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The Influence of Training and Career Development on Employee Performance at PT Tugu Pratama Indonesia

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ABSTRACT

The purpose of this study was to determine and analyze the effect of training X_1 and career development X_2 on employee performance at PT Tugu Pratama Indonesia. This research is a type of explanatory research, namely research that looks at the influence between variables. The population in this study were all employees of PT Tugu Pratama Indonesia. Data collection methods in this study were questionnaires and documentation studies. The data analysis method uses descriptive and quantitative methods, namely the Multiple Linear Regression Analysis which is used to measure the effect of training and career development on employee performance at PT Tugu Pratama Indonesia. The results of the analysis show that training does not have a positive effect on employee performance and career development has a positive effect on employee performance. Based on the t-test training X_1 does not have a positive and significant effect on employee performance, but career development X_2 has a positive and significant effect on employee performance. Training and career development are the dominant variables affecting employee performance at PT Tugu Pratama Indonesia. Based on the F test, the F-count results are greater than the F-table (66.47>3.05) training and career development simultaneously affect employee performance at PT Tugu Pratama Indonesia.

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INTRODUCTION

Labor problems faced by companies are increasingly complicated, management must be carried out by an expert in the HRD (Human Resource Department) section. One function of human resource management is to conduct training and career development to achieve good results for employees. What benefits employees and the company is career planning and career management. Training plans and career development in companies that aim to improve employee performance so as to reduce turnover, as well as promotions to high positions are career opportunities for employees.

With the training, the company can find out how much the employee's ability is in increasing knowledge and carrying out work quickly and on time. The training program is designed to increase the knowledge and skills of employees in carrying out their work. Training activities as a level of success for implementing training programs are carried out in a timely manner aimed at achieving the specified goals. Employee performance related to a problem that often occurs must be done in its own way, so that the results obtained are well achieved. Employee performance factors can be influenced by training and career development. Good performance is a performance that produces good results in the company and provides morale for the next stage. Efforts that the company wants to improve employee performance by providing training and career development to employees to improve their careers.

Performance at PT Tugu Pratama Indonesia in terms of individual performance evaluation based on work programs implemented in a timely manner by employees within a year as planned by PT Tugu Pratama Indonesia. Implementing high work standards for employees so that the goals and expectations in performance increase every year. Evaluation of employee performance in 2017-2019 saw a decrease in work targets of 0.9% and during 2017-2019 employee performance evaluations experienced a slight decrease in work targets of 1.6%. This instability is due to the evaluation of work competence (job competence), skills (skills) and individual quality (personal quality). The company's evaluation standard has exceeded above 80%. High work standards have been set by the company in order to create high performance and company reputation and competitiveness between companies. Company performance is related to employee career development in order to find out how employees have the abilities and expertise possessed by employees.

Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve the set organizational goals (Handoko, 2015). Management is a typical process consisting of planning, organizing, actuating and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other sources (Amirullah, 2015). Human resource management has a definition as a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with the aim of achieving the company's organizational goals in an integrated manner (Sutrisno, 2016).

Human resource management is the utilization of human resources within the organization, which is carried out through the functions of human resource planning, recruitment, selection, human resource development, planning, career development. career development), compensation (compensation), welfare, occupational safety and health (K3) and industrial relations. Training is an effort to improve work performance (performance) of employees in their current job or in other jobs that will be held soon. Education and training is one of the important factors in the development of human resources. Education and training not only increase knowledge, but also improve work skills thereby increasing work productivity. Career is a series of jobs that a person undertakes during his life which is called an objective career. Meanwhile, from another

perspective, a career includes changes in values, attitudes, and motivation that occur with increasing age, which is called a subjective career. Both of these perspectives put the focus on the individual. Both also assume that people have control over their destiny, so that they can take advantage of opportunities to maximize the success and satisfaction of their careers.

There are three definitions of career, namely: first, career as a sequence of promotions or lateral transfers to positions that demand more responsibility or better locations in or across the hierarchy of work relationships during one's working life. Second, Career as a pointer to jobs that form a pattern of clear systematic progress of his career. Third Career as a person's work history or series of positions held during working life.

Work results that can be achieved by a person or group of people in an organization are in accordance with their respective authorities and responsibilities in order to achieve organizational goals legally in accordance with morals and ethics. Performance is the result of the work of an employee during a certain period compared to various possibilities, for example standards, targets or goals or criteria that have been determined in advance and have been mutually agreed upon.

The problems that occurred at PT Tugu Pratama Indonesia were due to a decrease in performance targets in 2018 and a decline again in 2019, this company wants employee performance to increase even more from year to year. The decline that occurs is a matter of a small percentage and needs to be considered by the company. To improve employee performance again and how the company can provide training and career development plans in accordance with the duties of each employee to improve employee performance effectively and efficiently.

In order to achieve career development and not experience significant increases and decreases at PT Tugu Pratama Indonesia, it is necessary to have a career development process according to the plans set by the company. The need for employees must be in accordance with the plan, it is known from table 1.1 that in 2017-2019 the number of employees promoted decreased by 1 person. This means that employees receive adequate training, while employees who have transferred have increased by 2 people, indicating that career development activities at PT Tugu Pratama Indonesia have experienced a decline in career development.

The problem that occurs in training for employees of PT Tugu Pratama Indonesia is the inaccurate targeting of training for Tugu Pratama Indonesia employees, usually those who get the opportunity for training (training) for parts that do not require training. While those who need training are not included to take part in training programs that are useful for supporting a job. Training that is not given to sections that do not need it will cause the training to not be implemented optimally and be less useful in carrying out their work, for sections that need training but do not receive training resulting in decreased performance and morale to achieve better work performance.

Based on the description above, the authors are interested in conducting a study entitled The Influence of Training and Career Development on Employee Performance at PT Tugu Pratama Indonesia

METHOD

This research is a type of quantitative research with explanatory methods, namely research that looks at the influence between variables. Data collection methods in this study were questionnaires and documentation studies. Methods of data analysis using descriptive methods and quantitative methods, namely with Multiple Linear Regression Analysis which is used to measure the effect of training and career development on employee performance at PT Tugu Pratama Indonesia. The population used by researchers is PT. Tugu Pratama Indonesia has 323 employees. The sample used in this study amounted to 179 employees.

RESULTS AND DISCUSSION

Test Analysis t

The t-test shows how much influence the individual variables have on the dependent variable. Ho = 0, meaning that partially there is no positive and significant influence from the independent variables (X1 and X2), namely in the form of training and career development variables on employee performance which are written as the dependent variable (Y). Ho ≠ 0, meaning that partially there is a positive and significant influence of the independent variables (X1 and X2), namely training and career development on employee performance which is written as the dependent variable (Y).

By looking at the results of manual calculations and calculations using SPSS version 21, where the value of t count (19.819) > greater than t table (2.011) then Ho is rejected and Ha is accepted. Thus these results explain that there is a significant influence between the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources on the performance of employees in the production division at PT. Cosmo Makmur Indonesia.

Table 1. Test Analysis t

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	22,423	3,493		6,420	,000
	Training	,177	,194	,181	,911	,363
	Career development	,468	,194	,480	2,413	,017

a. Dependent Variable: Performance

Source: Data processed

Based on table 2. the results of the hypothesis test showed that the training t test was 0.911, the t table was 1,653. Then H1 is accepted and Ha is rejected, meaning that there is no significant effect between training on performance at PT Tugu Pratama Indonesia. Meanwhile t count career development is 2.413 t table is 1.653. Then H2 is rejected and Ha is accepted, meaning that there is a significant influence between career development on performance at PT Tugu Pratama Indonesia.

F Test (Simultaneous Hypothesis Testing)

To test the effect of independent variables jointly tested using the F test. The results of simultaneous regression calculations are as follows:

Table 2. F Test (Simultaneous Hypothesis Testing)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4853,716	2	2426,858	66,479	,000[b]
	Residual	6424,943	176	36,505		
	Total	11278,659	178			

Source: Data processed

Based on table 4.25, it is known that the results of sig. of 0.000. Because the value of sig. 0.000 <0.05, then according to the basis of decision making in the F test it can be concluded that the hypothesis is accepted or in other words training (X1) and career development (X2)

simultaneously affect performance (Y). Based on the SPSS output table above, it is known that the calculated F value is 66.479. Because the calculated F value is 66.479 > F table 3.05, as the basis for decision making in the F test it can be concluded that the hypothesis is accepted or in other words training (X1) and career development (X2) simultaneously affect employee performance (Y).

The results of testing using the Frequency Distribution Analysis of the Training variable, the value of employee perceptions on the quantitative distribution is 4.12 and after being compared with the class interval table (3.86 – 4.14), the researcher concludes that training at PT Tugu Pratama Indonesia is at the level stable. And based on the career development variable, the employee perception value in the quantitative distribution is 4.12 and after being compared with the class interval table (4.10 – 4.40), the researchers concluded that career development at PT Tugu Pratama Indonesia is at a very stable level. While the performance variable, the value of employee perceptions on the quantitative distribution is 4.15 and after being compared with the class interval table (4.13 - 4.42), the researchers concluded that performance at PT Tugu Pratama Indonesia is at a very good level.

The results of the reliability test of the questionnaire from variable X1 were 0.901 > 0.60. So, the questionnaire from the Training variable (variable X1) is declared reliable, and for the X2 variable it is 0.901 > 0.60. So, the questionnaire from the Career Development variable (variable X2) is declared reliable. Meanwhile, the Y variable is 0.901 > 0.60. So, the questionnaire of the performance variable (variable Y) is declared reliable. The test results show that the variables of training, career development have an effect on performance. this can be seen in the multiple linear regression equation that Y = 22.812 + 0.177 X1 + 0.468 X2 which means that if the level of training and career development or (X = 0), then the performance is worth 22.812 units. If there is an increase of 1 training variable unit (X1 = 1), it will affect performance (Y) by 0.177 units. While an increase of 1 unit of career development variable (X2 = 1), it will affect performance (Y) of 0.468 units.

The results of the linearity test show that the significant value for the Deviation from Linearity is 0.274. Because the significance is greater than (>) 0.05, it can be concluded that there is a significant linear relationship between training, career development and performance variables. The results of the Kolmogorov-Smirnova normality test show that the three variables have a normal distribution with a significant result of the training variable (X1) of 0.011, career development (X2) of 0.013 and the performance variable (Y) of 0.016. That means the significance of the three variables is greater than (>) 0.05, which means the three variables are normally distributed. The results of the heteroscedasticity test show that the dots are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model and it is feasible to use in conducting testing.

Based on the results of the multicollinearity test, it shows that the Tolerance value of the training assessment variable (X1) and career development (X2) is 0.081 which is greater than 0.10 while the VIF value of the training variable (X1) and the career development variable (X2) is 12.274 which is less than 10.00. So it can be concluded that there is no multicollinearity. The results of the R test (correlation coefficient) show that the correlation coefficient (R) is 0.656 or 65.6%. This shows that the variable training, career development has a fairly strong relationship to performance. While the coefficient of determination (R square) obtained is 0.430 or 43%, meaning that the magnitude of the influence of training and career development variables on performance is 43%. While the rest (100% - 43% = 57%) is influenced by other variables not included in this study.

The results of testing the hypothesis obtained a training t value of 0.911, a t table value of 1,653. Then H1 is accepted and Ha is rejected, which means that there is no significant effect between training on performance at PT Tugu Pratama Indonesia. Meanwhile, the calculated t-

value for career development is 2.413, the t-table value is 1.653. Then H2 is rejected and Ha is accepted, which means that there is a significant influence between career development on performance at PT Tugu Pratama Indonesia.The results of the hypothesis testing obtained the calculated F value of 66.479. Because the calculated F value is 66.479 > F table 3.05, as the basis for decision making in the F test it can be concluded that the hypothesis is accepted or in other words training (X1) and career development (X2) simultaneously affect employee performance (Y).

This is in line with Martin Tanjung Mora's research (2018) from Attahiriyah Islamic University with the research title The Effects of Training and Career Development on Employee Performance at PT. Nawakara Mighty Archipelago. Based on the results of the study, it shows that the significance value of the F test is 0.000 <0.05, meaning that the variables of training (X1) and career development (X2) together have a significant effect on employee performance (Y). The third hypothesis is accepted and proven true. Based on the simultaneous determination coefficient, the R Square value is 0.429, meaning that the influence of the training variable (X1) and career development (X2) on the performance variable (Y) is 42.9% while the remaining 57.1% is influenced by other variables not examined. From this it can be concluded that the t count shows a significance value of 0.000 <0.05, meaning that the career development variable (X2) has a positive and significant effect on employee performance (Y). The second hypothesis is accepted and proven true.

CONCLUSION

Based on the descriptions and explanations that have been put forward in the previous chapters, conclusions can be drawn from this research, namely as follows The training available at PT. Tugu Pratama is stable. This is indicated by the average value of the total score of 4.12 which is located in the class interval 3.86 – 4.14, which is stable. Career Development contained in PT. Tugu Pratama is very stable. This is indicated by the average value of the total score of 4.12 which is located in the class interval of 4.10 – 4.40 which is very stable. Employee performance at PT. Tugu Pratama is very good. This is indicated by the average value of the total score of 4.15 which is located in the class interval 4.13 - 4.42 which is very good.

Based on the calculation of the regression equation that can be used to predict employee performance variables through training, career development variables, namely Y = 22,812 + 0,177 X1 + 0,468 X2, meaning that if training and career development or (X = 0), then performance is worth 22,812 units. If there is an increase of 1 training variable unit (X1 = 1), it will affect performance (Y) by 0.177 units. While an increase of 1 unit of career development variable (X2 = 1), it will affect performance (Y) of 0.468 units. Analysis of the correlation coefficient (r) is equal to 0.656. This shows a fairly strong influence between the variables of training, career development and employee performance. The coefficient of determination (KD), which is equal to 43% of the calculation results, shows that the effect of training (variable X1) and career development (variable X2) affects employee performance (variable Y) at PT Tugu Pratama Indonesia by 43% while the remaining 57% is influenced by other factors.

Based on the results of the t test calculations, it shows that the training t value is 0.911 < the t table value is 1.653. Then H1 is accepted and Ha is rejected, which means that there is no significant effect between training on performance at PT Tugu Pratama Indonesia. Meanwhile, the calculated t value for career development is 2.413 > the t table value is 1.653. Then H2 is rejected and Ha is accepted, which means that there is a significant influence between career development on performance at PT Tugu Pratama Indonesia. Based on the results of the calculation of the F test showing F count of 66.479 > F table 3.05, it is concluded that training (X1) and career development (X2) simultaneously affect employee performance (Y).

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