

The Influence of Transformational Leadership, Work Interest, and Self-Resilience on the Career Development of Marine Staff of Company XYZ in Abu Dhabi, UAE

Sih Ramping Usadani, Tongam Sirait

Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia

Email: mm-24028@students.ithb.ac.id, tongam@ithb.ac.id

Abstract

The maritime industry, as a backbone of global trade and energy distribution, poses unique challenges in human resource management, particularly in multicultural and high-pressure environments. This research aims to analyze the influence of transformational leadership, work interest, and self-resilience on the career development of Indonesian Marine Staff working at Company XYZ, Abu Dhabi. The maritime industry presents its own challenges in human resource development, especially in the context of cultural diversity, high work pressure, and operational dynamics. This study uses a quantitative approach with a survey method on the entire population of Marine Staff as many as 78 people. The instrument was tested through validity and reliability tests and analyzed by multiple linear regression. Results showed that all three independent variables had a significant effect on career development (adjusted $R^2 = 0.862$), where work interest was the dominant factor, followed by self-resilience and transformational leadership. This research confirms the importance of the role of individual internal factors and inspirational leadership in supporting maritime staff's careers in complex international work environments. Recommendations for management include strengthening a transformational leadership style, creating an inclusive work culture, and providing professional development support that is oriented towards employees' interests and work resilience.

Keywords: Self-Resilience; Transformational Leadership; Work Interest

INTRODUCTION

The maritime industry has a vital role in the global economy as the backbone of international trade, energy transportation, and marine resource exploration (Nguyen et al., 2023; Pavlinović et al., 2023; Razmjooei et al., 2023; Shahbakhsh et al., 2022). More than 80% of world trade is carried out by sea, making it a crucial sector in the global supply chain (UNCTAD, 2023). Major ports such as Shanghai, Singapore, Rotterdam, and Dubai have become centers for the distribution of goods and commodities, connecting different continents and supporting economic growth in many countries (World Bank, 2022). In addition, the maritime industry also plays a prominent role in the energy sector, especially in the exploration and distribution of offshore oil and natural gas. Major companies such as NMDC Group and NPCC continue to develop maritime infrastructure to ensure sustainability and efficiency in the sector (NMDC Annual Report, 2023).

As technology develops, the maritime industry is now entering an era of digitalization and automation, where the concept of *Smart Shipping*, the use of artificial intelligence (AI) in navigation, and the development of unmanned vessels are beginning to be adopted to improve operational efficiency (Ahn et al., 2022; Alop, 2019; Pauwelyn & Turf, 2023; Xiao et al., 2022). In addition to technological innovation, the sustainability of this industry also depends heavily on effective human resource management. Leaders such as Eng. Yasser Zaghloul, CEO of

NMDC Group, are driving transformation in the industry by emphasizing the importance of skill development and leadership within the maritime sector (NMDC, 2023). With visionary leadership and investment in environmentally friendly technology, the maritime industry will continue to develop as a strategic sector that supports global economic stability (UNCTAD, 2023).

Under the leadership of Eng. Yasser Zaghloul, CEO of NMDC Group, maritime companies in the region have undergone a major transformation in their human resource management and operations. Eng. Yasser, known as a visionary leader, has applied a *transformational leadership* approach in developing workforce capabilities in the maritime and energy sectors (AKHTAR & SAIMA, 2023; Bass & Avolio, 1994; Kadri, 2016; Lee et al., 2023; Murniati et al., 2017). His strategy focuses on employee empowerment, technical skill improvement, and the creation of a work culture that encourages professional innovation and growth (NMDC, 2023).

Marine Staff plays a crucial role in ensuring smooth maritime operations. As professionals responsible for various technical and non-technical aspects, they face complex work challenges. Their career development is not only determined by work experience but is also influenced by organizational and individual factors. In addition, a competitive work environment and company policies related to career paths can be either supporting or inhibiting factors in their development. Therefore, understanding the factors that affect the career development of *Marine Staff* is an important step for companies in designing more effective and sustainable human resource management strategies.

Company XYZ in Abu Dhabi, UAE, has *Marine Staff* who come from a wide variety of tribes with diverse cultural backgrounds. This diversity brings its own uniqueness to the work environment, both in terms of communication, the values adhered to, and approaches to completing tasks. On one hand, cultural differences can be a strength because they allow for different perspectives and innovations at work, but on the other hand, these differences can also pose challenges, such as perspectives on leadership, work styles, and patterns of interaction between individuals. Therefore, it is important for companies to create an inclusive environment in which every individual feels valued and has an equal opportunity to grow. In this situation, the career development of *Marine Staff* is influenced not only by individual factors, but also by how the company manages diversity so that it becomes an added value for all employees.

Leadership style plays a role in shaping work dynamics at Company XYZ, especially with the cultural diversity among *Marine Staff* from various ethnicities and backgrounds. *Transformational leadership*, characterized by the leader's ability to inspire and convey a clear vision, has been proven to encourage employee career development. Yanti and Sinollah (2023) stated that effective leadership has a significant influence on career development, helping employees reach their best potential. Furthermore, leaders who are able to provide motivation and strategic direction will create a work environment conducive to professional growth. *Transformational leadership* also plays a role in building a positive work culture, where employees feel valued and have the opportunity to develop according to their competencies.

Support for the effectiveness of *transformational leadership* in career development has also been found in various studies. Ardiansyah, Andriani, and Kusuma (2024) show that *transformational leadership*, work-life balance, and career development have a positive

impact on employee job satisfaction. In addition, research by Mutia, Siregar, and Mukhalisin (2024) found that *transformational leadership* not only increases work motivation, but also provides space for employees to design clearer career paths. Meanwhile, Saragih, Sudarmadji, and Aripin (2022) emphasized that career development can be a mediator that strengthens the relationship between *transformational leadership* and employee performance. Thus, it can be concluded that *transformational leadership* not only drives individual performance but also contributes to the creation of a work environment that supports sustainable career growth.

Based on observations of *Marine Staff* at Company XYZ, several problems related to *transformational leadership* were found in relation to career development. Although companies have implemented *transformational leadership* principles, not all leaders are able to effectively carry out their role in inspiring and guiding employees. Some *Marine Staff* feel that communication from superiors is still unclear, especially in conveying the company's vision and providing motivation for employees to grow. In addition, interaction between leaders and subordinates is still limited, especially in work situations that demand quick decisions and good coordination.

Observations also show that while there are opportunities for career development, not all *Marine Staff* feel there is a clear career path. Some employees have difficulty in obtaining concrete direction regarding promotion or upskilling opportunities relevant to the needs of the maritime industry. Dynamic working conditions and high operational pressures further complicate career development efforts for employees. This shows that there are still gaps in the implementation of *transformational leadership* that need to be addressed in order to have a more significant impact on the career development of *Marine Staff* at Company XYZ.

Meanwhile, observations also show that the level of job interest among *Marine Staff* varies. Some employees show high dedication to their work, while others are less motivated due to a lack of leadership involvement in providing clear direction regarding career opportunities and self-development. Factors such as high pressure and work patterns demanding high mobility also affect employee interest in work. Some employees feel their work is just a routine, with no new challenges or opportunities to grow further. This shows that efforts to increase work interest need further attention, especially in ensuring that every *Marine Staff* member has strong motivation to continue to contribute and develop within the company.

Work interests play an important role in a person's career development. Employees with a high interest in their work are more motivated to improve their skills, look for opportunities, and take on challenges. Conversely, a lack of interest in work can lead to career stagnation due to a lack of drive to grow. In addition, high work interest also increases employee productivity and loyalty, which contributes to their career advancement.

Several studies prove that work interest has a significant effect on career development. Puspitasari and Saputra (2021) found a positive relationship between job interest and job satisfaction, which impacts career development. Pakaya (2022) shows that employees with high work interest tend to have clearer career paths and develop faster. Wiyono (2023) also emphasized that work interest contributes to the effectiveness of career development and employee performance.

This emphasizes the importance of a work environment that supports employees' work interests. Companies need to provide learning opportunities, tailor jobs to individual interests, and provide a clear career path to keep employees motivated to grow. Thus, career development

depends not only on company policies, but also on how much interest the employee has in the job.

In addition to variations in job interests, observations at Company XYZ show that *Marine Staff* face a variety of challenges in a stressful work environment. They must adapt to extreme natural conditions, limited facilities at sea, and high workloads. In this situation, *self-resilience* is a key factor that allows them to stay afloat and productive.

The ability to adapt and cope with pressure with a positive attitude is essential in maintaining their well-being and performance. Without strong resilience, *Marine Staff* are at risk of prolonged stress, mental exhaustion, and decreased performance. Some of the factors that shape the self-resilience of *Marine Staff* include a risky work environment, separation from family for long periods, and high work demands. In addition, cultural diversity in the workplace is also a challenge, as they must be able to adapt to colleagues from various backgrounds.

Research shows that resilience is closely related to career maturity. Puspitasari and Saputra (2021) found that resilience makes an effective contribution of 43.6% to career maturity, showing that individuals with high resilience are better prepared to plan and make career decisions. In addition, Pakaya (2022) revealed that resilience plays an important role in an individual's ability to adapt to career changes and the challenges of the world of work. This aligns with the findings of Wiyono (2023), who stated that career resilience is a key factor in facing the dynamics of the ever-evolving world of work.

What distinguishes this study from previous research is its contextual focus on Indonesian *Marine Staff* working in a multicultural international setting in Abu Dhabi, UAE. While many prior studies have investigated the relationship between *transformational leadership* and career development (Yanti & Sinollah, 2023; Ardiansyah et al., 2024; Saragih et al., 2022), there is a scarcity of research that specifically explores how work interest and self-resilience interact with leadership styles to influence career trajectories in high-pressure, culturally diverse maritime environments. Furthermore, this study integrates three key psychological and managerial constructs—*transformational leadership*, work interest, and self-resilience—within one predictive model, offering a comprehensive framework for understanding career development. Unlike earlier studies that examined these variables in isolation, this research provides a holistic view supported by empirical data from a full population sample at Company XYZ. This unique integration and focus on a maritime sector workforce abroad mark the novelty and significant contribution of this study to the literature on human capital development in globalized industries.

This research aims to analyze the extent to which these three variables contribute to employee career development, so that it can provide recommendations for companies in managing human resources more effectively. The respondents in this study are *Marine Staff* at Company XYZ, Abu Dhabi, UAE, which has more than 100 employees. With a large enough population, this study will use representative sampling techniques to describe the influence of *transformational leadership*, work interest, and self-resilience on career development objectively. Respondents come from a variety of cultural backgrounds and have varying levels of experience, so the analysis in this study will reflect the complex work dynamics in the maritime industry. The findings of this research are expected to benefit both academic and practical fields: theoretically, it contributes to enriching the literature on career development in international and multicultural maritime settings; practically, it serves as a reference for

organizational leaders to design more inclusive, motivation-oriented, and resilience-supportive career development strategies.

METHOD

This research was conducted at Company XYZ, located in Abu Dhabi, United Arab Emirates, with a focus on the influence of *transformational leadership*, *work interest*, and *self-resilience* on the career development of Indonesian *Marine Staff*. The study lasted until June 2025 and used a quantitative approach with a population of 78 people, consisting of 45 staff in the Deck Department and 33 staff in the Engine Department. The sampling technique used is *saturated sampling*, in which the entire population is sampled because it is considered representative. The independent variables in this study were *transformational leadership* (X1), *work interest* (X2), and *self-resilience* (X3), while the dependent variable was *Marine Staff* career development (Y). Each variable is measured with specific indicators and uses a Likert scale. Primary data were obtained from questionnaires distributed online, and analyzed through several stages: validity test (using Pearson Product Moment), reliability test (using Alpha Cronbach with a value of ≥ 0.60), and *exploratory factor analysis* (EFA) to test construct validity and calculate factor scores. The data were then further analyzed using multiple linear regression, which was first tested through the assumption tests of normality, heteroscedasticity, and multicollinearity (with VIF criteria of ≤ 10 and Tolerance > 0.1). Hypothesis testing included the F test to determine the simultaneous influence, the t-test to assess the partial influence of each variable, and the analysis of the coefficient of determination (R^2) to measure how much influence the three independent variables have on career development. The results showed that the regression model was feasible and that the three independent variables significantly affected the dependent variable, with an adjusted R^2 value of 0.862.

RESULTS OF RESEARCH AND DISCUSSION

Validity Test

The validity test aims to assess whether each questionnaire item accurately measures the intended variable. Using Pearson Product Moment with 78 respondents ($df = 76$), an item is considered valid if $r \text{ count} > r \text{ table}$ (0.223) and $\text{Sig.} < 0.05$.

Table 1. Transformational Leadership Validity Test

		Correlations				
		KT1	KT2	KT3	KT4	TOTAL_KT
KT1	Pearson Correlation	1	.338**	.572**	.539**	.788**
	Sig. (2-tailed)		.002	.000	.000	.000
	N	78	78	78	78	78
KT2	Pearson Correlation	.338**	1	.443**	.532**	.705**
	Sig. (2-tailed)	.002		.000	.000	.000
	N	78	78	78	78	78
KT3	Pearson Correlation	.572**	.443**	1	.705**	.844**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	78	78	78	78	78
KT4	Pearson Correlation	.539**	.532**	.705**	1	.863**

	Sig. (2-tailed)	.000	.000	.000		.000
	N	78	78	78	78	78
TOTAL_KT	Pearson Correlation	.788**	.705**	.844**	.863**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	78	78	78	78	78

**. Correlation is significant at the 0.01 level (2-tailed).

Source : Data Processed

Based on the results of the validity test using Pearson Product Moment correlation analysis, all statement items on the Transformational Leadership variables (KT1, KT2, KT3, and KT4) showed a significant correlation value to the total variable score (TOTAL_KT), with a correlation value of 0.788 each; 0,705; 0,844; and 0.863. All of these values are greater than the r of the table of 0.223 and have a significance value of 0.000 which is smaller than 0.05. Thus, it can be concluded that the four statement items on the Transformational Leadership variable are declared valid and suitable for use as research instruments.

Table 2. Validity Test of Work Interest

		Correlations			
		MK1	MK2	MK3	TOTAL_MK
MK1	Pearson Correlation	1	.490**	.581**	.816**
	Sig. (2-tailed)		.000	.000	.000
	N	78	78	78	78
MK2	Pearson Correlation	.490**	1	.637**	.841**
	Sig. (2-tailed)	.000		.000	.000
	N	78	78	78	78
MK3	Pearson Correlation	.581**	.637**	1	.876**
	Sig. (2-tailed)	.000	.000		.000
	N	78	78	78	78
TOTAL_MK	Pearson Correlation	.816**	.841**	.876**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	78	78	78	78

**. Correlation is significant at the 0.01 level (2-tailed).

Source : Data Processed

Based on the results of the validity test on the Work Interest variable instrument (MK) consisting of three statement items (MK1, MK2, and MK3), the Pearson Product Moment correlation value to the total score (TOTAL_MK) was obtained of 0.816 for MK1, 0.841 for MK2, and 0.876 for MK3, respectively. All of these correlation values are greater than the r of the table of 0.223, and have a significance value of 0.000 which is smaller than 0.05. Thus, it can be concluded that all items in the Work Interest variable meet the validity requirements statistically. Each statement item is declared valid because it is able to measure the construct of variables consistently and significantly against the total score. Therefore, these three items are suitable for use in the further analysis process in this study.

Table 3. Self-Resilience Validity Test
Correlations

		RD1	RD2	RD3	RD4	RD5	RD6	RD7	TOTAL_ RD
RD1	Pearson Correlation	1	.528**	.761**	.603**	.558**	.575**	.767**	.850**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
RD2	Pearson Correlation	.528**	1	.554**	.505**	.247*	.616**	.455**	.693**
	Sig. (2-tailed)	.000		.000	.000	.030	.000	.000	.000
	N	78	78	78	78	78	78	78	78
RD3	Pearson Correlation	.761**	.554**	1	.728**	.637**	.450**	.689**	.856**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
RD4	Pearson Correlation	.603**	.505**	.728**	1	.581**	.586**	.581**	.818**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
RD5	Pearson Correlation	.558**	.247*	.637**	.581**	1	.585**	.689**	.763**
	Sig. (2-tailed)	.000	.030	.000	.000		.000	.000	.000
	N	78	78	78	78	78	78	78	78
RD6	Pearson Correlation	.575**	.616**	.450**	.586**	.585**	1	.637**	.791**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	78	78	78	78	78	78	78	78
RD7	Pearson Correlation	.767**	.455**	.689**	.581**	.689**	.637**	1	.855**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	78	78	78	78	78	78	78	78
TOTAL_ RD	Pearson Correlation	.850**	.693**	.856**	.818**	.763**	.791**	.855**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	78	78	78	78	78	78	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data Processed

Based on the results of the validity test on the seven items of the self-resilience variable statement, all items showed a significant correlation value to the total score, with correlation coefficients ranging from 0.693 to 0.856. All of these values are greater than the r of the table of 0.223 and have a significance value below 0.05. All statement items in the Self Resilience

variable are declared valid, because each is able to measure the construct in question consistently and significantly. All items are worth using in subsequent analysis.

Table 4. Career Development Validity Test
Correlations

		PK1	PK2	PK3	PK4	PK5	PK6	PK7	TOTAL_PK
PK1	Pearson Correlation	1	.616**	.488**	.567**	.538**	.757**	.709**	.813**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
PK2	Pearson Correlation	.616**	1	.721**	.788**	.662**	.543**	.552**	.844**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
PK3	Pearson Correlation	.488**	.721**	1	.774**	.692**	.461**	.464**	.795**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
PK4	Pearson Correlation	.567**	.788**	.774**	1	.662**	.595**	.500**	.844**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	78	78	78	78	78	78	78	78
PK5	Pearson Correlation	.538**	.662**	.692**	.662**	1	.616**	.725**	.846**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	78	78	78	78	78	78	78	78
PK6	Pearson Correlation	.757**	.543**	.461**	.595**	.616**	1	.745**	.818**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	78	78	78	78	78	78	78	78
PK7	Pearson Correlation	.709**	.552**	.464**	.500**	.725**	.745**	1	.814**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	78	78	78	78	78	78	78	78
TOTAL_PK	Pearson Correlation	.813**	.844**	.795**	.844**	.846**	.818**	.814**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	78	78	78	78	78	78	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

Source : Data Processed

Based on the results of the validity test of seven statement items in the Career Development variable (PK1 to PK7), all items showed a significant correlation value to the total score (TOTAL_PK), with correlation coefficients ranging from 0.795 to 0.846. All of these

values exceed the table r-value of 0.223 and have a significance of 0.000, which means it is smaller than 0.05.

Thus, all items in the Career Development variable are statistically valid. These results are in line with the validity test on the previous three variables, namely Transformational Leadership, Work Interest, and Self-Resilience, where all statement items were also proven to be valid. This shows that all instruments in this study have met the validity requirements and can be used to measure the constructs of each variable precisely and consistently.

Reliability Test

Table 5. Reliability Test

Variable	Cronbach's Alpha	Information
Transformational Leadership	0,810	Reliable
Work Interests	0,799	Reliable
Self-Resilience	0,909	Reliable
Career Development	0,922	Reliable

Source : Data Processed

Based on the results of the reliability test using the Cronbach's Alpha method, all variables in this study showed values that were above the minimum threshold of 0.70. This indicates that all instruments used have good internal consistency and are suitable for use in data collection.

The Transformational Leadership variable has a Cronbach's Alpha value of 0.810, which indicates a high level of reliability. The Work Interest variable obtained a value of 0.799, which is also close to very reliable and is still in the reliable category. The Self-Resilience variable showed a very high value of 0.909, indicating that the statement items were very consistent. Meanwhile, the Career Development variable had the highest Cronbach's Alpha value of 0.922, reflecting the instrument's excellent level of reliability.

Thus, all questionnaire instruments used in this study are proven to be reliable and reliable to measure each variable construct accurately and consistently.

Exploratory Factor Analysis EFA

Table 6. Exploratory Factor Analysis (EFA) Results Table

Variable	SME	Sig. Bartlett	Eigenvalue Highest	% Variance Explained	Highest Loading Factor	Communalities Lowest	Number of Items	Unidimensionality
Transformational Leadership	0.767	0.000	2.582	54.28%	0.867	0.319	4	Ya
Work Interests	0.690	0.000	2.141	57.96%	0.867	0.448	3	Ya
Self-Resilience	0.770	0.000	4.548	59.48%	0.846	0.374	7	Ya
Career Development	0.849	0.000	4.767	62.83%	0.824	0.571	7	Yes

Source : Data Processed

Classic Assumption Test

1. Residual Normality Test

The residual normality test aims to find out whether the residual value (the difference between the predicted value and the actual value) in the regression model is normally distributed. This test is important to ensure the validity of the regression model, as the residual normal distribution is one of the basic assumptions in classical linear regression analysis.

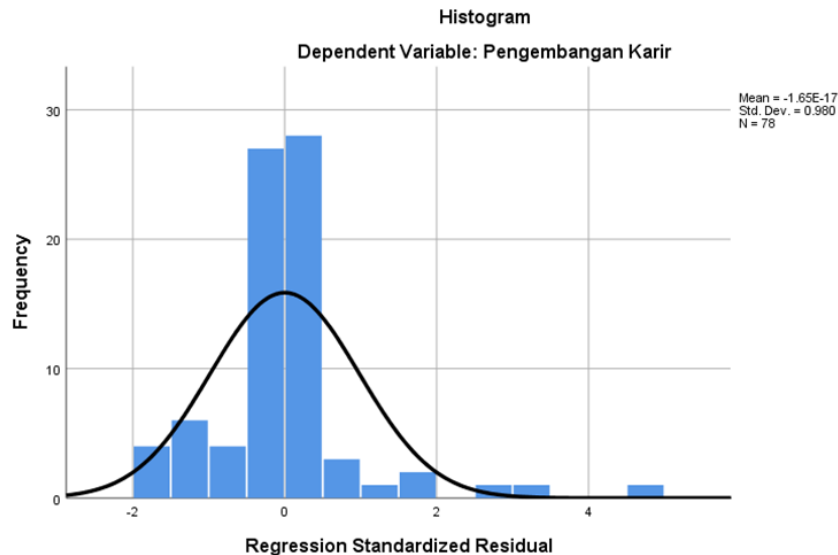


Figure 1. Residual Normality Test

Source : Data Processed

The results of the residual normality test can be seen from the residual distribution pattern that is close to the shape of the normal curve (bell-shaped curve). The majority of the residual is concentrated around zero values and spreads symmetrically to the left and right, although there are slight deviations on the right side. A residual mean value of $-1.65\text{E-}17$ indicates that the residual average is close to zero, while the standard deviation value of 0.980 is still within reasonable limits. The number of samples used was 78 respondents.

By paying attention to the shape of the histogram which resembles the normal distribution and the residual mean value which is close to zero, it can be concluded that the residual data in this study is visually normally distributed. This fulfills one of the basic assumptions of classical linear regression, so the model can be used for advanced analysis.

1. Heteroscedasticity Test

The heteroscedasticity test is part of the classical assumption test which aims to find out whether the regression model experiences symptoms of heteroscedasticity, which is the inequality of variance from the residual in each predictor value. In a good regression model, the residual variance should be constant or homoscedastic. If heteroscedasticity occurs, then this can lead to inefficiency of parameter estimation and reduce the validity of the analysis results. Therefore, this test is important to perform to ensure that the regression model meets the basic assumptions and that the results are reliable.

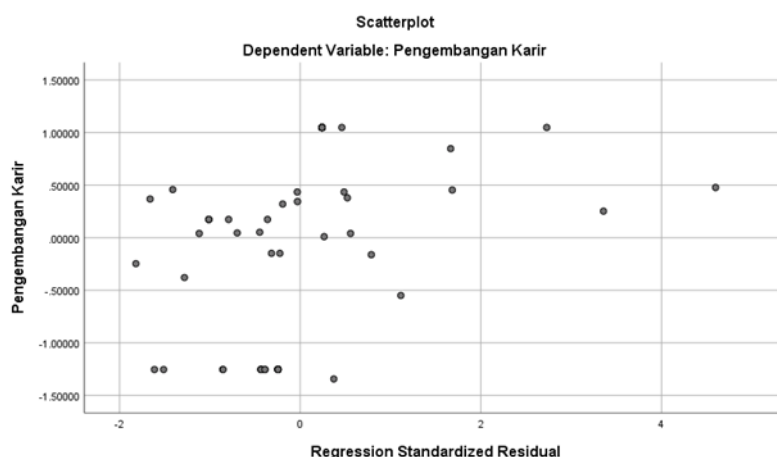


Figure 2. Heteroscedasticity test

Source : Data Processed

Based on the scatterplot graph in the Figure above, it can be seen that the spread of residual points to the Standardized Residual Regression value does not form a specific clear pattern, such as constricting, widening or forming a curve. Instead, the dots are randomly spread above and below the zero axis.

This random distribution pattern shows that there is no indication of heteroscedasticity in the regression model used. In other words, residual variance tends to be constant across the entire range of predictive values (homoscedastic). This indicates that the regression model meets the basic assumptions about the similarity of variance (homoskedasticity), so that the results of the regression analysis can be considered valid and can be interpreted further without bias due to heteroscedasticity disorders.

2. Multicollinearity Test

According to Ghozali (in Setiawati, 2021), this test ensures that there is no strong relationship between independent variables that can affect the regression results.

$VIF \geq 10 \rightarrow$ Multicollinearity occurs.

$VIF \leq 10 \rightarrow$ Multicollinearity does not occur.

Tolerance $< 0.1 \rightarrow$ Multicollinearity occurs.

Tolerance $> 0.1 \rightarrow$ Multicollinearity does not occur.

Table 7. Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
.119	8.428
.130	7.716
.125	7.991

Source : Data Processed

Based on the results of the data processing in the figure, the Tolerance values were 0.119, 0.130; and 0.125, respectively, and the Variance Inflation Factor (VIF) values were 8.428, 7.716; and 7.991, respectively. Although the Tolerance value in this result is slightly above

the critical threshold and the VIF value is close to 10, it has not yet passed it. This indicates that there is an indication of mild to moderate multicollinearity, but it is still tolerable in the regression model.

Thus, although there is a relatively strong relationship between several independent variables, this regression model has not experienced serious multicollinearity, so regression analysis can still be continued. However, caution is still needed in interpreting the contribution of each independent variable to the dependent variable.

Uji Hypothesis

1. Test F

The F test aims to assess whether all independent variables together have an effect on the dependent variables.

If $F_{\text{count}} > F_{\text{table}}$, then H_0 is rejected (affected).

If $F_{\text{count}} < F_{\text{table}}$, then H_0 is accepted (has no effect).

Table 8. F or Simultaneous Test

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.709	3	20.570	161.020	.000b
	Residual	9.453	74	.128		
	Total	71.162	77			

a. Dependent Variable: Career Development

b. Predictors: (Constant), Self-Resilience, Work Interest, Transformational Leadership

Source : Data Processed

Based on the results of the F test, it is known that the F value of the calculation is 161.020 with a significance value of 0.000. This value is compared with the F of the table at the degrees of freedom $df_1 = 3$ and $df_2 = 74$ (with a total of 78 respondents and three independent variables), which is 2.73 at a significance level of 0.05. Since the F count (161.020) is much larger than the F table (2.73), it can be concluded that the regression model is simultaneously significant. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This shows that together the variables of transformational leadership, work interest, and self-resilience have a significant effect on the career development of Indonesian marine staff working in shipping companies in Abu Dhabi.

These results indicate that the regression model used in this study can explain the variation in career development well. All three independent variables make a real contribution and can be considered as an important factor in career development strategies for the workforce in the international maritime sector.

2. T test (Partial test)

The t-test serves to test the influence of each independent variable on the dependent variable.

If $t_{\text{count}} > t_{\text{table}}$ and $\text{Sig} < 0.05$, then H_0 is subtracted (affecting).

If $t_{\text{count}} < t_{\text{table}}$ and $\text{Sig} > 0.05$, then H_0 is accepted (has no effect).

Table 9. T or partial test

		Coefficients^a							
		Unstandardized Coefficients		Standardized Coefficients				Collinearity Statistics	
Model		B	Std. Error	Beta	t	Itself.	Tolerance	BR/IGT	
1	(Constant)	4.215E-17	.040		.000	1.000			
	Transformational Leadership	.254	.127	.246	1.997	.050	.119	8.428	
	Work Interests	.469	.124	.445	3.785	.000	.130	7.716	
	Self-Resilience	.267	.120	.267	2.226	.029	.125	7.991	

a. Dependent Variable: Career Development

Source : Data Processed

It can be seen from the results of the regression test data processing that the transformational leadership variable has a calculated t-value of 1.997 with a significance value of 0.050. This value is slightly higher than the table t of 1.993 (at $df = 74$, $\alpha = 0.05$), so it can be concluded that transformational leadership has a partial significant effect on career development. The regression coefficient of 0.254 indicates that the higher the perception of transformational leadership, the higher the level of career development felt by the staff. This shows that inspiring, motivating, and innovation-driven leadership plays a critical role in supporting employees' career advancement.

The work interest variable showed a calculated t-value of 3.785 with a significance level of 0.000. The value of t-calculates far exceeds the t table, and its significance is well below 0.05. This indicates that work interest has a significant effect on career development. With a regression coefficient of 0.469 and the highest beta value (0.445), job interest is the most dominant variable in influencing career development. The higher a person's interest and interest in the work they do, the greater their chances of developing professionally and planning a better career path.

Self-resilience has a t-value of 2.226 with a significance of 0.029. Because the t-value is greater than the t-table, it can be concluded that self-resilience has a significant effect on partial career development. A regression coefficient of 0.267 indicates that individuals who have mental resilience and adaptability to work pressures tend to have a greater chance of continuing to grow in their careers. Resilience allows individuals to stay focused and productive despite facing challenges in the work environment.

Partially, the three variables of transformational leadership, work interest, and self-resilience had a significant effect on career development, which meant that H_0 was accepted. Work interest was the most dominant variable, followed by self-resilience and transformational leadership. These results show that career development is not only influenced by structural factors such as leadership, but also strongly determined by the motivation and internal strengths of the individual himself.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Test Results

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Itself.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	BRIGHT
1(Constant)	4.215E-17	.040		.000	1.000		
Transformational Leadership	.254	.127	.246	1.997	.050	.119	8.428
Work Interests	.469	.124	.445	3.785	.000	.130	7.716
Self-Resilience	.267	.120	.267	2.226	.029	.125	7.991

a. Dependent Variable: Career Development

Source : Data Processed

Based on the results of the regression analysis, the regression equation is obtained as follows:

$$Y = 0 + 0.254X_1 + 0.469X_2 + 0.267X_3$$

Information:

- Y = Career Development
- X₁ = Transformational Leadership
- X₂ = Work Interest
- X₃ = Self-Resilience

The value of the constant is close to zero (0.000) because it is produced from the data standardization process in statistical processing.

1. Transformational Leadership (X₁) has a coefficient of 0.254 with a value of t = 1.997 and a significance of 0.050. Because the value of t is calculated > t table (1.993), this variable has a significant effect on partial career development. This means that the higher the perception of transformational leadership that is applied, the greater the chance of a person to experience career development.
2. Work Interest (X₂) has a coefficient of 0.469 with a value of t = 3.785 and a significance of 0.000. This shows that work interest is the most dominant variable in influencing career development, with a statistically significant influence contribution. The greater the interest in work that a staff has, the greater the effort and commitment shown in building a career path.
3. Self-Resilience (X₃) has a coefficient of 0.267 with a value of t = 2.226 and a significance of 0.029. This shows that self-resilience also has a significant effect on career development. Individuals who are resilient, able to cope with pressure, and adapt quickly will have more readiness to thrive in a dynamic and challenging maritime work environment.

From these results, it can be concluded that the three independent variables contribute positively and significantly to career development. Interest in work is the strongest factor, followed by self-resilience and transformational leadership. This gives an idea that in the context of marine staff working overseas, internal aspects such as motivation and self-endurance actually play a big role in supporting career progression, in addition to the influence of the leadership style of superiors.

Coefficient determination analysis

This analysis is used to determine the magnitude of the influence of independent variables on dependent variables, usually asked in percentages. This determination coefficient can be calculated using the following formula:

$Kd = r^2 \times 100\%$ Where:

Kd = Coefficient of Determination r = Coefficient of Correlation

Table 11. Results of coefficient determination

Model Summary^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.867	.862	.35741588

a. Predictors: (Constant), Self-Resilience, Interest in Work, Transformational Leadership

b. Dependent Variable: Career Development

Source : Data Processed

Based on the results of the summary model, it is known that the R value of 0.931 indicates a very strong relationship between the variables of transformational leadership, work interest, and self-resilience to career development. The R-square value of 0.867 indicates that 86.7 percent of the variation that occurs in the career development variable can be explained by the three independent variables simultaneously. The rest, which is 13.3 percent, is influenced by other variables that are not included in this model.

The adjusted R square value of 0.862 indicates that the model has been adjusted to the number of predictors used, and the small difference between the R square and the adjusted R square indicates that this model is stable and does not overfit the data.

Meanwhile, the standard error of the estimate value of 0.357 indicates the magnitude of the deviation or error rate of the regression model in predicting dependent variables. This value is relatively small, which means the model's predictions are quite accurate. Thus, this multiple linear regression model is good and feasible to explain the relationship between transformational leadership, work interest, and self-resilience to the career development of Indonesian marine staff working in a shipping company in Abu Dhabi.

..

CONCLUSION

This research shows that *transformational leadership*, *work interest*, and *self-resilience* have a positive and significant influence on the career development of *Marine Staff*, with an adjusted R square value of 0.862 indicating that 86.2% of variations in career development can be explained by these three variables simultaneously. The F-test demonstrated the overall significance of the model, while the t-test proved that each variable had a significant effect: *transformational leadership* (sig = 0.050), *work interest* (sig = 0.000) as the most dominant influence, and *self-resilience* (sig = 0.029). Managerially, these results encourage Company XYZ in Abu Dhabi to strengthen *transformational leadership* practices, create a communicative and participatory work environment, and provide training that supports staff's *work interests* and *resilience*. Theoretically, this research reinforces the relevance of *transformational leadership*, *work interest*, and *resilience* in career development, especially in the dynamic maritime sector, and enriches the cross-cultural literature on Indonesian human

resources abroad. The researcher recommends that management conduct leadership training, build a mentoring system, and create an inclusive and communicative work culture. Additionally, it is important to give appreciation to staff who demonstrate resilience and positive contributions. For future research, it is recommended to broaden the scope to other sectors, add new variables such as job satisfaction or organizational culture, and use a mixed-method approach to gain a deeper understanding.

REFERENCES

- Ahn, Y. G., Kim, T., Kim, B. R., & Lee, M. K. (2022). A study on the development priority of smart shipping items—Focusing on the expert survey. *Sustainability (Switzerland)*, 14(11). <https://doi.org/10.3390/su14116892>
- Akhtar, N. A., & Saima, H. M. A. U. (2023). Leadership illuminated: Prophet Muhammad's (PBUH) mastery in transformational, ethical, servant, authentic, and spiritual leadership. *Russian Law Journal*, 11(1).
- Alop, A. (2019). The main challenges and barriers to the successful “smart shipping.” *TransNav*, 13(3). <https://doi.org/10.12716/1001.13.03.05>
- Ardiansyah, R., Andriani, P., & Kusuma, H. (2024). The influence of transformational leadership style, career development, and work-life balance on employee job satisfaction. *Journal of E-Business*, 12(1), 45–58.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Kadri, H. A. (2016). The principal's transformational leadership style. *Journal of Educational Management*, 2(2), 25–52.
- Lee, C. C., Yeh, W. C., Yu, Z., & Lin, X. C. (2023). The relationships between leader emotional intelligence, transformational leadership, and transactional leadership and job performance: A mediator model of trust. *Heliyon*, 9(8), e18007. <https://doi.org/10.1016/j.heliyon.2023.e18007>
- Murniati, J., Panggabean, H., & Tjitra, H. (2017). Localizing transformational leadership: A case of Indonesia. *International Journal of Administrative Science & Organization*, 24(3), 110–118.
- Mutia, D., Siregar, A., & Mukhalisin, R. (2024). The role of transformational leadership in employee career development: An empirical study in maritime sector companies. *Philosophia Mundi*, 9(2), 78–92.
- Nguyen, T. T., My Tran, D. T., Duc, T. T. H., & Thai, V. V. (2023). Managing disruptions in the maritime industry – A systematic literature review. *Maritime Business Review*, 8(2). <https://doi.org/10.1108/MABR-09-2021-0072>
- Pauwelyn, A. S., & Turf, S. (2023). Smart shipping on inland waterways. In *Lecture Notes in Civil Engineering* (Vol. 264). https://doi.org/10.1007/978-981-19-6138-0_84
- Pavlinović, M., Račić, M., & Mišura, A. (2023). The importance of digitalisation for sustainable development of maritime industry. *Transactions on Maritime Science*, 12(2). <https://doi.org/10.7225/toms.v12.n02.w03>
- Puspitasari, M. R. A., & Saputra, H. D. (2021). The relationship between interest in work and job satisfaction. *Journal of Psychology*, 17(2), 39–46.
- Razmjooei, D., Alimohammadlou, M., Ranaei Kordshouli, H. A., & Askarifard, K. (2023). Industry 4.0 research in the maritime industry: A bibliometric analysis. *WMU Journal of Maritime Affairs*, 22(3). <https://doi.org/10.1007/s13437-022-00298-8>

- Saragih, H., Sudarmadji, B., & Aripin, T. (2022). The influence of transformational leadership on employee performance with career development as a mediating variable. *Journal of Business and Management*, 14(3), 33–50.
- Shahbakhsh, M., Emad, G. R., & Cahoon, S. (2022). Industrial revolutions and transition of the maritime industry: The case of seafarer's role in autonomous shipping. *Asian Journal of Shipping and Logistics*, 38(1). <https://doi.org/10.1016/j.ajsl.2021.11.004>
- Wiyono, D. (2023). The effect of career development and work commitment on employee performance at Grand Asrilia Hotel Bandung. *Coopetition: Scientific Journal of Management*, 14(2), 349–361.
- Xiao, Y., Chen, Z., & McNeil, L. (2022). Digital empowerment for shipping development: A framework for establishing a smart shipping index system. *Maritime Policy and Management*, 49(6). <https://doi.org/10.1080/03088839.2021.1894364>
- Yanti, L. F., & Sinollah. (2023). Analysis of the influence of leadership on career development and its impact on employee performance. *Journal of Business and Economic Sciences*, 12(3), 131–145.
-

Copyright holders:
- Sih Ramping Usadani, Tongam Sirait (2025)
First publication right:
AJEMB – American Journal of Economic and Management Business
