



## THE EFFECT OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

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**Abstract:** Job knowledge, skills, and morals in a particular organization. So, nowadays many organizations consider employee training and career development as an important part of human resource management. The purpose of this study is to determine the effect of training on employee performance, to determine the effect of career development on employee performance, to determine the effect of training and career development on employee performance. The research method used is descriptive and verification. Respondents in this study were 106 employees of the Karawang District Health Office. Data collection techniques used are observation, interviews, and questionnaires. The data analysis method used is the multiple linear regression analysis. Data analysis was carried out using SPSS 16. The results of this study indicate that training and career development have a weak and unidirectional relationship. Then for the regression results, partially training has a positive influence on employee performance. Career development has a significant influence on employee performance. Simultaneously training and career development affects employee performance.

**Keywords:** Career Development; Employee; Performance; Training

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### INTRODUCTION

Around the world, organizations are trying to rely on improving the skills, knowledge, and abilities of a talented workforce to create a competitive advantage (Lin & Hsu, 2017). In an organization, the management and development of human resources play an important role for the organization because the human factor determines the continuity or development of an organization. Competition is increasingly difficult and tight in the world of work, making a person's education and abilities determine the job he has. And this is a challenge for every individual to be able to compete and be able to develop his ability to carry out the various responsibilities and tasks that he will receive in the organization.

Employee training and career development are considered an important part of every organization because they can provide motivation, goals, and encouragement for employees to improve their abilities which will have an impact on the performance of both employees and the organization. Career development training is needed to increase employee abilities,

Job knowledge, skills, and morals in a particular organization. So, nowadays many organizations consider employee training and career development as an important part of human resource management. According to Tahir (2014,) training and career development are a must in human resource management because they can improve performance at the individual and organizational levels.

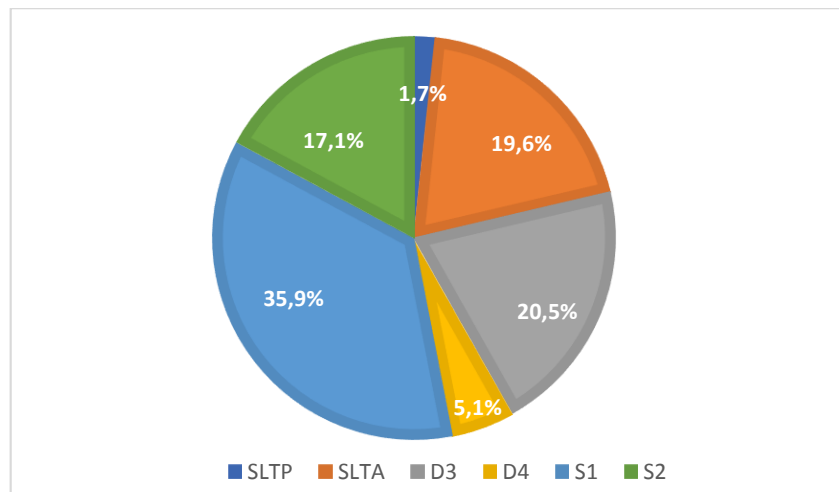
Employee training is an important thing in developing human resources within the organization. Training and development of human resources in an organization are carried out to improve employee performance. Therefore, training is needed so that employees can follow developments in the world of work and business following the position they hold. Training is also carried out to increase productivity, discipline, work ethic, attitudes, skills, and certain expertise so that employees can work better. According to Jumawan and Martin (2018), the reason for implementing training is that



new employees and old employees often do not understand correctly how to do a good job, changes in the work environment and workforce, increases company competitiveness, and improves performance. employee.

And through career development programs, helping employees to be able to improve their performance and increase the opportunity to get promotions to reach the next career path in a directed manner. Career development is also a series of positions or positions occupied by an employee while he is working in an organization. Career development as an HR management activity has the aim of being able to improve and also increase the effectiveness in carrying out work by employees so that they can make a good contribution to achieving company goals. According to Gomes in Jumawan & Martin (2018) from the employee's point of view, career development provides an overview of future or future employees in the organization and signifies long-term interests in the organization for its employees.

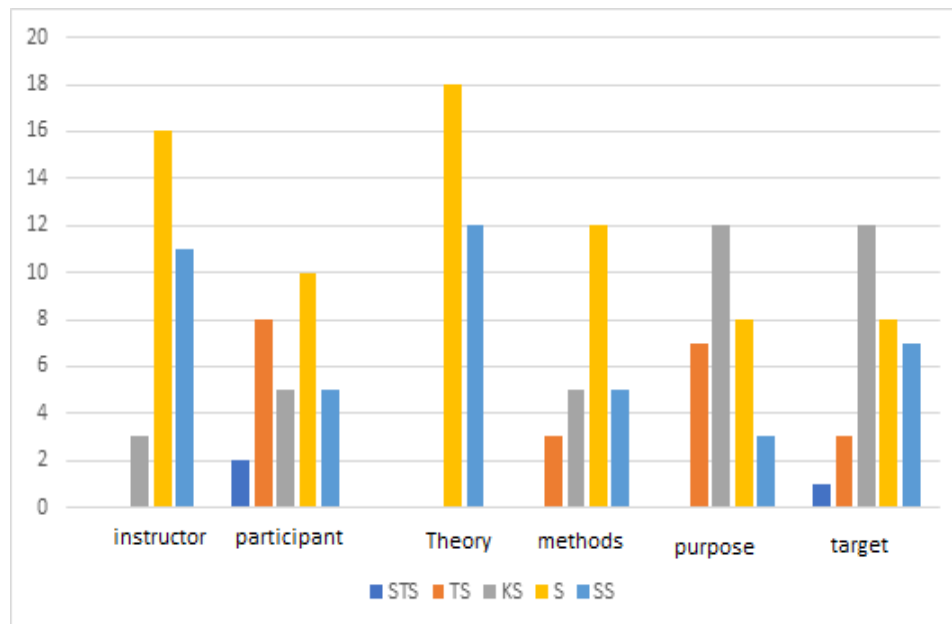
The Phenomenon of the Karawang District Health Office. In this case, researchers researched at the Karawang District Health Office, which is a government agency that provides welfare through improving health services to all communities in the Karawang district. Where the success of this institution is largely determined by the service of all public health services, and this lies in the duties and responsibilities of the management and employees implementing services in the field. The results of Hafeez (2015) show that there is a significant positive relationship between training and employee performance. In addition. A survey conducted by researchers on several employees who carry out their duties, some employees do not match the educational qualifications with the requirements of the work being carried out, in addition, the majority of educational qualifications are dominated by junior and senior high school levels, this can be seen in Figure 1:



**Figure 1. Number of Employees by Education**

Source: Karawang District Health Office (2021)

The researcher also managed to interview one of the employees as Head of Public Health Resources, he said that the implementation of education and training for employees was not evenly distributed. This all has an impact on the slowness of health services to the community, of course achieving employee performance and planning institutional targets will be difficult to achieve.



**Figure 2. Training Data for the Karawang District Health Office 2021**  
 Source: Pre-Research Survey Results (2021)

Based on the training variable, 30 respondents showed the following responses: respondents from the Karawang Regency Health Office which were considered to show the highest level of response did not agree with the employees on the goal indicator with 12 respondents and the target indicator with 12 respondents answered less agree, this means employees of the Karawang Regency Health Office have not received training socialization about the training objectives and the opportunity to receive training for employees has not been evenly distributed so that employees are not allowed to develop their skills so that employee performance will affect the expected goals. This is in line with the opinion of (Darojat, 2015) which explains that one of the organizational activities to improve its performance is job training that teaches knowledge and skills so that employee performance will increase more than the expected standard.

The training carried out by the Karawang District Health Office is not only carried out to support employees in doing their jobs but also to provide opportunities for employees to develop their careers. Career development is the support and policy of the organization, employees will not walk alone without a supporting organization. Therefore, there is a need for commitment and willingness from organizational leaders to carry out employee career development consistently. The data of promoted Karawang District Health Office employees can be seen in graph 1 below:



**Figure 3. Employee Promotion Data**

Source: KASI Staffing of the Health Office of Karawang Regency (2021)

From graph 1, it can be seen that the trend of employees in obtaining promotion opportunities tends to decrease every year. In 2012 the number of employees who were promoted was 9 employees, 2013 as many as 5 employees and here it is seen that there is a decrease in the promotion of positions given to employees at the Karawang Regency Health Office. In 2014 there were no employees who received promotions at all. in 2015 there were 15 people, there was an increase in promotions in 2015. In 2016 there was a drastic decrease in promotions given to employees, namely only 2 employees. 2017 experienced an increase of 7 people. For the next year 2018, 2019, 2020, the Karawang Regency Health Office has no promotion for its employees. The tendency for no career development through promotions in 2018, 2019, and 2020 indicates that the performance of the Karawang District Health Office employees has decreased. So that it has an impact on the need for policies to improve the training system at the Karawang District Health Office.

Based on the data in table 1 obtained from the Karawang district health office, it can be seen that the average health service to the community can only be achieved by 60.35%, which means it is still far from the expected service category.



**Table 1. Achievement of the Work Program Indicators of the Karawang District Health Office**

Target Performance Indicators	Target	2020 realization	Achievements	Category	Strategic Plan Final Target
Life Expectancy Percentage of Karawang	71,62	71,98	100,5%	Very good	71,68
People Who Have Health Insurance	85%	87,84%	103.3%	Very good	95%
Toddler Health Services	100%	83,99%	83,99%	Good	80%
Health Services for Patients with Hypertension	100%	19,17%	19,17 %	Not enough	25%
Health services for the elderly	100%	50,89%	50,89%	Not enough	72%
Health services for people suspected of tuberculosis	100%	42,31%	42,31%	Not enough	52%
Health Services for People at Risk of HIV Infection	100%	37,26 %	37,20 %	Not enough	44%

Source: LAKIP Karawang District Health Office (2019)

Several theories regarding the variables used in this study are, according to Edwin in Hasibuan (2017) training is an increase in general knowledge and understanding of the work environment as a whole. Then according to Ranupandjojo and Husnan (2012) training is an effort and activity to improve one's general knowledge including theory to decide problems related to goal management activities.

According to Wahyuni et al. (2014), career development is a process of increasing one's workability to achieve the desired career. According to Muspawi (2017) career development is a process carried out by an organization to change the status, position, or position of someone who is sheltered in the organization.

According to Suprihati (2014) performance is the goal of the organization. According to Edison et al. (2016), performance is the result of a process that refers to and is determined over a certain period based on pre-determined terms and agreements.

Based on the background described above, the authors are interested in researching with the title " The Effect of Training and Career Development on Employee Performance". The purpose of this study was to determine the relationship between training and career development and to find out partially and simultaneously and career development of employees.

## METHODS

According to Sugiyono (2015), the research method is the method used to collect data with certain purposes and uses. The method used in this research is descriptive verification. Descriptive is a research method of a group of people or objects, a condition, a system of thought or events that occur at this time. This study uses a quantitative approach, namely research that emphasizes analysis of numerical data (numbers) that are processed by statistical methods. In this study, the authors used two independent



variables, namely (X1), (X2), and one related variable, namely (Y). In this case, the variable X1 is Training (Training), X2 is Promotion of Position which affects the Y variable, namely Employee Performance of the Karawang Regency Health Office. In this study, the object to be studied is the employees of the Karawang Regency Health Office, amounting to 1,740 people who are civil servants at the Karawang Regency Health Office. In this study, the object to be studied is civil servant employees at the Karawang District Health Office. To determine the number of samples from the population above, using the Slovin formula with an error rate of 10% to obtain 100 samples. The data analysis technique used multiple linear regression analysis. Data analysis was performed using SPSS 16.

## RESULTS AND DISCUSSION.

### Coefficient of Determination Test

The total effect of the variables X1 and X2 on Y is expressed by the magnitude of the coefficient of determination (R<sup>2</sup>). The magnitude of the value of R<sup>2</sup> is shown in the table of the coefficient of determination.

**Table 2. Coefficient of Determination (R<sup>2</sup>)**

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. The error of the Estimate
1	.651 <sup>a</sup>	.424	.413	4.76931

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

Source: Data processing results SPSS 16 (2021)

Based on Table 2 above, shows that the coefficient of determination (R<sup>2</sup>) of 0.424 means 42.4% of the Employee Performance variable can be explained by Career Training and Development or it can be interpreted that Career Training and Development has a contribution to Employee Performance of 42.4% while the rest  $100 - 42.4 = 57.6\%$  is the contribution of other variables ( $\epsilon$ ) which were not examined in this study.

### T-Test

**Table 3. Partial Effect of Training on Employee Performance**

Structural	Sig.	A	t <sub>count</sub>	t <sub>table</sub>	Conclusion
pyx <sub>1</sub>	0,000	0,05	6,345	1,980	H <sub>0</sub> Rejected

Source: Data processing results SPSS 16 (2021)

Table 3 above shows that the value of sig. (0.000) < (0.05) and t<sub>count</sub> (6.345) > t<sub>table</sub> (1.980) then H<sub>0</sub> is rejected. Thus, it can be concluded that training partially affects employee performance.

The hypothesis of Partial Effect of Career Development on Employee Performance

The influence of Career Development partially on Employee Performance is known through hypothesis testing as follows: H<sub>0</sub> : yx<sub>2</sub> = 0 (no effect)

Career Development has no partial effect on Employee Performance.

H<sub>1</sub> : yx<sub>2</sub> ≠ 0 (there is an effect)

Career development partially affects employee performance.

Test Criteria: Reject H<sub>0</sub> if sig. < or t<sub>count</sub> > t<sub>table</sub>



For the partial effect of Career Development on Employee Performance with a significant level ( $\alpha$ ) = 5%, degree of freedom (df) =  $(n - 2) = 106 - 2 = 104$ ,  $t_{table} = 1.983$  is obtained. Based on Table 4.58, shows that  $t_{count} = 2,992$  with sig 0.000. The influence of Career Development partially on Employee Performance is shown in the following table:

**Table 4. Partial Effect of Career Development on Employee Performance**

Structural	Sig.	A	$t_{count}$	$t_{table}$	Conclusion
$pyx_1$	0,000	0,05	2,992	1,980	H0 Rejected

Source: Data processing results SPSS 16 (2021)

Table 4 above shows that the value of sig. (0.000) < (0.05) and  $t_{count}$  (2.992) >  $t_{table}$  (1.980) then H0 is rejected. Thus it can be concluded that Career Development partially affects Employee Performance.

#### Simultaneous Test (f Test)

The influence of Career Training and Development on Employee Performance can be known through statistical testing using the following hypotheses:

H0 :  $rx_1x_2$  ;  $x_1$  ;  $x_2 = 0$  (no effect)

The effect of training and career development simultaneously does not affect employee performance.

H1 :  $rx_1x_2$  ;  $x_1$  ;  $x_2 \neq 0$  (there is an effect)

The influence of training and career development simultaneously affects employee performance

Test Criteria: Reject H0 if sig. < or  $f_{count} > f_{table}$

For the simultaneous influence of the influence of training and career development on employee performance with a significant level ( $\alpha$ ) = 5% degree of freedom (df) =  $(n - 2) = 106 - 2 = 104$ ,  $f_{table}$  is 3.08. While the calculated f can be seen in the table below:

**Table 5. Calculation Results of F Value**

Model	ANOVA <sup>b</sup>				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1727.029	2	863.514	37.963	.000 <sup>a</sup>
Residual	2342.867	103	22.746		
Total	4069.896	105			

a. Predictors: (Constant), Career Development, Training  
 b. Dependent Variable: Employee Performance

Source: Data processing results SPSS 16 (2021)

Based on Table 5, it shows that f arithmetic = 37.963 and sig. 0.000. The influence of training and career development simultaneously on employee performance can be explained in the following table:

**Table 6. Simultaneous Effects of Training and Career Development on Employee Performance**

Structural	Sig.	A	$f_{count}$	$f_{table}$	Conclusion
$pyx_1x_2$	0,000	0,05	37,963	3,08	H0 Rejected

Source: Data processing results SPSS 16 (2021)



Table 6 above shows that the value of sig. (0.000) < (0.05) and  $f_{\text{count}} (37.963) > f_{\text{table}} (3.08)$  then  $H_0$  is rejected. Thus, it can be concluded that Training and Career Development have a simultaneous effect on Employee Performance.

### **Correlation between Independent Variables**

The correlation between Training and Career Development has a correlation coefficient of 0.394 and has a weak and unidirectional relationship because the value is positive and the coefficient interval between 0.200 – 0.400 is in the weak category. This shows that despite having a weak relationship, training can improve career development for the better and vice versa. According to Sedarmayanti (2018), he concludes that there is an influence between training and career development on employee performance. So it can be concluded that the higher the level of training and career development of an employee, the better the performance of employees in the agency. Therefore, when employees get the opportunity to take part in training, employees will have better competencies and knowledge which will have a positive effect on how they complete their duties and responsibilities in the agency and it will also affect future career development in the agency. . In this case, the training variable has a significant relationship to career development.

### **Partial Effect of Training on Employee Performance**

Partial Effect of Training on Employee Performance the value is 0.516 or 51.6%. That is, there is a positive influence between training on employee performance. This is reinforced by previous research conducted by Yulianti (2015), that the training variable has a strong relationship and has a positive and significant effect on employee performance variables of 0.442 or 42.4%.

### **Partial Effect of Career Development on Employee Performance**

The Partial Effect of Career Development on Employee Performance the value is 0.243 or 24.3%. That is, there is a positive influence between Career Development on Employee Performance. This is reinforced by previous research conducted by Darwinto (2018) that career development variables have a significant effect on employee performance variables of 0.685 or 68.5%.

The training variable has a greater influence on employee performance, which is 0.516 or 51.6% compared to the organizational culture variable which influences 0.243 or 24.3%. Thus, training contributes more to employee performance, because training can make employees have good knowledge and competence within the organization to improve employee performance. However, Career Development still has a contribution to fulfilling employee performance because it provides motivation. Thus, training is one of the categories or forms of employee performance. Training that can make employees feel better about their competence and expertise and have an impact on employee performance so that organizational goals can be achieved.

### **Effect of Simultaneous Training and Career Development on Employee Performance**

Simultaneous effect of training and career development on employee performance, with the sig test criteria. (0.000) < (0.05) and  $f_{\text{count}} (37.963) > f_{\text{table}} (3.08)$  then  $H_0$  is rejected. The total effect of Career Training and Development on Employee Performance is 0.424, this indicates that Career Training and Development on Employee Performance





is 42.4% while the remaining  $100-42.4 = 57.6\%$  is a contribution from other variables ( $\epsilon$ ) that are not examined in this research.

### CONCLUSION

Based on the research that has been done, the conclusions that can be drawn regarding the effect of Training and Career Development on Employee Performance, namely the relationship between the independent variables namely Training and Career Development shows a correlation of and has a weak relationship but still has a direct and direct relationship between training and development. Career development. This shows that training can affect Career Development and vice versa. Then there is a partial effect of Training and Career Development on employee performance. Simultaneously, training and career development together influence the performance of the employees of the Karawang Regency Health Office.

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