

THE INFLUENCE OF KNOWLEDGE AND EMPLOYEE ORGANIZATION RELATIONSHIP IN INCREASING THE CAREER SUCCESS OF INDUSTRIAL EMPLOYEES IN LAMONGAN DISTRICT

Alien Tri Estilita
Faculty of Economics and Business
Islamic University Lamongan
Lamongan, Indonesia
alientri.e@unisla.ac.id

Evi Yulia
Faculty of Economics and Business
Islamic University Lamongan
Lamongan, Indonesia
eviyulia@unisla.ac.id

Nanto Purnomo
Faculty of Economics and Business
Islamic University Lamongan
Lamongan, Indonesia
nantopurnomo@unisla.ac.id

Evi Fitrotun Najiah
Faculty of Economics and Business
Islamic University Lamongan
Lamongan, Indonesia
evifitrotun@unisla.ac.id

Article Info	ABSTRACT
<p>Keyword: Knowledge, Employee Organization Relationship, Career Success</p>	<p>This study was conducted to determine the effect of knowledge, employee organization relationship in increasing the career success of industrial employees in Lamongan district.</p> <p>The population in this study were employees who worked in factories or industries in Lamongan district and in determining the sample using the slovin formula which was obtained as many as 100 respondents. This type of research is descriptive quantitative with a survey approach. The data was collected through a questionnaire distributed to respondents, then analyzed using the T test and F test.</p> <p>The results showed that both partially and simultaneously knowledge and employee organization relationship have a positive and significant influence in influencing employee career success. Then of the two variables, the employee organization relationship proved to be the most dominant in influencing employee career success. This research emphasizes that the importance of building a good relationship between employees and the company in order to support employee career achievement.</p>

INTRODUCTION

In the era of globalization and increasingly sophisticated technological developments, career success is key in managing human resources in the industrial sector. Companies are not only required to achieve their targets, but companies must also be able to create a work environment that can encourage employee career growth such as by increasing knowledge and maintaining the quality of relationships between companies and employees.

Often career delays occur due to a wave of layoffs in various industrial and manufacturing sectors (Andriyani 2024). Therefore, to survive amid the issue of increasing employee layoffs, one of them requires increasing knowledge to improve employee competence. This is because the phenomenon of career delays that occur in developed countries is caused by low knowledge. This phenomenon is

reinforced by the news that the global automotive industry is experiencing disruption caused by the issue of switching vehicles to electric cars. In addition, to make someone stay in an organization or company, the quality of organizational employee relations is also needed, which is then called EOR. This argument is reinforced by research conducted by Lei et al., (2021) which shows that employees with high EOR have a longer career resilience than employees with low EOR. Even in the midst of the issue of layoff storms that occurred in various countries, quality EOR made employees retained in the company.

Lamongan Regency is one of the developing industrial areas in East Java that is also experiencing growth. This growth demands the availability of a workforce that is not only skilled but must also be able to achieve their careers amid the demands and changes in technology that are increasingly fast and sophisticated.

Career success is the outcome of a job and work experience that includes objective career success such as salary, promotion and job title, as well as subjective career success such as career satisfaction and perceived employability. Therefore, understanding the factors that can influence career success is important for a company, especially in developing a human resource management strategy that is more adaptive to change.

Two variables that influence career success are knowledge and employee organization relationship. Knowledge is very important in achieving career success because it is needed at work to carry out tasks effectively and can innovate in carrying out work. The higher the knowledge possessed, the greater the opportunity to achieve the desired career. In an industry, information updates are very fast and technology is increasingly sophisticated so that employees are required to be able to develop knowledge to be more competent and faster in accepting changes.

In addition to knowledge, Employee organization relationship is also an important role in achieving career success. A good relationship between the company and employees can create a comfortable work environment and can create a sense of attachment so that it can encourage employees to contribute to developing their careers. Employees who are supported and valued at work tend to have higher job satisfaction and are more active in carrying out work so that employees want to develop together with the company.

Based on this, this study aims to determine the effect of knowledge and employee organization relationships in increasing the career success of industrial employees in Lamongan Regency. The focus of this research is the extent to which knowledge and employee organization relationships directly or indirectly affect career success. Through this research, it is hoped that it can gain a deeper understanding of the role of knowledge and employee organization relationships in increasing career success, and can provide recommendations for managing and developing sustainable human resources.

RESEARCH METHODS

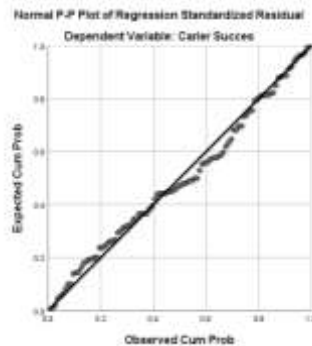
This type of research is descriptive quantitative research. According to Sugiyono (2019) quantitative research is a research method based on the philosophy of positivism that uses scientific principles systematically. The data sources for this research are primary data and secondary data. Primary data is obtained from questionnaires distributed to industrial employees in Lamongan district. While secondary data in the form of questionnaire results data, Lamongan Regency Government data related to industry in Lamongan Regency. The population in this study were employees who worked in the Lamongan district industry. The sampling technique in this study was purposive sampling method, and in determining the number of samples using the slovin formula which resulted in 99.94 then rounded up to 100 respondents.

Variable measurement using a Likert scale of 1-5. And in this study the data analysis techniques used were validity test, reliability test, classical assumption test, normality test, heteroscedasticity test, multicollinearity test, multiple linear regression analysis (t test and F test) and the coefficient of determination.

RESULTS AND DISCUSSION

The results of the validity test and reliability test show that all variables are declared valid and reliable. this is based on the results of the validity test r count of all variables $> r$ table = 0,197 with a significance level $< 0,05$, while the results of the reliability test of the three variables Cronbach's Alpha value $> 0,6$.

The normality test results show that the data is normally distributed. This is based on the normality plot image below which shows that the data spreads and the plot of points follows the diagonal line.



Source: SPSS 26 Statistical Output Processed 2025
 Figure 1. SPSS Results of Normality Test

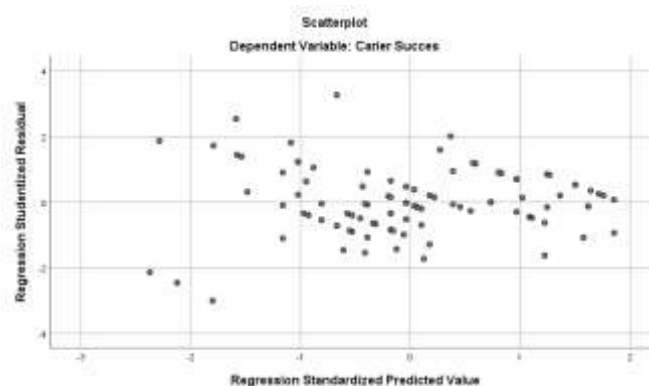
The multicollinearity test results show the data is free from multicollinearity. This is based on the collinearity statistic results below which show tolerance value on all variables that are above 0,10 (10%) and a value of VIF value on all variables > 10 .

Table 1. Multicollinearity test

Model	Tolerance	VIP
<i>Knowledge</i>	.613	1.613
<i>Employee Organization R.</i>	.613	1.613

Source: SPSS data processed 2025

The results of the heteroscedasticity test show that all variables do not occur heteroscedasticity. This is based on the scatterplot results below where the dots do not form a certain pattern and the points spread below or above.



Source: SPSS 26 Statistical Output Processed 2025
 Figure 2. SPSS Heteroscedasticity Test Results

Based on the results of the normality test, multicollinearity test and heteroscedasticity test, it can be concluded that there are no classical assumption problems in this study.

T test is a test conducted to determine the effect of each of the independent variables on the dependent variable. Namely the variable knowledge (X1), employee organization relationship (X2) in increasing career success (Y). The significant level in this test is 5%.

Table 2. T Test

Variabel	Signifikan	A	t _{hitung}	t _{tabel}
Knowledge (X1)	.000	0,05	6.029	1,975
Employee organization relationship (X2)	.000	0,05	4.804	1,975

Source: Data processed by SPSS 2025

Discussion of Hypothesis 1

The influence of Knowledge in increasing Career Success

Based on the results of the knowledge variable research, it is obtained that t count > t table with a value of 6,029 > 1,975 with a significance of 0,00 < 0,05, so Ho is rejected and Ha is accepted. This means that there is a significant and partial influence between knowledge on career success. This agrees with Darmawati research (2021), Fatikhah & Andriani (2023) which states that the knowledge variable has a significant influence on career success.

The influence of Employee Organization Relationship in increasing career success

Based on the results of research on employee organization relationship variables, it is obtained t count > t table with a value of 4,804 > 1,975 with a significance of 0,00 < 0,05, so Ho is rejected and Ha is accepted. This means that there is a significant and partial influence between employee organization relationships on career success. This agrees with the research of Lee & Kang (2021), Lei et al., (2021), Brougham (2023) which shows that the employee organization relationship variable has a significant influence in influencing career success.

The F test is a statistical test to determine simultaneously the independent variable affects the dependent variable. Based on the output below, it is known that the knowledge and employee organization relationship variables simultaneously influence career success with a significant value of 0,00 < 0,05 and fcount 77,884 > 3,09. So it can be concluded that the variables of knowledge and employee organization relationship have a positive and significant effect in influencing career success.

Table 3. F Test

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	637.537	2	318.769	77.844	.000 ^b
1 Residual.	397.213	97	4.095		
Total	1.034.750	99			

Source: Data processed by SPSS 2025

Discussion of Hypothesis 2

Based on the results of the F test, the Fcount is 77,884, while the Ftable is obtained by the formula $df = (n-k-1) = (100-2-1) = 97$. So the resulting Ftable is 3,09 so that Fcount > Ftable then H0 is rejected. This means that simultaneously there is a positive and significant influence between knowledge (X1) and employee organization relationship (X2) in influencing career success (Y).

Discussion of Hypothesis 3

According to Sugiyono (2019) multiple linear regression analysis is a regression that has one dependent variable and two or more independent variables with an analysis model used to explain the relationship and influence between the independent variable and the dependent variable. Based on the

results of multiple linear regression tests, the multiple linear regression model equation is obtained, namely $Y = 4,650 + 0,298X_1 + 0,353X_2$ so that it can be seen that the most dominant variable affecting career success is employee organization relationship ($X_2 = 0,353$).

The coefficient of determination is used to determine how many percent of the influence given by the independent variables (X) together on the dependent variable (Y).

Table 4. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.616	.608	2.024

Source: Data processed by SPSS 2025

Based on the results of the coefficient of determination test, R² is 0,616. So it can be explained that 61,6% of career success can be influenced by the variables of knowledge and employee organization relationship, while the remaining 38,4% can be influenced by other variables not examined in this study.

CONCLUSION

Based on the results and discussions that have been carried out regarding the influence of knowledge and employee organization relationships in influencing employee career success, it can be concluded that partially the knowledge and employee organization relationship variables have a positive and significant influence in influencing employee career success. This result can be proven by the analysis of the T test (partial) which is known $t_{count} > t_{table}$, the knowledge variable has a t value (6,029) $> t_{table}$ (1,975) and the employee organization relationship variable has a t value (4,804) $> t_{table}$ (1,975). This shows that the higher the knowledge possessed by employees and the better the relationship built by the company with employees, the higher the level of career success that employees can achieve. Then simultaneously the two variables of knowledge and employee organization relationship together have a positive and significant effect on career success. However, among the two variables, employee organization relationship is the most dominant variable in influencing employee career success. This reflects that a well-built relationship between the company and employees plays an important role in achieving career success. Thus, the results of this study can contribute that in addition to improving employee knowledge and competencies, it is also important to build and maintain good relationships with employees. This effort greatly affects the achievement of employee careers which in turn will have a positive impact on the performance and success of a company.

REFERENCES

- Arthur B., M., Khapova N., S., & Wilderon P.M., C. (2005). Career success in a boundaryless career world. *Journal of Organizational Behavior, J. Organi*(26), 177–202.
- Andriyani, (2024) Badai PHK Menghantam Indonesia. From Liputan/Berita. Diakses 3 Desember 2024. Website: <https://ugm.ac.id/id/berita/badai-phk-menghantam-indonesia-berikut-rekomendasi-pakar-ugm/>
- Audenaert, M., Carette, P., Shore, L. M., Lange, T., Van Waeyenberg, T., & Decramer, A. (2018). Leader-employee congruence of expected contributions in the employee-organization relationship. *Leadership Quarterly, 29*(3), 414–422. <https://doi.org/10.1016/j.leaqua.2017.09.003>
- Blokker, R., Akkermans, J., Tims, M., Jansen, P., & Khapova, S. (2019). Building a sustainable start: The role of career competencies, career success, and career shocks in young professionals' employability. *Journal of Vocational Behavior, 112*, 172–184. <https://doi.org/10.1016/j.jvb.2019.02.013>
- Brougham, D., & Haar, J. (2024). Employee perceptions of disruption knowledge: the influence on career attitudes and behaviors. *International Journal of Manpower, 45*(3), 597–613. <https://doi.org/10.1108/IJM-12-2022-0589>

- Chen, Z. F., Hong, C., & Occa, A. (2019). How different CSR dimensions impact organization-employee relationships: The moderating role of CSR-culture fit. *Corporate Communications*, 24(1), 63–78. <https://doi.org/10.1108/CCIJ-07-2018-0078>
- Darmawati, H. (n.d.). Pengaruh Knowledge Management dan Talent Management terhadap Pengembangan Karir Karyawan. 36–41.
- Dzenopoljac, A., Dzenopoljac, V., Muhammed, S., Abidi, O., & Kraus, S. (2024). Intra-organizational knowledge sharing, ambidexterity and firm performance: evaluating the role of knowledge quality. *Journal of Knowledge Management*, 28(11), 132–155. <https://doi.org/10.1108/JKM-06-2023-0533>
- Fatikhah, A. N., & Andriani, D. (2024). Pengaruh Manajemen Talenta, Manajemen Pengetahuan, dan Prestasi Kerja Terhadap Pengembangan Karir Pegawai. *Value : Jurnal Manajemen Dan Akuntansi*, 19(1), 214–228. <https://doi.org/10.32534/jv.v19i1.5331>
- Gillis, T. L. (2017). Employee–Organization Relationship. *The International Encyclopedia of Organizational Communication*, 1–10. <https://doi.org/10.1002/9781118955567.wbieoc069>
- Järllström, M., Brandt, T., & Rajala, A. (2020). The relationship between career capital and career success among Finnish knowledge workers. *Baltic Journal of Management*, 15(5), 687–706. <https://doi.org/10.1108/BJM-10-2019-0357>
- Lee, E., Kang, M., Kim, Y., & Yang, S. U. (2022). Exploring the interrelationship and roles of employee–organization relationship outcomes between symmetrical internal communication and employee job engagement. *Corporate Communications*, 27(2), 264–283. <https://doi.org/10.1108/CCIJ-12-2020-0167>
- Lee, K. J. (2016). Sense of calling and career satisfaction of hotel frontline employees: Mediation through knowledge sharing with organizational members. *International Journal of Contemporary Hospitality Management*, 28(2), 346–365. <https://doi.org/10.1108/IJCHM-01-2014-0026>
- Lee, Y., & Kim, J. N. (2017). Authentic enterprise, organization-employee relationship, and employee-generated managerial assets. *Journal of Communication Management*, 21(3), 236–253.
- Lei, C., Hossain, M. S., Mostafiz, M. I., & Khalifa, G. S. A. (2021). Factors determining employee career success in the Chinese hotel industry: A perspective of Job-Demand Resources theory. *Journal of Hospitality and Tourism Management*, 48(September 2020), 301–311. <https://doi.org/10.1016/j.jhtm.2021.07.001>
- Map, J., Albunsyary, A., ÔÇì, M., & Riswati, F. (2020). Pengaruh Pengetahuan, Pengalaman Kerja, Kompetensi Sdm Dan Pengembangan Karier Terhadap Prestasi Kerja Personel Polsek Pamekasan. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 3(01), 19–37. <https://doi.org/10.37504/map.v3i01.228>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kuantitatif R&D*. Bandung:Alfabed.