



UDC 331

THE INFLUENCE OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN PT AGUNG BUMI KARSA KENDARI

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ABSTRACT

The aim of this research is to examine and explain training and career development on employee performance. The population of this study was 44 at PT. Agung Bumi Karsa Kendari. The analytical equipment used is Multiple Regression Analysis. The research results show that training and career development have a positive and significant effect on employee performance; training has a positive and significant effect on employee performance. Furthermore, development has a positive and significant effect on employee performance.

KEY WORDS

Training, career, development, employee, performance.

In continuously developing business dynamics, companies in various sectors face increasingly complex challenges in maintaining their competitiveness and operational continuity. In the midst of increasingly fierce competition, one aspect that is the main key to the success of a company is quality human resources (HR). HR is not only an operational implementer, but also a strategic determinant in achieving organizational goals, facing market changes, and anticipating technological developments.

PT. Agung Bumi Karsa Kendari, as a company operating in the field of providing project materials for various construction projects, is no exception to these challenges. In carrying out its operations, PT. Agung Bumi Karsa Kendari relies heavily on employee performance in providing and managing project materials efficiently and effectively. However, to achieve optimal performance, investment is needed in human resource development through training and career development.

Training and career development not only improve employees' technical skills, but also shape attitudes, values and work culture that are in line with the company's vision and mission. In the context of PT. Agung Bumi Karsa Kendari, trained and developed employees can be a driving force in completing projects with good quality and in an efficient time. However, the challenge faced by companies lies in the limited resources to provide adequate training and career development for all employees.

The limited number of employees and the large number of projects that must be carried out make it difficult for companies to provide adequate attention to human resource development. As a result, there is a gap between the need for increased employee performance and the availability of training and career development. The impact of this gap is starting to be felt in reduced performance, employee dissatisfaction, and potential losses for the company in the long term. Therefore, research regarding the influence of training and career development on employee performance at PT.

Agung Bumi Karsa Kendari has become very relevant and urgent. This research will help in understanding more deeply how the training and career development process can be a determining factor in improving employee performance and achieving company goals. Thus, it is hoped that the results of this research can provide valuable input for company management in designing more effective and efficient HR strategies.

Researchers, in this case, will attempt to thoroughly investigate this phenomenon by conducting in-depth field studies. Thus, the author is interested in conducting this research with the title "The Influence of Training and Career Development on Employee Performance at PT. Agung Bumi Karsa Kendari". With the results of this research, it is hoped that it can



make a significant contribution to the company in improving employee performance and achieving company goals better and more sustainably.

LITERATURE REVIEW

Training according to Dessler (2009:46) is the process of teaching new or existing employees the basic skills they need to carry out their work. Veithzal Rivai (2008) training is a part that involves the learning process to acquire and improve skills outside the current education system in a relatively short time with methods that prioritize practice rather than theory. Davis and Werher's definition of training is quoted from Sedarmayanti (2010; 164), training prepares people to review their present jobs and development prepares employees needed knowledge, skills and attitude. Meaning that training prepares people to do their current jobs and prepares for employee development that requires knowledge, skills and attitudes. Simamora (2006; 273) explains that training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to improve employee performance.

Employee development according to Sikula (1981) is as follows: development, in reference to staffing and personnel matters, is a long term educational process using a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes. Based on this definition, it can be seen that development emphasizes staff and personnel issues. Human resource development is related to the availability of learning opportunities and development, creating training programs which include planning, organizing and evaluating these programs (Armstrong, 2010: 504). Development is an activity that helps to plan activities to maximize self-development (Mangkunegara 2008: 77). Suparyadi (2015:233) explains that development is a planned, systematic and continuous effort that is anticipatory in nature and aims at promotion, leadership cadre, and to gain competitive advantage in the field of human resources. Kasmir (2016:140) explains that employee development is a process to refresh, develop and improve the abilities, skills, talents, interests and behavior of employees.

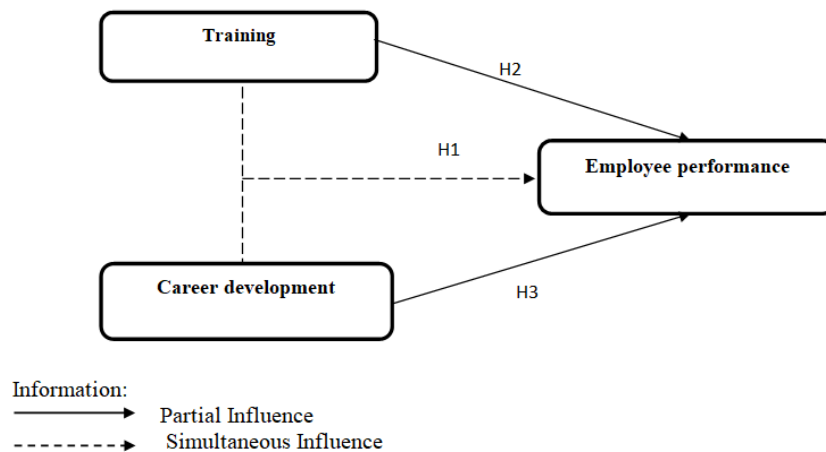


Figure 1 – Conceptual framework

According to Armstrong and Baron (Wibowo 2011:25) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributing to the economy. Another opinion expressed by Handoko (1988:143) said that performance is a pleasant emotional state. This will be seen from the positive attitude of employees towards everything they encounter in the work environment. The same opinion was also expressed by Tiffin (As'ad, 1991; 104) who said that performance is closely related to employees' attitudes towards their work. Work situation, cooperation between leaders and employees, and between fellow employees. In this sense, it can be seen that performance is the result of human interaction with the work environment. Furthermore, according to Prawirosentono (1999:2), performance is the result of work that can be achieved by a person



or group of people in an organization. In accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned illegally, without violating the law and in accordance with morals or ethics.

Hypothesis Development:

- H1: Simultaneous Training and Career Development Have a Positive and Significant Influence on Employee Performance;
- H2: Training Partially Has a Positive and Significant Influence on Employee Performance;
- H3: Partial Career Development Has a Positive and Significant Influence on Employee Performance.

METHODS OF RESEARCH

Research location is the area or place where researchers carry out research activities. This research was conducted at PT. Agung Bumi Karsa Kendari. The time for this research is planned for 2 months after the proposal examination and approved by the supervisory commission, namely September to October 2023, with details of activities, namely: (1) Arranging Research Permits at the relevant agencies, (2) Contacting respondents, namely employees, and providing instruments in the form of questionnaires, (3) Collecting questionnaires that have been filled in by respondents, (4) Editing the questionnaire and (5) Tabulating and analyzing data. The population is all research subjects (Arikunto, 2002: 102). Thus, the population in this study is all employees who have participated in training and career development at PT. Agung Bumi Karsa Kendari. Based on data from the administration department, a total of 44 employees were also used as research respondents.

RESULTS OF STUDY

To test the reliability of the instrument in this research, a confidence level (significance level) of $\alpha = 0.05$ was used.

Table 1 – Reliability Test

Variable	Number of Question Items	Cronbach's Alpha	R standard	Result
Training	6	0,835	0,60	Reliable
Career development	6	0,853	0,60	Reliable
Employee performance	6	0,825	0,60	Reliable

Source: Processed Data, 2023.

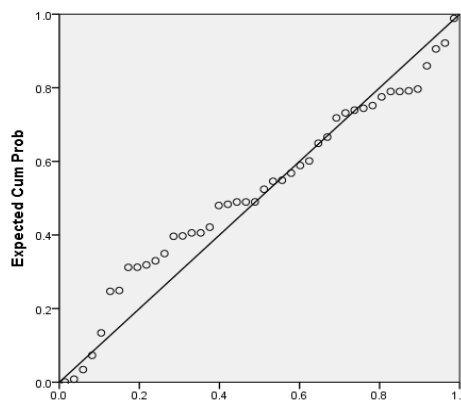


Figure 2 – Normality Test (Source: SPSS Processed Results)

A good regression model is a regression model that has a normal or close to normal data distribution. The graphic method test results by looking at the distribution of points on the diagonal axis of the graph. The basis for decision making is if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality.



Table 2 – Multiple Regression Test

No	Variable	Regression coefficient	T Count	t Significant	Results
1.	Training > Employee performance	0,376	2,106	0,041	Accepted
2.	Career development > Employee performance	0,441	2,469	0,018	Accepted

R = 0,784; R Square = 0,614; F Count = 32,639; Standard error = 27,74124; F Significant = 0,000.

Source: Data processed by SPSS, 2023.

The normal probability plot graph shows that the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model meets the normality assumption. The analytical tool that will be used in this research is multiple linear regression analysis with the help of IBM Statistical Package for Social Sciences (SPSS) software.

DISCUSSION OF RESULTS

The test results show that training and development have a positive and significant influence simultaneously on employee performance at PT. Agung Bumi Karsa Kendari. This indicates acceptance of hypothesis 1, which states that there is a positive and significant influence between training and development on employee performance. This means that changes or improvements in training and development together have a significant impact on improving employee performance in the company. This research also found that the coefficient of determination of the training and development variable was able to influence employee performance variables, although there were other factors that also influenced employee performance. The theory stated by Dessler (2009) explains that training is a process that teaches employees the basic skills needed to carry out their work. Human resource development, as described by Armstrong (2010), is related to creating opportunities and training programs that include planning, implementation and evaluation. Development, as explained by Malayu S.P. Hasibuan (2009), is an effort to improve various aspects of employee abilities in accordance with job requirements through education and training. The results of this study are in line with previous findings by Tandaju Cristian Daniel et al. (2019) and Rina Daniati (2019), who found that training and career development positively and significantly influenced employee performance. Therefore, it can be concluded that training and career development have an important role in improving employee performance at PT. Agung Bumi Karsa Kendari, and is relevant to previously existing findings and theories.

The results of data analysis show that training has a positive and significant influence on employee performance at PT. Agung Bumi Karsa Kendari. This confirms hypothesis 2 which states that there is a positive and significant influence between training variables on employee performance in the company. Thus, it can be concluded that increasing training has a positive and significant impact on improving employee performance at PT. Agung Bumi Karsa Kendari, as reflected in the respondents' assessments regarding skills training, retraining, cross functional training, creativity training and team training. According to Dessler (2009), training is a process to teach employees the basic skills needed to carry out their work. Training is considered important because job demands can change along with changes in the work environment, strategy, and so on. This is in line with the view of Malthis and Jackson (2004) who state that training is a process in which people acquire certain abilities to achieve organizational goals. Training approaches can focus on the specific knowledge and skills required in the current job. The results of this research are also consistent with previous findings by Mohammad Kurniawan Darma Putra (2019) who found that training had a significant influence on employee performance in the aviation security division at Indonesia Angkasa Pura II (Persero) Palembang. Likewise, the findings of Melvin Grady Lolowang et al. (2019) which shows that human resource training partially has a positive and significant effect on employee performance at PT. Berlian Kharisma Pasifik Manado, as well as research by Annisa Dwi Salfarizi (2021) which also found a positive and significant effect of training on performance. Thus, it can be concluded that training has an important role in improving employee performance at PT. Agung Bumi Karsa Kendari, as proven by findings of this research as well as previous research that has been carried out.



The results of data analysis confirm that career development has a positive and significant influence on employee performance at PT. Agung Bumi Karsa Kendari. These findings support hypothesis 3 which states that there is a positive and significant influence between career development variables on employee performance in the company. Thus, improvements in career development have a positive and significant impact on improving employee performance at PT. Agung Bumi Karsa Kendari, as reflected in the respondents' assessments regarding career needs, fair treatment in careers, career information, promotions, transfers and workforce development. Career development, according to Hasibuan (2016), is an effort to improve various aspects of employee abilities in accordance with the needs of the job or position through education and training. This approach includes planning, organizing and evaluating training programs, as explained by Armstrong (2010). Malay S.P. Views Hasibuan (2009) and Suparyadi (2015) also emphasize that career development is a planned, systematic and continuous effort to improve employee abilities, skills, interests and behavior. The findings of this research are in line with the results of previous research conducted by Tandaju Cristian Daniel et al. (2019), Rina Daniati (2019), and Annisa Dwi Salfarizi (2021). They found that career development positively and significantly influenced employee performance in various organizational contexts, such as PT. Unilever Tbk Manado, Merangin Regency Public Works and Spatial Planning Service, as well as other contexts. Therefore, it can be concluded that career development plays a significant role in improving employee performance, including at PT. Agung Bumi Karsa Kendari, in accordance with the findings of this research and relevant previous research.

CONCLUSION

Training and career development simultaneously have a positive and significant effect on employee performance at PT. Agung Bumi Karsa Kendari. This means that changes in increasing training and career development simultaneously have a significant effect on increasing employee performance at PT. Agung Bumi Karsa Kendari

Training has a significant effect on employee performance at PT. Agung Bumi Karsa Kendari; this means that changes in increasing training have a positive and significant effect on increasing employee performance at PT. Agung Bumi Karsa Kendari

Career development has a significant effect on employee performance at PT. Agung Bumi Karsa Kendari. This means that changes in increasing career development have a positive and significant effect on increasing employee performance at PT. Agung Bumi Karsa Kendari.

For PT. Agung Bumi Karsa Kendari can maintain and improve job training, because job training variables have a significant influence on employee performance so that the quality and quantity of employee work can increase in a planned and sustainable manner so that employee performance will be better.

Knowing the independent variables in this research, job training and career development are very important in influencing employee performance. It is hoped that the results of this research can be used as an example for future researchers to further develop this research by considering other variables which are other variables outside of the variables mentioned, already in this research.

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