

The Influence of Work Experience and Career Development on Employee Engagement in Change

Mega Aulia Putri*, Sumarni, Pricyilia Chyntia Dewi Buntuang, Syahir Natsir

Faculty of Economics and Business, Management Study Program, Universitas Tadulako, Palu, Indonesia

Soekarno Hatta Street, No. KM 9, Tondo, Mantikulore District, Palu City, 94148, Indonesia

Email: ^{1*}megaauliap081@gmail.com, ²arnhy119@gmail.com, ³pricyliabuntuang@gmail.com, ⁴syahirnatsir@gmail.com

Correspondence Author Email: megaauliap081@gmail.com

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Abstract—This study aims to analyze the effect of work experience and career development on employee engagement in change at the Palu City Regional Financial and Asset Management Agency. The independent variables in this study include work experience (X1) and career development (X2), while the dependent variable is employee engagement (Y) in change. This study uses a quantitative approach with a questionnaire method, and sampling was conducted using purposive sampling, with the criteria being employees who are actively working at the Regional Financial and Asset Management Agency of Palu City. The data were analyzed using descriptive statistics and multiple linear regression techniques to test the effect of independent variables on dependent variables. The results of the study show that the R Square value is 0.438, which means that 43.8% of employee engagement in change is influenced by work experience and career development. Meanwhile, the remaining 56.2% is influenced by other factors not examined in this study, such as leadership, organizational culture, internal communication, and work motivation.

Keywords: Work Experience; Career Development; Employee Engagement; Organizational Change

1. INTRODUCTION

Based on the implementation of electronic-based financial management in Palu City (through SIPD), there has been a significant organizational change. However, the success of this transformation is highly dependent on the level of employee engagement. Therefore, it is important to examine how employees' work experiences and career development affect their engagement in this change process. Without a deep understanding of these factors, efforts to digitize regional finances could fail even if the technology is available.

However, this major change does not come without various internal challenges, particularly regarding employee involvement in the change process. In reality, not all employees demonstrate the same level of readiness and engagement. Employees with longer work experience tend to have a better understanding of the bureaucratic structure and the dynamics of regional financial management, making it relatively easier for them to adapt to system changes. They have a working memory of previous manual procedures, enabling them to compare, evaluate, and integrate new ways of working more quickly. On the other hand, employees with less work experience or who have recently joined often face difficulties in operating the SIPD application, understanding digital workflows, and adjusting to the technology-based work rhythm. This difference in readiness has the potential to create disparities in employee involvement in the change (Adda et al., 2022).

In an era of rapidly advancing globalization, competition between companies is becoming increasingly intense, which requires companies to have high-quality and competitive human resources (HR) to survive and grow. Employee performance is a key factor in achieving organizational targets and has a significant impact on an organization's ability to realize its vision and goals. High-performing employees can make the greatest contributions to achieving business objectives. To ensure that employees have the skills and knowledge required by the industry, career development and competency enhancement through training are very important (Nahor et al., 2025). In an organization, human resources play a very important role. This is because every individual who contributes their ideas, enthusiasm, skills, creativity, and efforts in the workplace is known as a human resource. When it comes to developing strategies and ideas to achieve the goals of an organization or government agency, human resources are essential to its success. Therefore, human resources are one of the most important components for businesses or government entities (Agussupriadi & Ali, 2024).

High-quality human resources are individuals who possess strong skills, knowledge, competencies, and work ethic. Naturally, company employees want to grow in their professions. Because employee careers foster connections and advancement within the organization, career development is very important for both individuals and businesses. Companies must consider employee demands to enhance career growth. Companies usually provide other forms of attention to employees, such as fair recruitment practices, providing quality education and training according to employee needs, and rewarding employees who perform well at work (Supeni & Sujana, 2021).

Work experience is the ability, knowledge, and skills acquired by a person during a certain period of time or work experience gained for a particular job through actions, reactions, dexterity, and various intensities that have been carried out. The more work experience a person has, the more skilled they are in carrying out their work and the more refined their mindset and attitude are in achieving their goals. Someone with extensive work experience will be able to complete tasks without having to wait for instructions, which is why work experience is associated with professional advancement. In addition, because they already have skills acquired from previous work experience, they find it easier to complete the responsibilities assigned to them. Work experience is very important because it makes it easier for employees to complete

tasks assigned by their superiors. Work experience is a factor that influences an employee's professional advancement (Ayuni et al., 2022).

In addition to work experience, career development also increases the success of companies in achieving their goals. This is because career development aims to improve the technical, theoretical, conceptual, and moral skills of workers in order to maximize performance. Employees need to pursue professional growth because the goal of working is not only to get what they have now, but also to expect change and opportunities to move up to a higher and better level (Safitri & Darmawati, 2020). Employee engagement can be defined as the level of commitment and involvement of employees in an organization or company, where employees feel a sense of interest or obligation towards the success of the company and are inspired to be loyal to the organization (Bintang & Kuswinarno, 2024)

In this era of rapid globalization, competition between companies is becoming increasingly fierce, requiring companies to have high-quality and competitive human resources who are able to adapt to change. Employee performance is crucial to the success of an organization because they are the main force behind the achievement of its goals. Therefore, career development and competency improvement through education and training are crucial variables in maintaining the quality of human resources. In addition, work experience plays a role in shaping the talents, knowledge, and skills of employees, so that the longer a person's work experience, the more effective they are in completing tasks and making decisions. However, employee engagement also plays an important role in fostering dedication, loyalty, and motivation in the workplace, all of which have a direct impact on performance improvement. This phenomenon shows how employee engagement, work experience, and career advancement are interrelated elements that have a significant impact on employee performance in a company.

This study aims to determine and evaluate the influence of career development, work experience, and employee engagement on employee performance in companies, both partially and simultaneously. The objectives of this study are to determine the extent to which career development can increase employee motivation and productivity, evaluate the impact of work experience on task completion skills, and understand the role of employee engagement in increasing dedication and high-quality work. In addition, this study also aims to provide strategic advice to companies on efforts to maximize career development, improve work experience, and increase engagement to support better performance and overall organizational success.

2. RESEARCH METHODS

2.1 Work Experience (X1)

Work experience is the knowledge, skills, and abilities that employees possess to carry out the responsibilities of their previous jobs. Work experience is the mastery of knowledge and skills of employees, which is measured by the length of service and the level of knowledge and skills possessed by employees (Lote et al., 2023). Work experience refers to how long an employee has been working and represents their ability to perform in their previous roles. The more work experience a person has, the more trained and skilled they are in carrying out their duties (oktavia et al., 2025). Work experience refers to the tasks that a person has performed and provides an excellent opportunity for a person to achieve greater work performance (Tanjung et al., 2025). Work experience is defined as the information or skills that a person acquires from their job during a certain period of time (Erisusanto et al., 2025).

Work experience is a skill that a person acquires from their time at work. The longer a person works, the more knowledge they gain about the work they do. Indicators that influence work experience There are several things that determine and indicate whether an employee is experienced or not, which also serve as indicators of work experience, as follows: 1) Length of time or hours worked The length of time or hours worked by a person can be used to understand the tasks of a job and whether they have been performed well. 2) Level of intellectuality and skills Intellectuality refers to the concepts, principles, procedures, policies, and/or other information required by employees. In addition, intellectuality also includes the ability to understand and apply information to job responsibilities. Meanwhile, skills also refer to the physical abilities required to achieve or carry out a task or job. 3) Mastery of work and equipment The level of a person's mastery in carrying out activities and aspects of work equipment and techniques (Asyraini, 2025).

It can be concluded that work experience is the knowledge, skills, and abilities that a person acquires through the process of working over a certain period of time, so that the longer a person works, the higher their level of understanding, skills, and professionalism in carrying out the tasks assigned to them. Work experience also reflects an individual's ability to complete previous tasks, making it an important indicator for assessing work competence through length of service, intellectual level, skills possessed, and mastery of tasks and work equipment. Thus, work experience is an important factor that supports performance improvement and achievement in the world of work.

2.2 Career Development (X2)

Career development is a process that involves planning and managing one's professional journey (Pramono, 2025) Career development is a continuous process in which individuals constantly evaluate and plan their careers with the aim of achieving professional satisfaction and success (Ho et al., 2025). Career development refers to the progress and actions taken by an individual throughout their life in relation to their work. A career often consists of permanent employment over a long period of time, rather than referring to a single position (Wakhinuddin, 2020). In order for a company to grow as much as possible, career development is a step taken by individuals and organizations to plan for their future careers

(Aprillia, 2025). Career development is the process of improving an individual's work skills so that they can achieve their desired career, with the aim of aligning employee requirements and aspirations with career options available in the company now and in the future (Sidauruk et al., 2025).

Career development will be measured using several dimensions: (1) career clarity; (2) self-development; and (3) performance improvement. The career clarity dimension is measured by the following indicators: (1) clear promotion; (2) opportunity to become a head/leader or deputy head/leader; (3) opportunity to hold a certain position in accordance with the existing organizational structure. The self-development dimension is measured by: (1) opportunities to participate in various training programs; (2) opportunities to continue education; (3) opportunities to participate in various seminars/discussions/workshops; (4) opportunities to participate in various competency courses to obtain expertise certificates. The performance improvement dimension is measured by the following indicators: (1) increased self-discipline; (2) loyalty; and (3) increased motivation among employees (Priyono & Perkasa, 2024)

It can be concluded that career development is a continuous process that involves planning, evaluation, and improvement of individual abilities to achieve desired career goals and make the best contribution to the organization. Career development does not only focus on achieving certain positions or titles, but also includes improving competencies through training, continuing education, and other self-development activities. This process also involves clarity of career paths, improvement in performance quality, motivation, discipline, and opportunities to obtain positions in line with the organizational structure. Thus, career development is an important strategy for individuals and organizations to create job satisfaction, professionalism, and future success.

2.3 Employee Engagement (Y)

Employee engagement is a psychological phenomenon in which individuals feel emotionally attached to their company and their work. Because they are internally driven to contribute as much as possible to the goals of change, individuals with this emotional attachment are more prepared to accept and implement change within the organization (Katili et al., 2024). Employee engagement is defined as the level of commitment and sense of responsibility that employees have towards the success of the company. When a company undergoes change, this commitment and sense of belonging encourages employees to support the transition process, maintain loyalty, and strive to ensure that the changes are beneficial to the progress of the organization (Bintang & Kuswinarno, 2024). Employee engagement encompasses physical, cognitive, and emotional involvement in work that demonstrates a positive relationship with the organization. This comprehensive engagement makes it easier for staff members to adapt to change with a positive attitude, be more open to new working methods, and be ready to actively consider and support the implementation of change (Pratama & Waskito, 2025).

Employee engagement is the level of dedication, motivation, and participation shown by employees in carrying out their duties and responsibilities. A high level of interest and engagement makes it easier for staff members to adapt, be ready to embrace change, and support the company's transformation process when changes occur (Aden & Ali, 2024). Employee engagement is one of the issues companies face in managing their human resources (Wakhyuni, 2021). Employee engagement is a way for someone to be directly involved in work that involves physical, cognitive, and emotional aspects in carrying out tasks in the workplace. This engagement provides the highest positive feelings in work and organizational relationships, characterized by extra effort in the workplace, enthusiasm, initiative, and passion. Engagement can also mean a person's satisfaction and enthusiasm in working to produce extra effort in the workplace. There are three dimensions to employee engagement, namely 1) Vigor, which is a characteristic of employees with high energy levels and mental resilience at work, as well as the desire to give their best effort at work and resilience in the face of difficulties. Vigor can also be measured through statements that refer to high enthusiasm and perseverance, trying hard, not giving up easily, and continuing to try until the goal is achieved. 2) Dedication is a characteristic of employees who have enthusiasm, inspiration, pride, and a sense of challenge. Dedication can also be measured through statements that refer to meaning in work, enthusiasm and pride in work, as well as inspiration and challenges from the work being done. 3) Absorption is a characteristic of employees who are fully concentrated on their work and feel happy when involved in their work, so that time passes quickly (Linggiallo et al., 2021).

It can be concluded that employee engagement is a psychological condition in which employees feel emotionally, cognitively, and physically connected to their work and organization, encouraging them to work with motivation, responsibility, and commitment. This engagement is characterized by enthusiasm, a sense of belonging, and a willingness to support organizational change and development. Engaged employees tend to show high energy (vigor), strong dedication, and full focus in carrying out their tasks (absorption), enabling them to go the extra mile, adapt to change, and contribute to the success of the organization.

2.4 Research Model

This study uses a quantitative method with a sample-based approach, in which data is collected through structured research instruments to test previously formulated hypotheses (Pratama & Waskito, 2025). The quantitative approach was chosen because it allows researchers to objectively measure the relationships and influences between variables through numerical data and statistical analysis (Susanto et al., 2024). In this study, a quantitative approach was used to analyze the effect of independent variables, namely work experience (X1) and career development (X2), on the dependent variable, namely employee involvement in change (Y). The research was conducted at the Regional Financial and Asset

Management Agency (BPKAD) of Palu City, located at Jl. Baruga No. 1, Tanamodindi, Mantikulore District, Palu City, Central Sulawesi, with a duration of approximately three weeks in November.s

The population in this study was all active employees of the Palu City BPKAD, with a sample size of 30 respondents. The sampling technique used was Simple Random Sampling (SRS), in which each member of the population had an equal chance of being selected as a respondent, thereby minimizing research bias. The data used was primary data obtained through the distribution of questionnaires to respondents. The questionnaire was compiled using a five-point Likert scale, which aimed to measure employees' perceptions and attitudes towards work experience, career development, and their level of involvement in dealing with organizational changes.

The data analysis technique used in this study is multiple linear regression analysis, which aims to determine the effect of work experience and career development, both partially and simultaneously, on employee engagement in change. Before performing the regression analysis, the data was first tested for validity and reliability to ensure the suitability of the research instruments. The entire data processing and analysis process was carried out with the help of statistical software, so that the research results are expected to provide an accurate empirical picture of the factors that influence employee engagement in change at the BPKAD of Palu City.

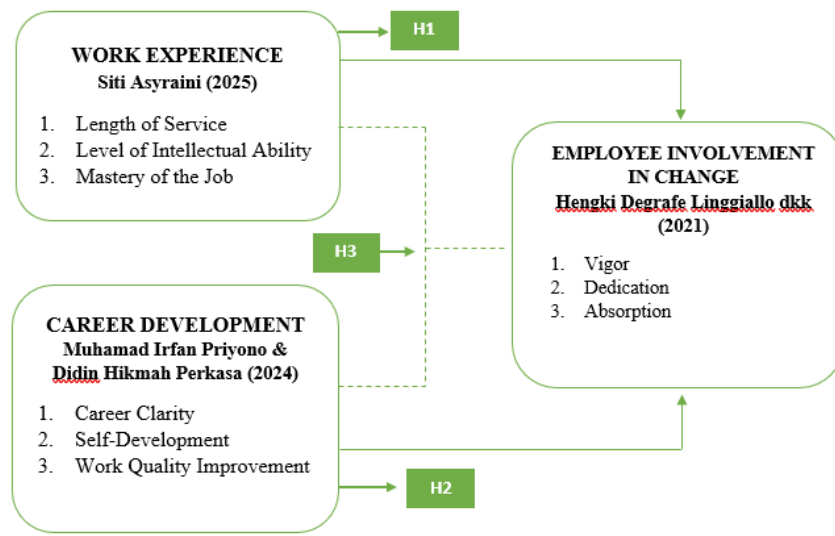


Figure 1. Research Model

3. RESULTS AND DISCUSSION

3.1 Descriptive Statistics Test

Table 1. Descriptive Statistics Table Results for Variable X1 (Work Experience)

	Descriptive Statistics		
	N	Mean	Std. Deviation
X1.1	30	4.4000	.62146
X1.2	30	4.3667	.76489
X1.3	30	4.4000	.56324
X1.4	30	4.2667	.52083
X1.5	30	4.2667	.63968
X1.6	30	4.3667	.55605
X1.7	30	4.0667	.78492
X1.8	30	4.1667	.64772
X1.9	30	4.1667	.59209
X1	30	38.4667	3.43143

Based on the results of Descriptive Statistics in the table above, it can be explained that the highest average values are found in indicators X1.1 and X1.3, each with a mean of 4.4000. This shows that employees feel most capable of working within the specified time frame (X1.1) and carrying out their work effectively within the given time (X1.3). These two indicators reflect that the aspects of time discipline and work effectiveness are already functioning well. Meanwhile, the lowest average value is found in indicator X1.7 with a mean of 4.0667, which indicates that employees' ability to master work activities is still relatively lower than other indicators. Although the value remains in the high category, this result indicates that there is room for improvement in the aspect of task mastery or technical competence so that performance can be more optimal.

Table 2 . Descriptive Statistics Results for Variable X2 (Career Development)

	Descriptive Statistics		
	N	Mean	Std. Deviation
X2.1	30	3.8333	.79148
X2.2	30	3.5667	.72793
X2.3	30	3.6667	.80230
X2.4	30	4.3000	.65126
X2.5	30	4.2333	.62606
X2.6	30	4.2667	.69149
X2.7	30	4.4333	.50401
X2.8	30	4.4000	.56324
X2.9	30	4.2333	.67891
X2	30	36.9333	3.65715

Based on the results of Descriptive Statistics in the table above, it can be explained that the indicator with the highest average value is X2.7 with a mean of 4.4333, which shows that employees feel most capable of improving self-discipline in completing their work. This value illustrates that personal discipline is the main strength that employees have in carrying out their duties and responsibilities. Meanwhile, the lowest average value is found in indicator X2.2 with a mean of 3.5667, which shows that employees feel the least confident in their opportunities to become fair leaders or deputy leaders. This indicates that employees feel that leadership opportunities or the chance to take on higher positions are not yet very significant. Although the score is still in the fairly good category, this aspect shows that there is room for improvement, particularly in providing opportunities for development and building employee confidence in their leadership potential.

Table 3. Descriptive Statistics Results for Variable Y (Employee Involvement in Change)

	Descriptive Statistics		
	N	Mean	Std. Deviation
Y.1	30	4.4000	.62146
Y.2	30	4.2667	.73968
Y.3	30	4.0333	.71840
Y.4	30	4.1000	.71197
Y.5	30	4.3333	.60648
Y.6	30	4.3333	.60648
Y.7	30	4.2000	.66436
Y.8	30	4.3667	.49013
Y.9	30	4.1000	.54772
Y.10	30	4.1333	.73030
Y.11	30	4.2000	.71438
Y.12	30	4.2333	.62606
Y	30	50.7000	3.63081

Based on the results of Descriptive Statistics in the table above, the indicator with the highest average value is Y.1 with a mean of 4.4000, which shows that employees have high work energy and feel very involved when facing changes in the organization. This value reflects that the enthusiasm and readiness of employees in responding to change are at a very good level. Meanwhile, the indicator with the lowest average value is Y.3 with a mean of 4.0333, which shows that the level of perseverance and maximum effort of employees when the organization implements changes is still relatively lower than other indicators. Although the value remains in the good category, this result indicates that there is room for improvement in terms of work consistency and employee perseverance during the change process, so that their involvement becomes more optimal.

3.2 Hypothesis Testing

3.2.1 F Test (Simultaneous Test)

Table 4. Simultaneous Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	167.577	2	83.788	10.536	.000 ^b
Residual	214.723	27	7.953		
Total	382.300	29			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on the F test table above, it can be seen that the calculated F value is 10.536 with a significance value of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the regression model used is valid, and the variables of work experience (X1) and career development (X2) simultaneously have a significant effect on employee engagement in change (Y). The Mean Square value of 83.788 in regression and 7.953 in residuals shows that the variation explained by the model is much greater than the variation not explained by the model. Thus, the results of this F test reinforce that the two independent variables together play an important role in increasing employee engagement in facing changes occurring in the Palu City Regional Financial and Asset Management Agency.

3.2.2 t-test (Partial Test)

Table 5. Partial Test Results

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
(Constant)	25.192	6.819	3.694	.001
1 X1	.049	.163	.300	.766
X2	.640	.153	4.177	.000

a. Dependent Variable: Y

Based on the t-test table above, it can be explained that the work experience variable (X1) has a t-value of 0.300 with a significance value of 0.766, where the sig value is > 0.05 . This indicates that, partially, work experience does not have a significant effect on employee involvement in change. Meanwhile, the career development variable (X2) shows a t-value of 4.177 with a significance value of 0.000, which is less than 0.05. Thus, career development partially has a significant effect on employee engagement in change. The regression coefficient value for X1 is 0.049 and for X2 is 0.640, indicating that increased career development contributes significantly to increased employee engagement, while work experience has no significant effect. These results emphasize that career development plays a much more dominant role than work experience in shaping employee engagement in responding to changes occurring at the Palu City Regional Financial and Asset Management Agency.

The results of the study show that the t-value for the work experience variable is 1.357 with a significance value of 0.183, which is greater than 0.05. This finding indicates that the hypothesis stating that work experience has an effect on employee performance cannot be accepted. Thus, work experience is proven to have no statistical effect in this research model (Dery Hartono & Sri Hartati, 2024)

3.2.3 R Test (Coefficient of Determination)

Table 6. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.397	2.82005

a. Predictors: (Constant), X2, X1

From the table above, it can be explained that the percentage of influence of independent variables on dependent variables is indicated by the coefficient of determination (R Square) value. In the table, it is known that the R Square value is 0.438, which means that 43.8% of employee involvement in change is influenced by work experience and career development. Meanwhile, the remaining $100\% - 43.8\% = 56.2\%$ is influenced by other factors not examined in this study, such as leadership, organizational culture, internal communication, and work motivation. Thus, work experience and career development have a significant contribution to increasing employee engagement in change at the Palu City Regional Financial and Asset Management Agency.

3.3 Discussion

This study uses a quantitative method with a multiple linear regression analysis approach to explain the effect of work experience and career development on employee engagement in change at the Palu City BPKAD. The stages of applying the method began with data collection through a Likert scale questionnaire, which was then tested for validity and reliability to ensure data quality. After fulfilling the classical assumptions, regression analysis was conducted as the main procedure to solve the research problem, namely identifying the influence of independent variables on dependent variables partially and simultaneously. The partial test results show that work experience (X1) does not have a significant effect on employee engagement in change, as indicated by a t-value of 0.300 with a significance of $0.766 > 0.05$. These findings indicate that the length of service and amount of work experience of BPKAD Kota Palu employees do not necessarily encourage active engagement in the organizational change process. This condition shows that routine work experience that is not accompanied by competency updates or continuous learning tends to be less relevant in increasing employee engagement when the organization faces change. Conversely, the partial test results for the career development variable (X2) show a positive and significant effect on employee engagement in change, with a t-value of 4.177 and a significance of $0.000 < 0.05$. These results confirm that the better the career development system perceived by employees—including

clarity of career paths, training opportunities, mentoring, and support for competency improvement—the higher their level of involvement in supporting organizational change. Career development provides a sense of security and motivation for employees, making them more open and enthusiastic in facing the organizational transformation process. The simultaneous test results show an F value of 10.536 with a significance of $0.000 < 0.05$, which means that work experience and career development together have a significant effect on employee engagement in change. The coefficient of determination (R Square) value of 0.438 shows that these two variables are able to explain 43.8% of the variation in employee engagement, while the rest is influenced by other factors outside the scope of this study. Thus, the results of this study confirm that although work experience does not have a significant partial effect, career development is a key factor that needs to be prioritized by the Palu City BPKAD to increase employee engagement and readiness in facing organizational change. Thus, the results of this study confirm that although work experience does not have a significant influence, career development is a key factor that organizations need to pay attention to in order to ensure that employees are engaged, committed, and prepared to face change. The better the career development system implemented, the greater the opportunity for organizations to successfully carry out their change agenda effectively with the full support of their employees.

4. CONCLUSION

This study shows that work experience and career development play an important role in increasing employee engagement in the change process at the Palu City BPKAD. Through partial and simultaneous tests, it was found that career development has a significant effect on employee engagement, while work experience does not have a direct effect but still contributes to the research model. Simultaneously, these two variables were found to explain 43.8% of the variation in employee engagement, indicating that the better the career development opportunities, the clearer the professional hierarchy, and the greater the organizational support for competency improvement, the greater the employee engagement in facing organizational change. Thus, efforts to strengthen the career development system are a strategic factor in encouraging employee engagement, especially in the context of implementing regional SIPD, which requires employee readiness, participation, and adaptation to digital-based work processes.

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