ANALYSIS ON INDIVIDUAL CHARACTERISTICS IMPACT TOWARDS EMPLOYEE CAREER DEVELOPMENT AT UIN KIAI HAJI ACHMAD SIDDIQ JEMBER

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Abstract
The rapid flow of information and development of technology and science have brought changes to individual life patterns. In order to maintain self-existence, every individual desires career improvemnet as it affects their income. Career development and utilization of human resources are organizational needs. This study uses a quantitative approach. The research population includes all employees having civil servant status within State Islamic University of Kiai Haji Achmad Siddiq Jember. The data collection methods used were questionnaires, interviews and documentaries. The data was analayzed through descriptive analysis and Multiple Linier Regression Analysis which aims to look for relationship patterns that can be described mathematically between one dependent variable (Y) and several independent variables (X). Based on the results of analysis and hypothesis testing, it shows that the independent variable consists of expertise (X1), level of education (X2) and work experience (X3) influence simultaneously towards career. The degree of the contribution or influence of the independent variable is . 64.8% while the remaining 35.2%. influenced by other factors outside the model. P value for the skill variable (X1) = 0.903 so it is not significant at α = 0.05, which means that the skill variable (X1) does not have a significant individual

effect on the career development of employees at Kiai Haji Achmad Siddiq Jember State Islamic University. Likewise, P value for the education variable (X2) = 0.001 so it is significant at α = 0.05 which means that the education variable (X2) has a significant individual influence on employee career development. Meanwhile, the P value for the work experience variable (X3) = 0.023 so it is significant at α = 0.05 which means that the work experience variable (X3) has a significant individual influence on the career development of UIN Kiai Haji Achmad Siddiq Jember employees.

Derasnya arus informasi dan pesatnya perkembangan teknologi dan ilmu pengetahuan membawa perubahan bagi pola kehidupan individu. Agar eksistensi diri tetap terjaga, maka setiap individu menginginkan karirnya meningkat karena karir seseorang juga mempengaruhi penghasilan. Pengembangan karir dan pemanfaatan sumber daya manusia merupakan kebutuhan organisasi. Penelitian ini menggunakan pendekatan kuantitatif. Populasi penelitian mencakup seluruh karyawan yang berstatus PNS dalam lingkup Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember. Metode pengumpulan data yang digunakan adalah angket, interview dan dokumenter. Teknik analisa datanya menggunakan analisis deskriptif dan analisis *Multiple Linier Regression Analysis* yang bertujuan untuk mencari pola hubungan yang dapat digambarkan secara matematis antara satu variable tak bebas (Y) dengan beberapa variabel bebas (X). Berdasarkan hasil analisa dan pengujian menunjukkan variabel bebas yang terdiri dari keahlian (X_1), tingkat pendidikan (X_2) dan pengalaman kerja (X_3) berpengaruh secara bersama-sama (*simultan*) Besarnya kontribusi atau pengaruh variabel bebas sebesar. 64,8 % sedangkan sisanya sebesar 35,2 %. dipengaruhi oleh faktor-faktor lain diluar model. Nilai P_{value} untuk variabel keahlian (X_1) = 0.903 sehingga tidak signifikan pada α = 0,05 yang berarti bahwa variabel keahlian (X_1) tidak berpengaruh signifikan secara individu terhadap pengembangan karier karyawan. Nilai P_{value} untuk variabel pendidikan (X_2) = 0.001 sehingga signifikan pada α = 0,05 yang berarti bahwa variabel pendidikan (X_2) berpengaruh signifikan secara individu terhadap pengembangan karier karyawan. Sedangkan Nilai P_{value} untuk variabel pengalaman kerja (X_3) = 0.023 sehingga signifikan pada α = 0,05 yang berarti bahwa variabel pengalaman kerja (X_3) berpengaruh signifikan secara individu terhadap pengembangan karier karyawan UIN Kiai Haji Achmad Siddiq Jember.

Keywords: Individual Characteristics, Career Development, Multiple Linear Regression Analysis.

Introduction

The rapid development of technology and science has brought changes to human life patterns. This brings distinctive changes for individuals. Moreover, when they are in an organizational environment. They must be able to improve themselves because if they do not, they will be marginalized from their colleagues. In order to maintain self-existence, every individual wants career improvement as a person's career also affects their income. This desire means that employees must have a thorough career plan.[1]

One of the steps taken to triumph the competition and have ability to compete, employees are required to have a high skill, knowledge, and ability to realize organizational needs and compete outside their host organization work nationally and internationally. Implementation of plans careers require career development. Career development is a process of increasing individual willingness to work achieved in in order to achieve the desired career.[2] Career development and utilization of human resources is an organizational need, stated that their employees are their most valuable assets.[3] However, employees are placed in inappropriate positions and experiencing frustration to grow and develop is detrimental organization.

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[1]Arikunto, Suharsimi, *Prosedur Penelitian : Suatu Pendekatan Praktek*, Edisi Revisi V, Jakarta : PT. Rineka Cipta, (2002). 25

[2] Affandi, Azhar. *Manajemen SDM Strategik : Strategi Mengelola Karyawan di Era 4.0.* Banten: Bintang Visitama Publisher. (2018). 17

[3] Mafar, F. Pengelolaan Dokumen Kepangkatan Dosen Berbasis Komputasi Awan pada Perguruan Tinggi Keagamaan Islam Negeri. JIEMAN*: Journal of Islamic Educational Management*, 3(2), (2021) 163-184. https://doi.org/10.35719/jieman.v3i2.77

Therefore, members in an organization expect a progress pattern based on what they are getting and doing. Moreover, an employee wants to be given wide opportunities to various positions as well as promotion within the line of a particular career.[4] So, the question arises "why the person was able to develop his career while in on the other side there were people who stuck in a certain position?" Sometimes someone is considered to have sufficient education and experience, but his career stunted while some other mediocre have better career improvement. Therefore, it is necessary to remember that not all humans have the same character, each has the same expertise level of education and different work experiences, so that the organizational form is carried out must be able to formulate the compatibility of the members with their work to improve performance and work suitability.[5]

Demonstrated needs, desires and dissatisfaction in career development is a problem for organizations unless it can provide better jobs and careers.[6] Therefore, it is not surprising if career development and planning becomes a big problem in organization over the past few years. According to Simamora (Kusuma, 2021), some of the causes are as follows:

1. Increased attention to the quality of work life and life planning.
2. Rules on equal employment opportunities.
3. Low economic growth and reduced opportunities promotion.[7]

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[4] Maulana, E. C., Rohmadi, Y., & Permatasari , S. I. (2023). Implementasi EDM dalam Penjaminan Mutu Pendidikan DI MI Tahfidzul Qur'an AL Manar. *LEADERIA: Jurnal Manajemen Pendidikan Islam*, 4(2), 94-106. https://doi.org/10.35719/leaderia.v4i2.383

[5] Hasibuan, Malayu SP., *Manajemen Sumber Daya Manusia*, Jakarta : Bumi Aksara, (2000). 34

[6] Al-Qadrie, S. A. *Decision-Making Policies of Leaders within Islamic Boarding School's Institute to Improve Formal Education Managerial's Quality*. JIEMAN: Journal of Islamic Educational Management, 4(1), (2022). 41-60. https://doi.org/10.35719/jieman.v4i1.107

[7] Kusuma, Fanila Kasmita. *pengaruh karakteristik individu dan karakteristik organisasi terhadap pengembangan karir pegawai (Studi Pada Pegawai Kantor Sekretariat Daerah Kabupaten Dompu.* MEDIA BINA ILMIAH 16.3 (2021): 6655-6668.

Career development is closely related to human Resource Development. Where under development career leads to personal improvement or advancement efforts by individuals and organizations to choose goals and career path to achieve these goals.

In private organizations, generally the personnel department plays a role in preparing and adjusting individual career plans adapted to organizational needs. Unlike government organization, it prepares career planning for development based on the regulations.[8] in this case, it often collides with regulations, giving rise to pros and cons. Is it possible that such condition last forever? How about personnel who have better competence, but are less noticed?

Such phenomenon is transpiring in the State Islamic University of Kiai Haji Achmad Siddiq Jember and generally in other government agencies where seniority is still often used as a reference, besides that there are Work Implementation Assessment List or DP3. In fact, if you take a closer look at it, the DP3 benchmarks are note really clear. Is not there another pattern that can be used as a reference to develop employee careers? Because basically development Career is a personal individual responsibility.

Although seniority is still commonly used in career assortment, it seems like government organizations are now seeing the potential individual. Because in this era of globalization, if an organization does not flexible then you will experience setbacks to compete with other organizations.[9] Therefore, employees need to be placed on jobs that match with their skills as the saying "the right man on the right place, the right man on the right the job".

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[8] Mathis, Robert L dan John Jackson, *Manajemen Sumber Daya Manusia*, Edisi Pertama, Jakarta : Salemba Empat, (2002). 203

[9] Shibghatallaah Mujaahid Al Islaam, & Husnan, R. Implementation Of Public Relations Management In *Building* Public Trust At Luqman Al-Hakim Primary School In Jember. *JIEMAN: Journal of Islamic Educational Management*, 5(1), (2023). 117-128. https://doi.org/10.35719/jieman.v5i1.187

The civil service environment, in facing the era globalization, has realized the importance of career planning for individuals and organizations. However, it seems that this is only seen as ideas where its implementation is nil. Try looking at the agency government, even though they already have regulations governing it, some deviations still taking place. Even the regulations themselves sometimes become a threat to employees.[10] Career development does only refer to regulations but also to individual abilities as well as the organization's ability to develop a career employee. Employees tend to be more open to more progress and develop themselves (studying other fields) to prepare for chances when they are offered a position in the different field. In the organizational background of that career development, it is not only influenced by the organization but individual character as well has a role in individual and career development organization. Apart from that, career development is influenced by characteristics environment and job characteristics.

From this phenomenon, researchers are interested in studying it the influence of individual characteristics on employee career development in the State Islamic University of Kiai Haji Achmad Siddiq Jember.

Methods

This research employs quantitative research. The research setting is State Islamic University Kiai Haji Achmad Siddiq on Jl. Jumat No. 94 Mangli, Jember. Data collection methods used in this research were interviews, questionnaires and documentation. The data were analyzed by using descriptive analysis and Multiple Linier Regression Analysis which aims to look for patterns of relationships that can be described in detail mathematically between one

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[10] Supit, M., A.M Rawis, J., Markus Wullur, M., & N.J. Rotty, V. (2021). Analisis Supervisi Pendidikan Untuk Pengembangan Profesionalitas Guru Berkelanjutan. *LEADERIA: Jurnal Manajemen Pendidikan Islam*, *2*(2), 87-107. https://doi.org/10.35719/leaderia.v2i2.68

dependent variable (Y) and several variables independently (X) either partially or jointly (simultaneous).

The population of this study includes all permanent lecturers at State Islamic University of Kiai Haji Achmad Siddiq Jember with a total sample of 33 people. The sampling technique uses was simple random sampling. The data collection methods used in this research were interviews, questionnaires and documentaries.

The analysis method uses Multiple Linear Regression which aims to look for relationship patterns that can be described mathematically between one dependent variable (Y) and several independent variables (X) either partially or together (simultaneously).

The general relationship pattern can be written as follows Draper, N.R., dan Smith, H:

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Keterangan :
Y   =   Employee Career Development
X_1 =   Employee Expertise
X_1 =   Employee Education
X_1 =   Employee Work Experience
β_i =   Regression Coefficient
ε =   Interference Error (Disturbance's Error)[11]

Dicussion
Descriptive Statistical Analysis

As a general description of the research results, descriptive analysis was used to determine the respondent's profile. The respondents in this research were all administrative employees of the State Islamic University of Kiai Haji Achmad Siddiq Jember who had the status of Civil Servants (PNS). The number of samples taken in this research was 33 people. The description of each respondent can be explained as follows:

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[11] *Draper*, N.R., dan Smith, H. *Applied Regression Analysis*, Second Edition, Terjemahan, Jakarta : Gramedia Pustaka Utama, (1992).

1. Expertise (X_1)

For the employee expertise, it was tested within the aspect of the task implementation standard, punctuality, self-motivation ability, expressing ideas, the ability to help colleagues in work, ability to carry out collaboration. In the expertise variable (X_1) the actual range of respondents' answers were 83 - 114 with a mean of 94.79 and a standard deviation of 7.26. Data These are presented in table 1 below:

Table 1. Descriptive Statistics of Expertise Variables (X_1)

Variable	N	Mean	StDev	Minimum	Median	Maximum
Expertise (X1)	33	94,79	7,26	83,00	95,00	114,00

2. Educational Level (X_2)

Education level is one of the suspected factors which influence employee career development. The complete distribution of employee educational level at State Islamic University of Kiai Haji Achmad Siddiq Jember can be seen in table 2 below:

Table 2. Distribution of Respondents According to Education Level

No	Educational Level	Total Number	Percentage
1	High school	9	27,3 %
2	Bachelor Degree (S-1)	16	48,5 %
3	Master Degree (S-2)	8	24,2 %
Jumlah		**33**	**100 %**

Source : UIN KHAS Jember documentation

From the table above, it shows that the majority of the respondents in this study had an educational background in the Bachelor degree, thar are 48.5%; 27.3% are High School, and 24.2% are Masters degree.

The composition of educational levels illustrates that the educational background of administrative employees at State Islamic University of Kiai Haji Achmad Siddiq Jember is quite supportive in carrying out their duties and work.

3. **Work Experience (X_3)**

The work experience within State Islamic University of Kiai Haji Achmad Siddiq Jember employees is measured by the period of work completed starting from his appointment as an employee to date (at the time of research) can be seen in full in table 3.

Table 3. Distribution of Respondents According to Years of Work

No	Working time	Total Number	Percentage
1	01 – 10 Years	20	60,6 %
2	11 – 20 Years	7	21,2 %
3	21 – 30 Years	2	6,1 %
4	31 – above	4	12,1 %
Total		**33**	**100 %**

Source : UIN KHAS Jember documentation

From table 3, it provides information that the work period of Kiai Haji Achmad Siddiq State Islamic University employees mostly ranges from 01 - 10 years with 20 people (60.6%), while those with a work period of 11 - 20 years are 7 people (21, 2%); Those with

a service period of 21 – 30 years were 2 people (6.1%); and 4 people (12.1%) have worked more than 31 years. This also illustrates that the majority have insufficient work experience to carry out their duties at the State Islamic University of Kiai Haji Achmad Siddiq Jember.

Inferential Statistical Analysis

The stages carried out in inferential statistical analysis are as follows:

1. **Classical Assumption Testing (Analysis Requirements Test)**

To ensure that the variables studied can be analyzed using correlation and multiple regression, they must fulfill several analytical test requirements as follows:

a. **Identical Residuals Assumption**

One of the classic assumptions in a regression model is that the residual variance must be constant, or the variance of each resulting residual is fixed and spreads randomly. This examination is carried out using a graphic method. If the plot between the residual and the estimated Y shows a certain pattern (horizontal) then it is said that the residual meets the identical assumption.

The MINITAB 14 output from the plot between the residual and the estimated Y as shown in Figure 1 shows a certain pattern (horizontal), so it can be concluded that the residual meets the identical assumption.
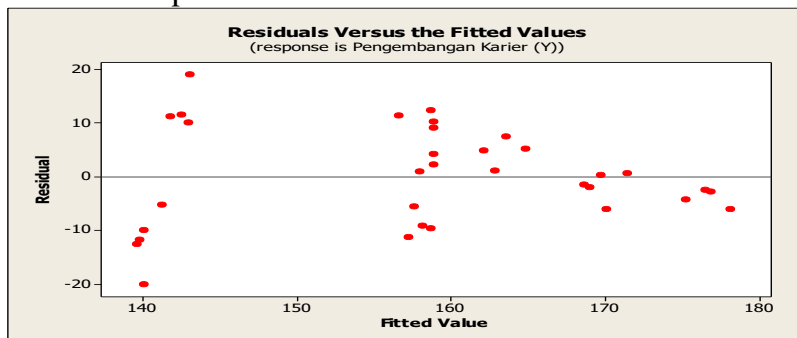

Figure 1. Plot between residuals and Y estimates

b. Independent Residual Assumption

The autocorrelation is a term to indicate relationship or correlation between members of a series of observations ordered according to time or according to the order of place or correlation in itself. This test is carried out to find out whether the residuals from the model are mutual influence. This is associated with $cov(e_i, e_j) = 0$ untuk $i \neq j$.

Using the graphic method of the residual plot (ei) and time (t), when the sample does not form a certain pattern, then it can be said that the residual meets the independent assumption.

MINITAB 14 output of plot between residuals (ei) and time (t) as seen in Figure 2 shows that the residuals spread randomly and do not form a particular pattern, so it can be concluded that the residuals meet the independent assumption.
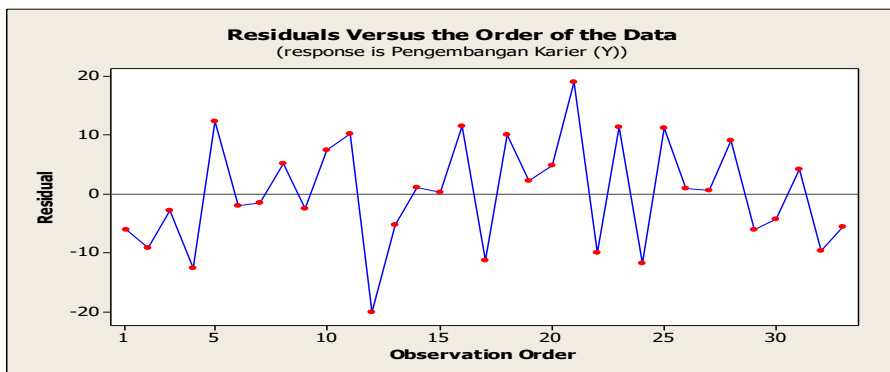

Figure 2. Plot between residuals (ei) and time (t)

c. Normally Distributed Residuals Assumption

The final assumption is whether the residuals from the model are normally distributed or can be expressed as : $\varepsilon_i \sim N(0, \sigma^2)$. Normality testing uses the Kolmogorov-Smirnov (KS) test. The hypothesis is written as:

Ho : Residuals are normally distributed
H1 : Residuals are not normally distributed

MINITAB 14 output as shown in Figure 3, shows that the P value > 0.15 or greater than α = 0.05, so it can be concluded that the residuals are normally distributed.

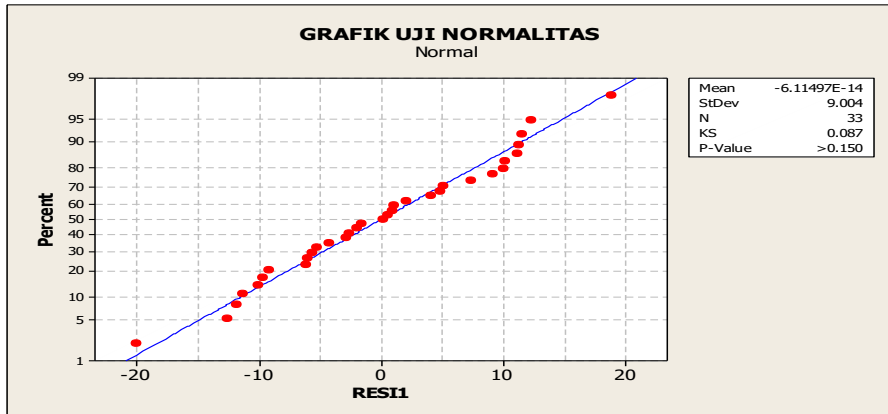**Figure 3**. Kolmogorov-Smirnov Normality Test Results

2. Hypothesis Testing

To test the hypotheses, there are two variables tested using multiple linear regression tests simultaneously and partial multiple linear regression test. Below are the results of the hypothesis with the following details:

a. Regression Line Quality Test / First Hypothesis Test

To find out whether the predictor variables included in the model have a joint effect on the response variable, a simultaneous test is carried out using the F test statistic with the following hypothesis:

$H_0 : \beta_1 = \beta_2 = L = \beta_k = 0$

H_1 : it should be consist of at lease one $\beta_i \neq 0$, i = 1, 2, 3, ..., k

Statistical test :

$$F_{hitung} = \frac{R^2/(k-1)}{(1-R^2)/(n-k)}$$

Rejection area : If $F_{hitung} > F_{(\alpha;k;n-k-1)}$ then H_0 is rejected

Results from MINITAB 14 were F_{hitung} = 17,78 dan F_{table} (on α=5% and df=29) or $F_{(0.05;3;29)}$ is 2,93. Because of $F_{hitung} > F_{table}$, then H₀ is reected which means there is at least on $\beta_i \neq 0$, i = 1, 2, 3. Therefore, it can be concluded that the skill variable (X₁), level of education (X₂) and work experience (X₃) influence together (simultaneous) towards career development of State Islamic University of Kiai Haji Achmad Siddiq Jember employees.

b. Regression Coefficient Test/Second Hypothesis Test

To find out whether the predictor variables included in the model have an individual effect on the response variable, an individual test is carried out using the t test statistic with the following hypothesis:

H₀ : β_i = 0 ,
H₁ : β_i ≠ 0 ,   i = 1, 2, 3.
Statistical test:

$$t_{hitung} = \frac{\beta_i}{Se(\beta_i)}$$

Rejection are : Jika $t_{count} > t_{table}$ then H₀ is rejected

The results from MINITAB 14 as presented in Table 4 show that the P $_{value}$ for the Skill variable (X₁) = 0.903 which means it is not significant at α = 0.05 then H₀ accepted meaning β_i = 0. Thus, it can be concluded that the skill variable (X₁) does not have a significant individual effect on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember.

Table 4. Individual Test Results for Predictor Variables

Predictor	Coef	T	P
Constant	103,59	4,25	0.000
Expertise (X₁)	0,0296	-0,12	0.903
Education (X₂)	3,1003	3,92	0.001
Work Experience (X₃)	0,5446	2,40	0.023

P_{value} for the Education variable (X_2) = 0.001 which means it is significant at α = 0.05 then H_o is rejected which means $\beta_i \neq 0$. Hence, it can be concluded that the Education variable (X2) significantly influenced the individual for the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember.

Meanwhile, the P_{value} for the work experience variable (X_3) = 0.023 which means it is significant at α = 0.05 then H_o is rejected which means $\beta_i \neq 0$. Therefore, it can be concluded that the work experience variable (X3) has a significant individual influence on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember.

The results of the regression model analysis resulting from data processing using MINITAB 14 software are shown in table 5 below:

Table 5. Recapitulation

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The regression equation is

Y = 104 - 0.030 (X1) + 3.10 (X2) + 0.545 (X3)


Predictor                    Coef   SE Coef      T       P

Constant                   103.59     24.38   4.25   0.000

Expertsie (X1)            -0.0296    0.2413  -0.12   0.903

Education (X2)             3.1003    0.7914   3.92   0.001

Work Experience (X3)      0.5446    0.2271   2.40   0.023
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of Multiple Regression Test Results

Based on the results of the multiple linear regression analysis, it can be seen that the degree of the contribution or influence of the independent variables consisting of the expertise variable (X1), education (X2) and work experience (X3) towards the career development of State Islamic University of Kiai Haji Achmad

Siddiq Jember employees is equal to. 64.8% while the remaining 35.2%. influenced by other factors outside the model. This information can be a new inspiration for readers to use for further research.

Next, we will explain the influence of each individual characteristic variable in the form of expertise (X_1), education (X_2) and work experience (X_3) towards career development of State Islamic University of Kiai Haji Achmad Siddiq Jember employees.

1. **Influence of expertise (X_1) towards employees career development at State Islamic University of Kiai Haji Achmad Siddiq Jember**

   Regression coefficient for the expertise variable (X_1) has a negative value or negative influence on the career development of employees at the State Islamic University of Kiai Haji Achmad Siddiq Jember. The negative influence exerted by expertise (X_1) is -0.0296. However, based on individual tests (test *t*) it is concluded that the skill variable (X_1) has no significant effect on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember. The results of this test provide information that the leadership's policy regarding career development for employees at State Islamic University of Kiai Haji Achmad Siddiq Jember has not referred to or been based on the employee's own skill level. This phenomenon could be a consideration for policy makers at the State Islamic University of Kiai Haji Achmad Siddiq Jember for the future progress of this institution.

   The results of this research strengthen the findings of Syaidinil Aksa and Muhammad Yusuf (2022) presented in their research entitled the influence of skills and work experience on employee career development. In this research, it is explained that skills as part of expertise have a significant influence on employee career development.[12]

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[12] Irianto, Yusuf. *Tema-Tema Pokok Manajemen Sumber Daya Manusia*. Cetakan 1, Surabaya : Insan Cendekia, (2001). 232

2. Influence of education level (X2) towards employees career development at State Islamic University of Kiai Haji Achmad Siddiq Jember

Regression coefficient for the education level variable (X2) has a positive value or positive influence on the career development of employees at the State Islamic University of Kiai Haji Achmad Siddiq Jember. The positive influence provided by the education level variable (X2) is 3.1003 which means that if the education level variable (X2) increases by one unit (1 percent) and other variables remain constant, then the education level variable (X2) will affect the careers of State Islamic University of Kiai Haji Achmad Siddiq Jember employees by 3.1003 percent. The results of this test provide information that the higher the employee's education, the better their career prospects will be.

The results of this research strengthen the findings of several previous studies regarding the influence of education level on employee career development, including, 1) Sinthia Dewi, I. Wayan Bagia and Gede Putu Agus Jana Susila, in 2020 in their research entitled "The Influence of Educational Level and career development on employee performance". 2) Anggi Karen, Bernhard Tewal and B. Walangitan Mac Donald, in 2021 in their research entitled "The Influence of Education, Training and Career Development on Employee Work Performance at the Sintesa Peninsula Manado Hotel",[13] and 3) Liset Darmayanti and Agus Kusnawan, in 2022 in their research entitled "Analysis of the Influence of Education Level, Work Experience and Good Ethics on Career Development and Employee Wages at PT. Source of Fresh

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[13] Karen, Anggi, Bernhard Tewal, and B. Walangitan Mac Donald. "*Pengaruh Pendidikan, Pelatihan, Dan Pengembangan Karir Terhadap Prestasi Kerja Karyawan Pada Hotel Sintesa Peninsula Manado*." Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi 9.1 (2021). https://doi.org/10.35794/emba.v9i1.33021

Fortune". [14] In these studies it is explained that the level of education has a significant influence on employee career development.

3. The influence of work experience (X3) towards employees career development at State Islamic University of Kiai Haji Achmad Siddiq Jember

Regression coefficient for the work experience variable (X3) has a positive value or positive influence on the career development of employees at the State Islamic University of Kiai Haji Achmad Siddiq Jember. The positive influence provided by the work experience variable (X3) is 0.5446 which means that if the work experience variable (X3) increases by one unit (1 percent) and other variables remain constant, then the work experience variable (X3) will affect your career employee of State Islamic University of Kiai Haji Achmad Siddiq Jember amounting to 0.5446 percent. The results of this test mean that the longer the employee's working period, the more their career path will increase.

Among the three independent variables is the skill variable (X1), level of education (X2) and work experience (X3), then the most dominant influence on the career development of State Islamic University of Kiai Haji Achmad Siddiq Jember employees is the level of education (X2). This can be seen from the largest regression coefficient value (3.1003) compared to other independent variables.

The results of this research strengthen the findings of several studies that have been conducted previously regarding the influence of work experience on employee career development, including, 1) Taufik Hidayat, Prayekti Prayekti, and Kusuma Chandra Kirana, 2023 in which in his research entitled "The Influence of Individual Characteristics, Workload, and Work

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[14] Darmayanti, Liset, and Agus Kusnawan. "*Analisis Pengaruh Tingkat Pendidikan, Pengalaman Kerja Dan Etika Yang Baik Terhadap Pengembangan Karier Dan Upah Karyawan Pada PT. Sumber Rezeki Fresh*." Prosiding: Ekonomi dan Bisnis 2.2 (2022): 893-901.

Experience on the Career Development of Simpang Rusa Community Health Center Employees."[15] in their research entitled "2) Agustina, Pande Komang Yuni, Gusti Alit Suputra, and Luh Nik Oktarini, in 2023 in their research entitled "The Influence of Training, Work Experience and Competency on Career Development at the Gianyar Regency Industry and Trade Service".[16] and 3) Munawaroh, Zuhrufah Izatul, in 2023 in his research entitled "The Influence of Work Experience and Training on Employee Performance with Moderating Career Development (Case Study of PT. Rapindo Plastama Employees)". In these studies it is explained that work experience has a significant influence on employee career development.[17]

Conclusion

Based on the results of the analysis and discussion, several conclusions can be drawn as follows:

1. The results of analysis and testing show that the independent variable consists of expertise (X1), level of education (X2) and work experience (X3) influence together (simultaneous) towards the employe career development at Islamic State University of Kiai Haji Achmad Siddiq Jember, because of $F_{hitung} > F_{tabel}$, having value of F_{hitung} = 17,78 dan F_{table} = 2,93. The degree of the contribution or influence of the independent variable is equal

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[15] Hidayat, Taufik, Prayekti Prayekti, and Kusuma Chandra Kirana. *Pengaruh Karakteristik Individu, Beban Kerja, dan Pengalaman Kerja terhadap Pengembangan Karir Pegawai Puskesmas Simpang Rusa*. J-MAS (Jurnal Manajemen dan Sains) 8.1 (2023): 316-320.

[16] Agustina, Pande Komang Yuni, Gusti Alit Suputra, and Luh Nik Oktarini. *Pengaruh Diklat, Pengalaman Kerja Dan Kompetensi Terhadap Pengembangan Karir Pada Dinas Perindustrian dan Perdagangan Kabupaten Gianyar*. WidyaAmrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata 3.2 (2023): 321-335.

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to. 64.8% while the remaining 35.2%. influenced by other factors outside the model.

2. P $_{value}$ for the expertise variable (X_1) = 0.903, so it is not significant at α = 0.05, which means that the skill variable (X_1) does not have a significant individual effect on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember. The results of this test provide information that the leadership's policy regarding career development for employees at State Islamic University of Kiai Haji Achmad Siddiq Jember has not referred to or been based on the employee's own expertise level. This phenomenon could be a consideration for policy makers at Kiai Haji Achmad Siddiq State Islamic University for the future progress of this institution.

3. P_{value} for the education variable (X_2) = 0.001, so it is significant at α = 0.05 which means that the education variable (X_2) has a significant individual influence on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember. Regression coefficient for the education level variable (X_2) has a positive value or positive influence on the performance of State Islamic University of Kiai Haji Achmad Siddiq Jember employees. The positive influence provided by the education level variable (X_2) is 3.1003 which means that if the education level variable (X_2) increases by one unit (1 percent) and other variables remain constant, then the education level variable (X_2) will affect the careers of State Islamic University of Kiai Haji Achmad Siddiq Jember employees by 3.1003 percent. The results of this test provide information that the higher the employee's education, the better their career prospects will be.

4. Meanwhile, the P_{value} for the work experience variable (X_3) = 0.023, so it is significant at α = 0.05 which means that the work experience variable (X_3) has a significant individual influence on the career development of employees at State Islamic University of Kiai Haji Achmad Siddiq Jember. Regression coefficient for

the work experience variable (X3) has a positive value or positive influence on the performance of State Islamic University of Kiai Haji Achmad Siddiq Jember employees. The positive influence provided by the work experience variable (X3) is 0.5446 which means that if the work experience variable (X3) increases by one unit (1 percent) and other variables remain constant, then the work experience variable (X3) will affect the careers of State Islamic University of Kiai Haji Achmad Siddiq Jember employees by 0.5446 percent. The results of this test mean that the longer the employee's working period, the more their career path will increase.

5. Among the three independent variables is the expertise variable (X1), level of education (X2), and work experience (X3), then the most dominant influence on the career development of State Islamic University of Kiai Haji Achmad Siddiq Jember employees is the level of education (X2). This can be seen from the largest regression coefficient value (3.1003) compared to other independent variables.

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