis

A t-test is performed to evaluate the partial influence of independent variables on dependents, and an F-test is performed to test the feasibility of the model simultaneously:

- T-test: significance value < 0.05 indicates a significant influence.
- F-test: p-value < 0.05 indicates a feasible and fit model for the study.

RESULTS OF RESEARCH AND DISCUSSION

Classical Assumption Test Results

Normality Test Results

The normality test is a step taken to determine whether the data on each research variable has a normal distribution. In this study, the normality test used was the *Kolmogorov Smirnov* test, which was analyzed using SPSS (*Statistical Package for Social Science*) version 26 with a significance level of 0.05. The population of the data is said to be normally distributed if the results of the *Kolmogorov-Smirnov*(p) test > 0.05 . The results of the normality test using the *Kolmogorov Smirnov* method in this study can be seen in the table below.

Table 1
Normality Test Results of Research Data
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		154
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	2.61175347
Most Extreme Differences	Absolute	.148
	Positive	.060
	Negative	-.148
Test Statistic		.148
Asymp. Sig. (2-tailed)		.018c

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS Data Processing Results, 2025

Based on the results of the data test shown in Table 4.8 above, a significance value

for the research variables was obtained, which was $0.018 > 0.05$ which can be concluded that the data on this research variable was normally distributed.

Multicolligiate Test

Multicollinearity tests were performed to identify whether there is a correlation between independent variables in a regression model. A good regression model should not show a high correlation between its independent variables. If the variables are freely correlated with each other, they are not *orthogonal* (the correlation value is not zero). The multicollinearity test was carried out by testing *the Tolerance of Error (TOL)* and *Variance Inflation Factor (VIF)*. If the tolerance value is greater than 0.1 and the VIF is less than 10, then it can be concluded that there is no multicollinearity between the free variables. The results of the multicolligety test of this study can be seen in the table below.

Table 2
Multicolligiate Test Results

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	T	Itself.	Collinearity Statistics
Model		B	Std. Error	Beta			Tolerance BRIGHT
1	(Constant)	9.946	3.252		3.058	.003	
	TOTAL. X1	.286	.091	.236	3.149	.002	.731 1.367
	TOTAL. X2	.641	.105	.459	6.118	.000	.731 1.367

a. Dependent Variable: TOTAL. Y

Source: SPSS Data Processing Results, 2025

Based on the results of the data test in table 4.9 above, it is known that the *Tolerance value of the* independent variable of Work Discipline and Competency is 0.731 > 0.10 with the VIF value for the variables of Work Discipline and Competency is 1.367 > 10 Therefore, it can be concluded that there are no symptoms of multicolligviity in the independent variable in this study.

Heteroscedasticity Test

The heteroscedasticity test was performed to find out whether there was a difference in residual variation in each observation in the regression model. In this study, heteroscedasticity analysis was shown through the Glejser Test, used to detect the presence of heteroscedasticity in the regression model by regressing the residual absolute value to the independent variable.

If the regression coefficient in this test is significant or < 0.05 , then there is heteroscedasticity, meaning that the residual variation is not constant. Conversely, if the coefficient is insignificant or > 0.05 , the model is considered free of heteroscedasticity. The test results in this study can be seen in the following table

Table 3
Heteroscedasticity Test Results

		Coefficients ^a				
		Unstandardized Coefficients	Standardized Coefficients	T	Itself.	Collinearity Statistics
Model						

	B	Std. Error	Beta			Tolerance	BRIGH T
1	(Constant)	1.894	3.243		.584	.560	
	TOTAL. X1	.037	.091	.039	.408	.684	.731
	TOTAL. X2	-.091	.105	.083	.873	.384	.731

a. Dependent Variable: Unstandardized Residual

Source: SPSS Data Processing, 2025

The results of the heteroscedasticity test showed that the significant value on the independent variables of Work Discipline and Competence > 0.05, meaning that in this study the residual variation was constant and there were no symptoms of heteroscedasticity

Multiple Linear Regression Analysis Results

In this study, multiple linear regression analysis was applied to assess the influence of two independent variables, namely on the dependent variable, namely the purchase decision decision. The purpose of this analysis is to understand the influence that occurs simultaneously between the two independent variables on the dependent variables. In addition, this analysis also aims to identify the direction of influence between these variables, whether each independent variable has a positive or negative influence. Thus, this regression analysis can be used to estimate the value of dependent variables when the value of independent variables changes, both increasing and decreasing. The multiple linear analysis output in this study can be reviewed by the table below.

Table 4
Multiple Linear Regression Analysis Results
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Itself.	Collinearity Statistics Tolerance	BRIGHT
1	(Constant)	9.946	3.252		3.058	.003		
	TOTAL. X1	.286	.091	.236	3.149	.002	.731	1.367
	TOTAL. X2	.641	.105	.459	6.118	.000	.731	1.367

a. Dependent Variable: TOTAL. Y

Source: SPSS Data Processing Results, 2025

Based on the results in table 4.11 above, the multiple linear regression equation between Work Discipline and Competency is obtained, namely:

$$Y = 9.946 + 0.286 X1 + 0.641 X2 + e$$

- A constant value of 9.946 indicates that, although Work Discipline (X1) and Competency (X2) have a value of 0, Career Development remains at 9.946
- The regression coefficient for Work Discipline (X1) was 0.286. This means that if the value of Work Discipline (X1) increases by one unit, then the value of Career Development (Y) will also increase by 0.286 assuming that the Competency variable (X2) is considered fixed.
- The regression coefficient for the Competency variable (X2) is 0.641 that is,

every time the value of the Competency variable (X2) increases by one unit, the Career Development value (Y) will increase by 0.641 assuming that the Work Discipline variable (X1) is considered fixed.

Results of Determination Coefficient Analysis

The analysis of the determination coefficient in this study aims to determine the percentage of influence of the independent variables Work Discipline (X1) and Competency (X2) simultaneously on the dependent variable, namely Career Development (Y). The determination coefficient shows the extent to which the percentage of independent variables Work Discipline (X1) and Competency (X2) used in the model is able to explain the variation of dependent variables, namely Career Development (Y). The value of the determination coefficient obtained in this study can be seen in the following table:

Table 4.5
Results of Determination Coefficient Analysis
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615a	.379	.370	2.629

a. Predictors: (Constant), TOTAL. X2, TOTAL. X1

b. Dependent Variable: TOTAL. Y

Source: SPSS data processing, 2025

Based on table 4.12 above, the R2 (*R Square*) value of 0.379 was obtained. This shows that the percentage of influence of independent variables Work Discipline (X1) and Competency (X2) on the dependent variables of Career Development (Y) means that the independent variable is able to explain the dependent variable of 37.9%, the remaining 62.1% is influenced by variables that were not studied in this study.

Research Hypothesis Testing Results

Partial testing (t-test)

The test was conducted partially to determine whether the independent variables of Work Discipline (X1) and Competency (X2) respectively had an influence on the dependent variables of Career Development (Y). The test results in this study can be seen in the following table:

Table 4.6
Partial Test Results (T Test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Itself.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	BRIGHT
1	(Constant)	9.946	3.252		3.058	.003		
	TOTAL. X1	.286	.091	.236	3.149	.002	.731	1.367
	TOTAL. X2	.641	.105	.459	6.118	.000	.731	1.367

a. Dependent Variable: TOTAL. Y

Source: SPSS Data Processing Results, 2025

Based on the test results presented in table 4.13 above, it is known that the values

of $t_{\text{calculated}}$ and t_{Sig} are in each independent variable. It is known that the T table in the results of this study was obtained by looking for the df value in the t table with a significant level of 0.05 to find the df value as for the following formula:

$$Df = N(\text{many samples}) - \text{independent variable} - 1$$

$$Df = 154 - 2 - 1$$

$$Df = 151 \text{ is } \mathbf{1.655}$$

The output of the Work Discipline variable test (X1) was known to have a calculated t value of 3.194 and a t sig value of 0.002. Because the calculated t value (3,194) > the table t value (1,655) and the t sig value (0.002) > α (0.05), it was concluded that H_a was accepted and H_0 was rejected. This means that there is a positive and significant influence between Work Discipline on Career Development at PT. Agro Muko Talang Petai Estate

The output of the Competency variable test (X2) showed a calculated t value of 6.118 and a t sig value of 0.000. Because the calculated t value (6,118) > the table t value (1,655) and the t sig value (0.000) < α (0.05), it was concluded that H_a was accepted and H_0 was rejected. This means that there is a positive and significant influence between Competence on Career Development at PT. Agro Muko Talang Petai Estate

Simultaneous Testing (F Test)

The F test was conducted simultaneously to determine whether the independent variables of Work Discipline (X1) and Competency (X2) together or simultaneously had an influence on the dependent variables of Career Development. The test results in this study can be seen in the following table:

Table 4.7
Simultaneous Test Results (Test - F)
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Itself.
1	Regression	636.114	2	318.057	46.018	.000b
	Residual	1043.652	151	6.912		
	Total	1679.766	153			

a. Dependent Variable: TOTAL. Y

b. Predictors: (Constant), TOTAL. X2, TOTAL. X1

Source: SPSS data processing, 2025

Based on table 4.14 of the results of the above test analysis, the F_{cal} value of 46,018 > F table (3.06) and the significance value of F sig (0.000) < α (0.05) were obtained, so it can be concluded that H_a was accepted and H_0 was rejected. This means that there is a simultaneous influence between Work Discipline (X1) and Competence (X2) on Career Development at PT. Agro Muko Talang Petai Estate

CONCLUSION

Based on the results of research and discussion on "The Influence of Work Discipline and Competence on Employee Career Development of PT. Agro Muko Talang Petai Estate". So conclusions can be drawn as follows:

1. The results of the study show that Work Discipline (X1) has a positive and significant influence on the Career Development of Employees (Y) of PT. Agro Muko Talang Petai Estate.
2. The results of the study show that Competency (X2) has a positive and significant influence on the Career Development of Employees (Y) of PT. Agro Muko Talang Petai Estate.
3. The results of the study show that Work Discipline (X1) and Competence (X2) have a positive and significant influence on Employee Career Development (Y) at PT. Agro Muko Talang Petai

Suggestion:

Based on the results of the research, discussion and conclusions reached, suggestions can be made as follows.

1. In the discipline variable, the statement that has the value is "I take a break and go home according to the time that has been determined by the Company" so it is recommended that the company is expected to be able to monitor and improve the management of the time so that employees can be more consistent in following the schedule that has been set. A balance between work and rest time can be well maintained. In the company variety, the statement that has the value is "I understand basic information related to the field of technology" so the suggestion that can be given is that the company can improve employees' access to information and knowledge that is relevant to their respective fields. With a better understanding of basic information, employees will be better prepared to carry out their duties in an efficient way and be able to adapt to the development of the industry and industry.
2. In the variable of employee career development, the statement that has the most value is "My level of education provides a sufficient basis for my current job or career" and also in the statement "I have worked in various positions or positions in my career" then the advice that can be given is that the company is paying attention to the job. There is a difference between the level of education of employees and the needs of the company in the workplace. To open up opportunities for employees to gain experience in various positions or positions. This is an opportunity to develop more diverse skills, broaden insights, and improve employee adaptation to changes and job demands. By taking a step back, employees will feel more valued and motivated in their career development, as well as preparing to take on more strategic roles in the future, until employees understand the goals and values of each position they are working in their careers.
3. For those who are involved, it is recommended to look for other factors if you want to improve the Employee's Career Development, as well as being able to increase the number of sample applicants.

REFERENCES

Azhari, A., Asniwati, & Wahida. (2023). The influence of competence, career development,

- and work discipline on the performance of employees of the Barru Regency Education and Culture Office. *JPMI: Indonesian Management Pioneer Journal*, 2(1), 115–127.
- Darmika, N. K. A. P., & Sriathi, A. A. A. (2019). Organizational and perceived organizational support for employee retention of the faculty of economics and business, Udayana University, Bali, Indonesia. *Management E-Journal*, 8(7), 4153–4182.
- Dethan, C. H., et al. (2023). The role of career development in improving employee satisfaction and organizational outcomes. *Journal of Contemporary Management Studies*, 10(2), 112–128.
- Faizal, R., Sulaeman, M., & Yulizar, I. (2019). The influence of culture, work motivation, and competence on employee performance. *EBA Journal: Journal of Economics, Business and Accounting*, 5(1), 11–21. <https://doi.org/10.32492/eba.v5i1.706>
- Fauzi, F., & Siregar, M. H. (2019). The influence of employee competency and performance on career development in the company: Case study at PT Wahana Baratama Tbk Sales Area III Jakarta. *Journal of Management of Hatta University*, 14(2), 9–21. <https://doi.org/10.37301/jmubh.v14i2.14810>
- Hasibuan, M. S. P. (2017). The effect of motivation and work discipline on the performance of employees of SMK Ksatria Jakarta. *Ecotopic Journal: Economics of Business & Management*, 9(1), 40–55. <https://doi.org/10.37932/j.e.v9i1.47>
- Indik Syahrabanu. (2023). The essential role of work discipline in organizational development. *Journal of Human Resource Development*, 7(1), 55–62.
- Irmigardis Makun, & John E. H. J. Foeh. (2024). Discipline at work: A vital factor for achieving success and personal growth. *International Journal of Work Psychology*, 15(1), 77–89.
- Khaer, A., & Hidayati, S. (2023). The impact of competency on career development: Evidence from the Indonesian public sector. *Journal of Career Development and Management*, 9(3), 101–115.
- Lestari, I. (2011). The effect of work discipline on employee career development at KFC Karang Setra Bandung Branch. *Journal of Management Research*, 6(2), 120–131.
- Makun, I., & Foeh, J. E. H. J. (2024). Discipline in work and its influence on career success. *International Journal of Organizational Behaviour*, 18(1), 34–45.
- Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs, and ownership structure. *Journal of Financial Economics*, 3(4), 305–360.
- Merianis. (2010). The effect of work discipline on career development of employees at Karang Setra Hotel Bandung. *Bandung Business Journal*, 5(1), 45–53.
- Prayogi, A., Santoso, H., & Wirawan, B. (2019). Competency as a predictor of job performance and career advancement. *Indonesian Journal of Human Resource Management*, 7(1), 22–34.
- Rayadi, M. (2012). The influence of human resource management on organizational performance. *Journal of Business Studies*, 4(3), 67–78.
- Satrio, B. (2011). The influence of work discipline on employee career development at Bandung City Tourism Office. *Indonesian Journal of Public Management*, 3(2), 90–99.
- Siahaan, E. (2017). Information asymmetry and conflicts in agency theory: Implications for managers and owners. *Journal of Business Ethics*, 17(4), 315–328.
- Ulfa, N. (2016). Competence development and its impact on skill enhancement in the

workplace. *Journal of Vocational Studies*, 10(1), 15–25.

Wahida, A., Azhari, A., & Asniwati. (2023). The influence of competence, career development, and work discipline on the performance of employees of the Barru Regency Education and Culture Office. *JPMI: Indonesian Management Pioneer Journal*, 2(1), 115–127.

Wiyani, L. (2014). The effect of work discipline on employee career development at PT Temprina Media Grafika Semarang. *Semarang Business Review*, 8(1), 70–80.