

THE EFFECT OF JOB TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

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Abstract

The purpose of this study is to determine the influence of Job Training and Career Development on Employee Performance partially and simultaneously in PT Shield on Service Academy Hypro. The research method used is a quantitative method. The sample taken in this study amounted to 50 employees. The analysis method used is multiple regression analysis. Data collection was obtained from the distribution of questionnaires. The results of the study showed that partially the Job Training variable (X1) did not have a positive and significant effect on Employee Performance, which could be seen in the t-calculated value < the t-table ($0.129 < 2.011$). Career Development (X2) has a positive and significant effect on Employee Performance, it can be concluded that the t-calculated value > t-table ($5.438 > 2.011$), by simultaneously showing that the Influence of Job Training and Career Development together has a significant effect on Employee Performance (Y) can be concluded by the F-calculated value > F-table ($14.493 > 3.20$). The result of the determination coefficient of 38.1% of the figure shows that there is an influence of job training and career development variables on employee performance, the remaining 61.9% is influenced by other variables.

Keywords: Job Training, Career Development, Employee Performance

1. Introduction

Human resources are a very important element and are directly involved in an organization or company to achieve the desired goals. Therefore, human resources are required to be able to face challenges and be able to compete in this era of globalization. The main goal of human resource management is to ensure that the organization has a qualified, skilled and productive workforce that can help achieve business goals and achieve organizational goals. Superior and quality human resources must always be managed and supported by the company to achieve the expected performance.

Performance is an overall organization depending on the achievement of results obtained through the planning process. Performance can also be interpreted as a unit that aims to achieve the results of a work process carried out. Performance is one of the components that is important to measure the level of success you want to achieve.

Employees are the most important resource in an organization or company. These resources play the most important role in how far the company will develop, it can be said that the company is very dependent on the performance of employees. Activities carried out to improve the company's business development are a form of performance or performance.

The author's background takes this title because the author sees a problem with employee performance variables caused by a lack of training for employees who are not equipped with knowledge and experience before going into the field, which affects

employee performance that cannot run optimally. Employees have an important role in the success and development of the company, the company must be able to monitor each employee's performance whether they are able to carry out their duties properly and correctly according to expectations or not. According to (Salman et. al 2022) says that, "Performance is the work results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period".

Performance problems in the company are problems that often arise usually because the provision of welfare is for example carried out by repaying services from the company for the contribution of its employees. Performance is very important for organizations, because whether they are productive or not will affect the success of the company. In maintaining productivity, the company should conduct an assessment of employee performance.

The decline in employee performance is due to several things, including in doing work there are still some employees who are less effective in doing their work, employees cannot complete tasks and work according to the predetermined time. In addition, training given to old employees also cannot be followed optimally by employees, causing employee productivity to decrease. Problems regarding training are such as the lack of interest of employees to conduct training, because the training provided is usually on the job training intended for new employees.

In addition, career development affects employee performance, where career development is a formal approach carried out by the organization to ensure that people in the organization have the right qualifications and abilities and experience when needed. Therefore, organizations need to manage their careers and develop them well so that employee productivity remains.

PT Shield on Service academy organizes career development for its employees based on the performance background that has been carried out. There are still many who continue to renew their employment contracts once every 1 year. Another factor that affects employee performance is the decrease in performance satisfaction, even though the task is completed well, the work process is not effective and efficient.

There are some employees who do not work according to the demands of the job, this hinders the career development process, due to the low interest of employees to be promoted because the level of job satisfaction is felt to be lacking. There is still a lack of improvement in employee abilities in terms of work, which hinders the career development process of employees.

2. Theoretical Background

According to Indah Puji (2019:87), training is a learning process that involves the acquisition of skills, concepts, regulations, or attitudes to improve workforce performance. According to Ananto (2022), training provides an environment for employees to acquire or learn attitudes, abilities, skills, knowledge, and behaviors related to work.

According to Gultom (2019) states that the indicators to measure training are as follows:

- 1) The objectives of training and development goals should be clear and measurable.
- 2) The trainers must have adequate qualifications
- 3) Training and development materials must be adjusted to the objectives to be achieved
- 4) Method Training and development must appropriate with level of ability of employees who are participants

- 5) Training and development participants (trainees) must meet the specified requirements

Career development according to Arismunandar and Khair (2020) states that career development can be interpreted as a personnel activity to help employees plan their future careers where they work, so that the employees concerned and the company can develop themselves optimally. According to Handoko (Sinambela 2019:260), career development is a personal improvement that a person makes to achieve the desired career.

According to Ananto et. al (2023) there are several indicators that need to be considered in career development, namely the following:

- 1) Fair treatment in career
- 2) Concern for direct superiors
- 3) Information about opportunities to share promotional opportunities
- 4) There is an interest in getting promoted
- 5) Satisfaction level

According to Sinambela (2019:14) stated that "performance is a set of results achieved in quantity and quality from the achievement of tasks assigned to a person. Meanwhile, according to Ratundo and Sacket (2018:76) define "performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals.

According to Mangkunegara (2019:75) Things that can be used as performance indicators are as follows:

- 1) Quality of Work
- 2) Working Quantity
- 3) Working Knowledge
- 4) Task Implementation
- 5) Responsibility

3. Methods

The research method in this study is quantitative research using questionnaires as a primary data collection tool. This research was conducted at PT Shield on Service Academy Hypro with a sample of 50 employees. The sampling technique used is purposive sampling which is part of the non-probability sampling technique. The methods and instruments used in data collection are through questionnaires with a measurement scale applied, namely the Likert scale with the meaning of the measurement scale used in measuring a person's perception, opinion, or attitude regarding social phenomena. The method used is analysis Quantitative in this study with a tool in data processing called the SPSS Version 26 program.

4. Results and Discussion

The questionnaire was distributed to 50 employees of PT Shield on Service Academy Hypro which was determined as a sample with the number of female respondents as many as 36 and male respondents as many as 14, based on the average age of 21-30 years old obtained as many as 45 respondents, and with an age of 31-40 years there were 5 respondents. Based on education, respondents were classified as 32 S1 graduates and 18 high school graduates.

4.1 Validity Test

Table 1. Validity Test Job Training

Variable	Statement	rcalculate	rtable	Information
Job Training (X1)	Statement 1	0,814	0,284	Valid
	Statement 2	0,814	0,284	Valid
	Statement 3	0,572	0,284	Valid
	Statement 4	0,639	0,284	Valid
	Statement 5	0,623	0,284	Valid
	Statement 6	0,616	0,284	Valid
	Statement 7	0,438	0,284	Valid
	Statement 8	0,466	0,284	Valid
	Statement 9	0,519	0,284	Valid
	Statement 10	0,633	0,284	Valid

Source: SPSS V.26 data (processed in 2024)

Table 2. Validity Test Career Development

Variable	Statement	rcalculate	rtable	Information
Career Development (X2)	Statement 1	0,817	0,284	Valid
	Statement 2	0,765	0,284	Valid
	Statement 3	0,594	0,284	Valid
	Statement 4	0,429	0,284	Valid
	Statement 5	0,649	0,284	Valid
	Statement 6	0,637	0,284	Valid
	Statement 7	0,580	0,284	Valid
	Statement 8	0,660	0,284	Valid
	Statement 9	0,842	0,284	Valid
	Statement 10	0,703	0,284	Valid

Table 3. Validity Test Employee Performance

Variable	Statement	rcalculate	rtable	Information
Employee Performance (Y)	Statement 1	0,450	0,284	Valid
	Statement 2	0,330	0,284	Valid
	Statement 3	0,586	0,284	Valid
	Statement 4	0,583	0,284	Valid
	Statement 5	0,621	0,284	Valid
	Statement 6	0,565	0,284	Valid
	Statement 7	0,670	0,284	Valid
	Statement 8	0,694	0,284	Valid
	Statement 9	0,645	0,284	Valid
	Statement 10	0,524	0,284	Valid

In the table above, the variables of job training, career development and employee performance are calculated to be greater than the table r. So it can be concluded that the statement given in the questionnaire means valid.

4.2 Reliability Test

Table 4. Reliability Test Result

Variable	Cronbach's Alpha	N of items	Information
Job Training	0,764	10	Reliable
Career Development	0,867	10	
Employee Performance	0,767	10	

Source: SPSS V.26 data (processed in 2024)

In the table above, the variables of job training, career development and employee performance obtained a Cronbach's Alpha value of more than 0.60. Therefore, it can be concluded that this research instrument is reliable.

4.3 Normality Test

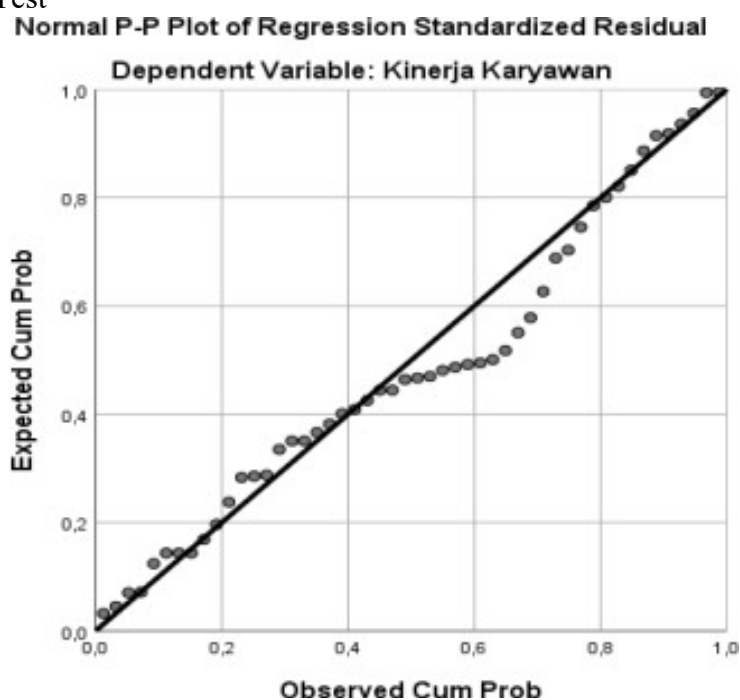


Figure 1. Normality Test Result

In the figure above, the plot points are close to the diagonal line, so it can be concluded that the data used can be said to be distributed normally.

4.4 Multicollinearity Test

Table 5. Multicollinearity Test Result

Type	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			CE tolerant	VIF
(Constant)	24,576	4,205		5,844	,000		
Job Training	,019	,148	,023	,129	,898	,424	2,361
Career Travelers	,436	,128	,600	3,405	,001	,424	2,361

a. Dependent Variable: Employee Performance

Source: SPSS V.26 data (processed in 2024)

4.5 Heteroskedasticity Test

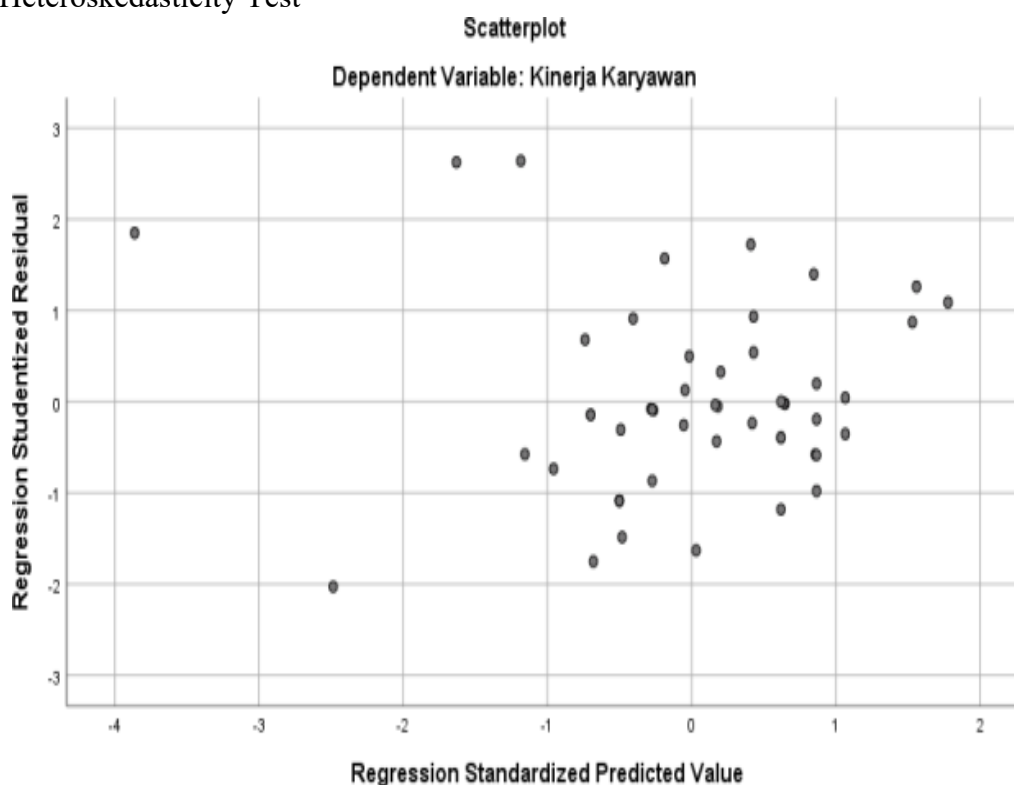


Figure 2. Heteroskedasticity Test Result

Based on the figure above, it shows that there is no heteroscedasticity disturbance that occurs, the dots spread above or below and the dots form a certain pattern, then heteroskasticism occurs.

4.6 Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Result

Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1(Constant)	24,576	4,205		5,844	,000
Job Training	,019	,148	,023	,129	,898
Career Development	,436	,128	,600	3,405	,001

a. Dependent Variable: Employee Performance

Based on the table of the results of the Multiple Linear Regression Test, the variables of job training (X1) and career development (X2) on employee performance (Y). The output of SPSS in the table .019 means that if job training is increased by one unit, employee performance will increase by 0.019, and the career development variable of 0.436 means that if career development is added by one unit, employee performance will increase by 0.436. So based on the data above, it can be concluded that the independent variable that has the greatest positive influence on performance is the career development variable

4.7 Multiple Correlation Test

Table 7. Multiple Correlation Test Result

Model Summary

Module	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Leg	df1	DF2	Sig. F Change
1	,618a	,381	,355	2,59356	,381	14,493	2	47	,000

a. Predictors: (Constant), Career Development, Job Training

The results based on the table above are the results of the analysis between job training and career development on employee performance of 0.618 in the column (R) it can be concluded that the correlation between job training and career development on employee performance has a correlation value of 0.618 and includes the "strong" correlation criterion (0.600-0.799).

4.8 Determination Coefficient Test (R²)

Table 8. Determination Coefficient Test (R²) Result

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,618a	,381	,355	2,59356

The result based on the R Square value of 0.381 was then multiplied by 100% according to the determination coefficient formula ($r^2 \times 100\%$), so that a result of 38.1% was obtained. Thus, the contribution of Job Training (X1) and Career Development (X2) while the remaining 61.9% was influenced by other variables that were not studied.

4.9 T-Test Based on Multiple Regression Test

Table 9. T-Test Based on Multiple Regression Test Result

Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,576	4,205		5,844	,000
Job Training	,019	,148	,023	,129	,898
Career Development	,436	,128	,600	3,405	,001

a. Dependent Variable: Employee Performance

Job training on employee performance from the calculation results for the job training variable of 0.129 compared to the t-table that uses the 5% level obtained t-table of 2.011 So $t\text{-calculation} < t\text{-table}$ ($0.129 < 2.011$) with a significance of $0.898 > 0.05$. So H_{a1} is rejected and H_{01} is accepted, meaning that Job Training does not have a significant effect on employee performance.

Career Development on employee performance from the calculation results for the job training variable of 3.405 compared to the t-table that uses the 5% level obtained t-table of 2.011 So $t\text{-calculation} > t\text{-table}$ ($3.405 > 2.011$) with a significance of $0.001 < 0.05$. So H_{a2} is accepted and H_{02} is rejected, meaning that career development has a significant effect on employee performance

4.10 Test F (Simultaneous)

Table 10. Test F (Simultaneous) Result

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	194,972	2	97,486	14,493	,000B
	Residual	316,148	47	6,727		
	Total	511,120	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Job Training

Testing the hypothesis simultaneously was carried out by analyzing the f test (Anova), F calculated compared to f table at a significance level of 5%, if f calculated greater than f table then Ha was accepted and H0 was rejected vice versa if f calculated was less than f table then H0 was rejected and Ha was accepted. The value of f calculated > f table (14.493 > 3.20) has a significance level of 0.000 < 0.05. It can be concluded that the hypothesis of Ha3 is accepted and H03 is rejected, meaning that Job Training and Career Development simultaneously have a positive and significant effect on Employee Performance.

5. Conclusion

Based on the hypothesis test carried out, it was obtained that the results of t calculation for the Job Training variable (X1) were 0.129 which was compared to t table t of 2.011, t calculated < t table (0.129 < 2.011) and the significance level of 0.898 > 0.05, then it means that job training does not have a significant effect on the performance of PT Shield on Service Academy employees

From the hypothesis test carried out, the results of the t calculation for the Career Development variable (X2) of 5.438 which were compared to the t table of 2.011, the t calculation of the > t table (5.438 > 2.011) and the significance level of 0.000 < 0.05, means that there is a significant positive influence on career development on the performance of PT Shield on Service Academy employees

There is an effect of job training and career development together (simultaneous) having a positive and significant influence on the performance of PT Shield on Service Academy employees based on the F test of the fcal value of > ftable (14.493 > 3.20) with a significance of 0.000 > 0.05.

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