

The Effect of Competency, Career Development on Employee Performance in the Regional Personnel Agency of West Java Province

Tina Septi Tresnaningsih

Widyatama University, Bandung, Indonesia.
Email: tienasepti@gmail.com

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Abstract

This study aims to analyze the effect of competence and career development on employee performance at the Regional Personnel Agency (BKD) of West Java Province. The research is motivated by the need to improve the quality of human resources (HR) to support bureaucratic reform and enhance the effectiveness of public services. A quantitative approach was employed using a survey method with a saturated sampling technique, in which all 74 employees holding specific functional positions (JFT) were involved as respondents. Data were analyzed using multiple linear regression with the assistance of SPSS version 26. The results reveal that competence and career development simultaneously have a significant effect on employee performance. Partially, each variable also shows a significant influence, with career development being the most dominant factor in improving performance. These findings highlight that strengthening employee competence through training, work experience, and education, as well as establishing transparent and well-structured career development planning, plays a vital role in enhancing the performance of civil servants within regional government institutions.

Keywords: Competence; Career Development; Employee Performance.

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INTRODUCTION

Human resources (HR) play a crucial role in determining the success of public sector organizations. In the context of government institutions, the performance of civil servants (Aparatur Sipil Negara/ASN) is a key factor in realizing good governance, improving public services, and achieving strategic objectives. The Regional Personnel Agency (BKD) of West Java Province, as an institution responsible for managing ASN, is required to ensure that its employees possess the competencies and professionalism needed to respond to the rapid changes in public administration.

In recent years, the West Java Provincial Government has implemented several bureaucratic reforms, including the application of a double assessment system and the integration of talent management in career development. These policies aim to align employee competencies with job requirements and ensure that promotions and placements are based on merit. However, internal assessments show a slight decline in the performance index of BKD employees over the past two years, suggesting that the effectiveness of competency development and career management needs to be further evaluated.

Competency is one of the primary elements influencing employee performance. It includes technical, managerial, and social-cultural dimensions that determine how well employees can perform their duties. Equally important is career development, which provides direction, motivation, and professional growth opportunities for employees. Limited promotion opportunities and unclear career paths, especially among those holding functional positions, can reduce motivation and hinder optimal performance.

Therefore, this study was conducted to analyze the influence of competency and career development on employee performance at the Regional Personnel Agency of West Java Province. The findings are expected to provide theoretical insights and practical recommendations for improving human resource management, particularly in enhancing the performance and professionalism of civil servants in regional government institutions.

METHOD

The objects of this research include competency, career development, and employee performance. The subjects of the study are civil servants (Aparatur Sipil Negara/ASN) holding specific functional positions (JFT) at the Regional Personnel Agency (BKD) of West Java Province.

This study employs a quantitative approach with a verificative method using a survey design. The sampling technique applied is saturated sampling, in which the entire population was taken as respondents. The population in this study consists of all employees holding specific functional positions (JFT) at the Regional Personnel Agency of West Java Province, totaling 74 individuals.

Data were analyzed using multiple linear regression analysis, supported by correlation tests, coefficient of determination (R^2), F-tests, and t-tests with the assistance of SPSS version 26.

RESULT AND DISCUSSION

Demographic Analysis

The respondents in this study consist of employees holding specific functional positions (JFT) within the Regional Personnel Agency (BKD) of West Java Province. Based on gender, the majority of respondents are male, totaling 40 individuals (54%), while 34 respondents (46%) are female.

In terms of educational background, all respondents possess at least a Diploma III qualification. Specifically, 2 respondents (2.70%) hold a Diploma III, 8 respondents (10.81%) hold a Diploma IV, 30 respondents (40.54%) hold a Bachelor's degree (S1), 32 respondents (43.24%) have completed a Master's degree (S2), and 2 respondents (2.70%) hold a Doctoral degree (S3). These data indicate that the employees generally possess

educational qualifications that meet the professional standards required in public administration.

Validity and Reliability Test

Validity Test

Validity testing is a process conducted to examine the content of an instrument, with the aim of assessing the degree of accuracy of the instrument used in a study (Sugiyono, 2020).

Based on the results of the validity test for the Competence variable (X1) using SPSS version 26, the r-table value obtained was 0.2257, with all r-calculated values exceeding the r-table value. Therefore, the validity requirements for the Competence variable are met (Valid).

Based on the validity test results for the Career Development variable (X2) using SPSS version 26, the r-table value obtained was 0.2257, with all r-calculated values greater than the r-table value. Therefore, the validity requirements for the Career Development variable are met (Valid).

Based on the validity test results for the Employee Performance variable (Y) using SPSS version 26, the r-table value obtained was 0.2257, with all r-calculated values exceeding the r-table value. Therefore, the validity requirements for the Employee Performance variable are met (Valid).

Reliability Test

Reliability indicates the extent to which an instrument can be considered trustworthy and suitable for use as a data-collection tool (Arikunto, 2014:154).

Table 1. Reliability Test

Variable	Cronbach's Alpha	N of Items	Criteria	Description
X1	0,735	8	0,6	Reliabel
X2	0,870	8	0,6	Reliabel
Y	0,817	17	0,6	Reliabel

The results of the reliability test show that the Cronbach's alpha values exceed 0.6. Therefore, the reliability criteria are met (Reliable).

Employee Competence at the Regional Personnel Agency of West Java Province

The cumulative score obtained for the Competence variable at the Regional Personnel Agency of West Java Province is 2,137, which falls under the "good" assessment category. This indicates that employee competence is at a sufficient level to support the achievement of organizational goals. It reflects that employees possess the abilities, skills, and knowledge required to meet job demands, enabling them to perform their duties effectively and efficiently.

This result also suggests that human resource development processes—such as training, coaching, and performance evaluation—have been implemented effectively. With competence categorized as good, the organization has strong human capital to drive improved performance, innovation, and more optimal public service quality in the future.

Career Development of Employees at the Regional Personnel Agency of West Java Province

The cumulative score for Career Development as perceived by employees at the Regional Personnel Agency (BKD) of West Java Province is 2,060, which falls into the "good" category. This indicates that career development initiatives within BKD have been implemented effectively and in alignment with employee needs. This condition reflects that employees perceive fair and open opportunities for career advancement, whether through job promotion, competency enhancement, or objective performance appraisal.

Employee Performance at the Regional Personnel Agency of West Java Province

The cumulative score obtained for employee performance at the Regional Personnel Agency (BKD) of West Java Province is 4,964, which falls within the “good” category. This indicates that, overall, employees are able to carry out their duties and responsibilities optimally and in accordance with established standards. It reflects that employees possess adequate competence, discipline, and commitment to support the achievement of organizational goals.

Performance classified as good also suggests that employee productivity is at a satisfactory level, as they are able to complete tasks on time, maintain the quality of their work, and contribute positively to delivering excellent public services. In addition, coordination among employees and synergy between divisions are well maintained, allowing work processes to run effectively and efficiently.

Analysis of the Coefficient of Determination

Based on the SPSS output, the R-Square value is 0.552 or 55.2%. This means that Competence and Career Development simultaneously contribute 55.2% to Employee Performance, while the remaining 44.8% is influenced by other factors, such as allowances and job promotion. In other words, more than half of the variation in employee performance at the Regional Personnel Agency (BKD) of West Java Province can be explained by the combination of competence management and career development programs implemented in the institution. Meanwhile, the remaining 44.8% is affected by other factors, such as incentive schemes, job promotion opportunities, work environment, leadership style, employee motivation, and job satisfaction.

The partial effect of Competence on Employee Performance is 18.74% $Kd = (0.433)^2 \times 100\%$ $Kd = (0.433)^2 \times 100$, indicating that improvements in the quality and relevance of employee competence make a significant contribution to enhancing performance. Employees who possess adequate technical and managerial competencies tend to be more productive and capable of completing tasks with higher quality. Meanwhile, the effect of Career Development on Employee Performance is 16.97%, suggesting that clear career pathways, capacity-building programs, and opportunities for personal development also play an important role in driving optimal performance.

The partial effect of Career Development on Employee Performance is 16.97% $Kd = (0.412)^2 \times 100\%$ $Kd = (0.412)^2 \times 100$, indicating that clear career pathways, capacity-building programs, and opportunities for self-development play an important role in driving optimal employee performance.

t-Test

To determine the significance level of the partial effect of Competence on Employee Performance, the t-table value is compared with the t-calculated value. The results show that Competence has a probability value of $0.000 < \alpha = 0.05$ and a t-calculated value of $4.049 > 1.666$. Thus, H_a is accepted and H_0 is rejected, indicating that Competence has a significant partial effect on Employee Performance. This means that Competence demonstrably contributes to improving employee performance.

To determine the significance level of the partial effect of Career Development on Employee Performance, the t-calculated value is compared with the t-table value. The results show that Career Development has a probability value of $0.000 < \alpha = 0.05$ and a t-calculated value of $3.806 > 1.666$. Thus, H_a is accepted and H_0 is rejected, indicating that Career Development has a significant partial effect on Employee Performance. This means that Career Development demonstrably contributes to improving employee performance.

F-Test

Based on the SPSS output, the significance value of F is $0.000 < 0.05$ and the F-calculated value is $43.672 > 3.120$. This means that H_a is accepted and H_0 is rejected, indicating that Competence and Career Development simultaneously have a significant effect on Employee Performance. This implies that within the Regional Personnel Agency

(BKD) of West Java Province, effective competence management and well-structured career development programs can substantially enhance employee performance. Employees who possess the skills, knowledge, and abilities required for their positions—and who perceive clear opportunities and pathways for career advancement—tend to exhibit higher motivation, optimal productivity, and improved performance quality.

From a Human Resource Management (HRM) perspective, these findings highlight the importance of aligning competency enhancement with career development programs. Continuous initiatives such as training, certification, mentoring, and job rotation are essential to ensure that employees can consistently develop their capabilities in accordance with organizational needs. In addition, a transparent and performance-based career development system can foster a sense of fairness and strengthen employee loyalty, which ultimately has a positive impact on both individual performance and overall organizational performance.

The Influence of Competence on Employee Performance

The calculation results show that the Competence variable has a probability value of $0.000 < \alpha = 0.05$ and a t-calculated value of $4.049 > 1.666$. Thus, H_a is accepted and H_0 is rejected, indicating that Competence has a significant partial effect on Employee Performance. This means that Competence demonstrably contributes to improving employee performance. Competence serves as a key factor that influences an employee's performance within an organization.

The Influence of Career Development on Employee Performance

The calculation results show that the Career Development variable has a probability value of $0.000 < \alpha 0.05$ and a t-value of $3.806 > 1.666$. Therefore, H_a is accepted and H_0 is rejected, indicating that Career Development has a significant partial effect on Employee Performance. This means that career development is proven to meaningfully enhance employee performance. Career development is one of the key components of human resource management that plays a substantial role in improving employee performance. It encompasses processes such as career planning, training, promotion, and opportunities for advancement that enable employees to reach their full potential. When these career development initiatives are implemented effectively, employees tend to demonstrate higher motivation, stronger commitment, and improved productivity, which ultimately contribute to better organizational performance.

CONCLUSION

Based on the research and analysis results, the author can draw the following conclusions:

The research results indicate that the competence of employees at the West Java Regional Personnel Agency (BKD) has a cumulative score of 2.137 classified as "good," reflecting adequate knowledge, skills, and work attitudes. Career development also shows a score of 2.066 categorized as "good," indicating that employees perceive clear career paths, opportunities for self-development, and transparent, performance-based promotion. Employee performance has a cumulative score of 4.964, also classified as "good" demonstrating that employees are able to meet organizational targets effectively and efficiently. These findings suggest that human resource management (HRM) practices at BKD have been implemented optimally, encompassing competence planning, career development, and performance evaluation systems.

The regression analysis indicates that Competence has a significant effect on Employee Performance, with a probability value of $0.000 < 0.05$ and a t-calculated value of $4.049 > 1.666$. This demonstrates that the higher an employee's competence, the greater their contribution to performance. Competence, encompassing knowledge, skills, and work attitudes, supports the effective execution of tasks, adaptability, and the quality of work output.

The research results indicate that Career Development also has a significant effect on Employee Performance, with a probability value of $0.000 < 0.05$ and a t-calculated value of $3.806 > 1.666$. Clear, systematic, and transparent career development programs enhance employee motivation, loyalty, and performance. Career development plays a crucial role in maximizing individual potential to achieve optimal performance. Well-managed career programs foster job satisfaction and strengthen employees' commitment to the organization.

Simultaneously, Competence and Career Development have a significant effect on Employee Performance, with an F-significance value of $0.000 < 0.05$ and an F-calculated value of $43.672 > 3.120$. These findings indicate that integrated management of competence and career development can create a positive synergy that enhances employee productivity.

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