



## Employee Performance is Influenced by Training Through the Career Development of PT. Mila & Juniors

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**Abstract:** The purpose of this study was to analyze and determine the positive and significant effect of training on employee performance through career development as an intervening variable at PT. Mila & Juniors. The subjects in this study were all employees of PT. Mila & Juniors using a quantitative approach method. Meanwhile, to analyze the pattern of relationships between variables in this study using path analysis with the aim of knowing the direct or indirect effect of a set of independent variables on the dependent variable. The results of this study state that there is a direct influence between training on employee performance at PT. Mila & Juniors without going through Career Development.

**Keyword:** Employee Performance, Training, Development Career.

### INTRODUCTION

Employee performance is a very important part to have because there are many benefits for an institution or company, every company wants employees to work seriously according to their abilities in order to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Employee performance basically includes mental attitudes and behaviors that always have the view that the work carried out today must be of higher quality than the implementation of previous work and at this time must be of higher quality for the future. An employee or employees will feel that they have their own pride and satisfaction with the achievements achieved based on the performance they provide for the company. Good performance is a desired state in the world of work, an employee will get good work performance if his performance is in accordance with standards, both quality and quantity. Human resources have an important role in company operations which are required to pay more attention to aspects of human resources owned in order to create employees who are professional, tough, intelligent, and forward-looking and are expected to make a major contribution to the progress of the company. If human resources are not noticed by the company, there will be a decrease in employee performance and a decrease in the progress of the company.

Training is a necessity to support one form of competency improvement activities and is an integral part of Human Resource Management (HR). Training activities are also aimed at

improving the knowledge, skills and adjustment of a person's attitude to the tasks addressed. Training is usually given to a group of people for the benefit of organizations, both government organizations and private organizations. Through training in a company aims to improve employee performance that is effective and efficient in achieving the goals that have been previously applied, this can produce reliable employee performance and have certain competencies that are in accordance with the needs of the organization and company. Training is one of the efforts in improving the quality of human resources in the world of work. Employees, both new and already working, need to attend training.

Training is considered a very important operational activity for the company. The quality of employees can be developed in the training itself, to produce employees who have knowledge, expertise, attitudes and mentality in accordance with what is needed by the company, the implementation of training is a must. Through training, it will improve employee performance so that it can support the success of the company. In the presence of training can affect the performance of employees.

In addition to training, career development is also very useful for companies so that the wheels of the company can run well, because of the various new knowledge gained when carrying out career development within the company. In addition, activities in career development are aimed at preparing employees in order to be able to adjust to their duties. Career development also provides opportunities for employees to socialize about their duties and work environment, thus career development programs can improve employee performance and encourage self-readiness to use opportunities and provide opportunities for employees to play a role in the company. The purpose of this study is to analyze employee performance influenced by training through career development of PT. Mila & Juniors.

## **LITERATURE REVIEW**

### **Performance**

Performance is basically one of the key factors in order to develop an organization effectively and efficiently because of the existence of policies or work performance assessment programs which means that the organization has made good use of the existing human resources in the organization. Performance has a broader meaning, not only stating the results of work, but also how the work process takes place. Performance is about doing the work, what is done and how to do it which then produces work that has a strong relationship with the company's strategic goals and contributes to the economy. Performance is defined as what an employee does or does not do. Employee performance is what affects how much they contribute to the organization or company. According to Sutrisno (2016) "Performance is as a result that a person has achieved from his work behavior in carrying out work activities".

Performance improvement efforts are a process or way to improve a person's work ability, work appearance or work performance that can be done in certain ways or strategies used by the company. This effort will be very meaningful if the performance improvement carried out is appropriate and directed. According to Mangkunegara (2017), "The definition of performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

As an individual or an organization, to be able to survive and develop, it is necessary to show increased performance. The basic capital to show performance is the mastery of competency skills that include mastery of certain scientific fields or related to the task section of the job. According to Affandi (2018), "Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not conflicting with morals and ethics".

By paying attention to employee performance, it is hoped that this can increase success in a company. Having employees with high performance value is an asset in the company's organization in the world of work. According to Hasibuan, (2017), "Employee performance is a result of work achieved by a person in carrying out his duties charged to him which is based on skills, experience and sincerity and time". Employee performance is said to be good at work if it has reached above company standards, then this can allow the employee to get a promotion to a higher position. According to Widodo (2015), "Performance is the result of a work that has been done, both in the form of physical or material and non-physical or non-material". The role of employees is very important in the success or failure of a company. In this case, the attitude and discipline of employees are indispensable for the smooth running of the company's business ...

According to Prawirosentono in Sutrisno, (2016), the factors that affect employee performance are as follows: 1) Effectiveness and Efficiency; "In relation to organizational performance, the measure of good and bad performance is measured by effectiveness and efficiency. The problem is how the process of occurrence of the effectiveness and efficiency of the organization. It is said to be effective when achieving goals, it is said to be efficient when it is satisfactory as a driver of achieving goals, regardless of whether it is effective or not. This means the effectiveness of the organization when the goals of the organization can be achieved in accordance with the planned needs. Meanwhile, efficiency is related to the number of sacrifices incurred in an effort to achieve organizational goals to achieve as desired by the organization. One that needs attention is related to the authority and responsibility of the participants who support the organization. 2) Authority and Responsibility; In a good organization the authority and responsibility have been well delegated without any overlapping duties. Each of the employees who are in the organization knows what he is entitled to and his responsibilities in order to achieve the goals of the organization. Clarity of authority and responsibility of each person in an organization supports the performance of such employees. Employee performance will be realized if employees have a commitment to their organization and are supported by high work discipline. 3) Discipline; Discipline is the observance and respect for the agreement made between the company and the employee. If the rules or regulations in the company are ignored or violated, then the employee has poor discipline. On the other hand, if employees are subject to company regulations, it illustrates that employees have good discipline. 4) Initiative; The initiative of a person has to do with thinking power, creativity in the form of ideas for planning something related to the goals of the organization. Every initiative should receive attention or a positive response from the superior if the boss is indeed good. A bad boss will always prevent the initiative of subordinates, especially subordinates who are less favored. If the boss always hinders every initiative without giving an award in the form of clear and supportive arguments, it causes the organization to lose energy or thrust to move forward. In other words, the initiative of employees in the organization is the driving force of progress that will eventually affect performance".

According to Sutrisno, (2016) mentioned that there are six indicators that can be used in measuring performance, namely: 1) "Quality, is the level to which the process or results of implementing activities are close to perfection or close to the expected goal. 2) Quantity, is the amount produced, for example the amount of rupiah, units, and cycles of activities carried out. 3) Timeliness, is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs as well as the time available for other people's activities. 4) Cost Effectiveness, is the degree to which the organization's resource usage is maximized to achieve the highest results or loss reductions from each unit of resource use. 5) Need for Supervision, is the degree to which a worker can carry out a job function without requiring supervision of a supervisor to prevent unwanted actions. 6)

Interpersonal Impact, is the degree to which employees maintain self-esteem, goodwill, and cooperation among colleagues and subordinates".

### **Training**

Training is a process of teaching skills and providing necessary knowledge, as well as attitudes so that employees can carry out responsibilities in accordance with their duties. Training focuses on the specific needs of the work where the goal is to improve performance, implement or prepare the individual to face any changes that may occur. According to Dessler (2015) posits that "Coaching is the process of teaching new or existing employees, the basic skills they need to carry out their work".

The broad-minded definition of training formulated by the Labor Commission is a planned process of changing attitudes, knowledge, or behaviors of expertise through experience to achieve effective performance in a number of activities. The goal is in the working situation, to develop individual abilities and to meet the needs of labor in current and future organizations. According to Sutrisno (2016), "Training is an effort to improve the work performance (performance) of employees in their current work or in other jobs that they will hold soon". Training is related to the skills and abilities necessary for the work now performed. Training is oriented to the present and helps the employee to master the skills in his work.

Employee training is a program designed to improve technical skills, knowledge, efficiency, and value creation to do a particular job in a much better way. Training enhances the skills needed and helps in the overall growth of the organization. According to Mangkuprawira and Hubeis, (2016) stated that "Training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with work standards". Training also increases the feeling of appreciation of employees. This shows that committed to providing them with the necessary resources to ensure they do a good job. In the end they are more likely to enjoy their work and remain in the organization or company longer.

The training program is socialized to the participants and a representative is made for the final revision of the final result to ensure the effectiveness of the training program that has been implemented. These training programs are designed with various methods to improve work performance, reduce attendance and turnover, and improve performance in employees in an organization or company. This program can be done by two methods, namely on-the-job training and off-the-job training. According to Sikula in Mangkunegara (2017), "Training is a short-term educational process that uses systematic and organized procedures where employees no managerial learn technical knowledge and skills in a limited purpose".

Hands-on training includes experiences that focus on the individual needs of employees. This training is carried out directly at the workplace. The training can help employees adjust to their upcoming or current roles, while improving their current skills and adapting to the environment directly. According to Widodo (2015), "Training is a series of individual activities in systematically improving expertise and knowledge so as to be able to have professional performance in their fields". Training is a learning process that allows employees to carry out work that is now in accordance with standards.

A training program can improve the knowledge and skills of employees. Training is a form of effort to improve the performance of both employees and provide many positive benefits for the company in general. So this training is very important to do. This training has many methods, there is training that can be done at the actual job location and some that is not done at the actual job location. Meanwhile, according to Sonny in Sinambela (2019) "Training is one of the important factors in the development of human resources. Education

and practice not only increase knowledge, but also improve work skills so as to increase work productivity".

The purpose of training is ultimately the answer to the problems faced by an individual or group of people in acquiring and improving the abilities necessary to perform a job. In an organization, training is one of the efforts taken to solve problems faced or help the organization to run and achieve organizational goals effectively and efficiently. Basically, the purpose of training is to develop employees to be skilled, educated, and trained professionally and ready to use in their respective fields. According to Mangkunegara (2017), the objectives of the training are: 1) "Increase the passion of the soul and ideology. 2) Increase work productivity. 3) Improve the quality of work. 4) Improve human resource planning. 5) Improve moral attitudes and morale. 6) Increase stimulation so that employees are able to perform optimally. 7) Improve health and safety. 8) Avoid uniformity. 9) Improving the personal development of employees".

Some of the training indicators according to Dessler (2015) are as follows: 1) Instructors, considering that training is generally oriented towards improving skills, the trainers selected to provide training materials must really have adequate qualifications in accordance with their fields, professional, and competent. 2) Participants, trainees must of course be selected based on certain statements and appropriate qualifications. 3) Method, Training will better guarantee the effective implementation of human resource training activities if it is in accordance with the type of material and abilities of the trainees. 4) Material, Training of Indonesian migrant workers requires material or curriculum that is in accordance with the training objectives to be achieved by the agency. 5) Training Objectives, Training requires goals that have been set, especially related to the preparation of action plans (action play) and setting goals, as well as the expected results of the training to be held.

## **Career Development**

Career development is a job journey for a person in an organization. Because almost all workers or employees want their careers to develop, experience improvements and feel progress with better conditions in a career. This shows the condition of increasing a person's status in organizing on a career path that has been set in a company organization. The development includes that the company or HR manager has drawn up a plan in advance on the ways that need to be done to develop the employee's career during work. According to Handoko (2016), states "Career development is the personal efforts of an employee to achieve a career plan".

Career development itself needs to be emphasized although the managing part of the human resources section can play a role in the career development of employees, but the most responsible is the worker himself, because he is the one who is most interested and he is the one who will one day reap and enjoy the results. According to Siagian (2010) "Career development is personal changes that a person makes to achieve a career plan". If the employee in question shows an attitude of not being proactive in career development, it is impossible for him to get the opportunity to develop his career. Based on this, it is necessary to develop an employee's career because an employee working in an organization not only wants to obtain what he has today, but also expects changes, progress, opportunities given to him to advance to a higher and better level.

Every employee will feel bored working in the same place, always expecting changes and guarantees that he will get greater recognition from the company over time. According to Widodo (2015) "Career development is a series of activities throughout life that contribute to the exploration, strengthening, success and fulfillment of a person's career" On this understanding, it can be stated that there are various parties involved in the career development of employees, namely the employee concerned, the staffing department, and



the superior of the employee concerned. In an effort to develop a career, employees are the most interested people in the process of activity. The improvement is carried out by employees in order to achieve a career plan and improvement by the personnel department in order to achieve a work plan in accordance with the path or level of the organization. According to Rivai and Sagala (2016), posits that, "Career development is the process of improving the work ability of individuals achieved in order to achieve the desired career". The employee who wants to get career development should be looking for information about what knowledge, abilities and skills the company wants from him, what promotional systems prevail within his company.

To follow career development, companies usually hold a training for employees or the person concerned himself is looking for the opportunity. "Career development is personal improvement that a person makes to achieve a career plan and improvements by the personnel department to achieve a work plan in accordance with the path or level of the organization". On this description, it can be stated that individual employees not only need technical skills and the ability to collaborate, but also need to have governance skills.

A career plan that has been made by a worker accompanied by a reasonable and realistic career goal, the plan will not become a reality in the absence of systematic and programmatic career development. According to Angga (2018) "Career development is an employee's personal effort to achieve a career plan". Career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum". This competence is necessary because individual employees must manage themselves in the organization and carry out a continuous learning process that can be used to find out the existence of career opportunities in the future and develop the potential that exists in them.

The goals of career development according to Mangkunegara (2017) are: 1) "Assist in the achievement of individual and company goals. A successful employee with excellent work performance then occupies a higher post position. This means that the company's goals and individual goals are achieved. 2) Shows the relationship of employee welfare. The company plans the career of employees by improving their welfare so that employee loyalty is higher. 3) Help employees realize their potential. Career development helps to make employees aware of their ability to occupy a certain position according to their potential and expertise. 4) Strengthening the relationship between employees and the company.

Career development will strengthen the relationship and attitude of employees towards their company. Proving social responsibility. Career development is a way of creating a positive work climate and employees - employees have a healthier mentality. 5) Help strengthen the implementation of the company's programs so that the company's goals are achieved. 6) Reduce professional and managerial obsolescence. Career development can avoid the obsolescence and boredom of the profession and managerial. 7) Intensify the analysis of the entire employee. Career development is intended to integrate work planning and staffing. 8) Intensify a thought or view for a long period of time. Career development relates to a long period of time. This is because the placement of a position requires requirements and qualifications that are appropriate in portion".

According to Handoko (2016), there are several indicators of career development, namely: 1) Work Performance; "Work achievement is an activity that underlies all subsequent career development activities, where good work performance is the most important thing to advance a career. 2) Exposure; Exposure is to be famous by people who decide on promotions, transfers, and other opportunities. 3) Organizational Loyalty; In many organizations, people put career progression depends on organizational loyalty with long-term dedication to the same company will lower the level of work turnover. 4) Mentors and Sponsors; A mentor is a person who offers informal career guidance, while a sponsor is a

person in an organization who can create career opportunities for others, if the mentor can nominate an employee for career development activities then he becomes a sponsor. 5) Opportunity - Opportunity to Grow; An employee who seeks to improve their abilities means that they have seized the opportunity to grow. 6) Management Support; To encourage career development programs is strongly influenced by the support of managers".

## METHODS

The subjects in this study were all employees of PT. Mila & Juniors by using quantitative approach method. In this study, the model test that will be carried out is to use path analysis. The path analysis model is used to analyze the pattern of relationships between variables with the aim of determining the direct or indirect influence of a set of free variables on bound variables (Ghozali, 2018). The path analysis method is used to test the influence of intervening variables. In the study there are three path analysis models that will test the direct or indirect influence of independent variables and dependent variables.

## RESULT AND DISCUSSION

### Research Results

#### Validity test results

To find out whether the data obtained when in the field is feasible or not, it is necessary to conduct a validity test. Validity tests are used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if  $r$  counts greater than  $r$  of the table, and a significant level of less than 0.05 then a question is said to be valid.

From the calculation of the correlation coefficient of the score of each point of statement from 63 respondents about training, with a total of 10 points of statements; career development 10 items statement and employee performance 10 statements with the total score of each respondent obtained the result of  $r$  count greater than  $r$  table (0.300).

#### Reliability test

The reliability test of a study is carried out to determine a value that shows the consistency of a research instrument. The results of the study can be said to be reliable if a number or index has similarities or is consistent over time (Sugiyono, 2017). This test aims to calculate the cronbach's alpha coefficient ( $\alpha$ ) of each instrument in a variable. An instrument is said to be reliable if the value of Cronbach's alpha ( $\alpha$ )  $>$  0.6.

**Table 1: Reliability Test Results**

Variable	Average Cronbach Alpha	Standard Cronbach Alpha	Décision
Employee Performance (EP)	0,922	0,6	Reliabel
Training (T)	0,968	0,6	Reliabel
Career Development (CD)	0,946	0,6	Reliabel

Source : Données traitées en 2022

Based on Table 1, it can be seen and concluded that all statement items of each variable of employee performance, training and career development are declared reliable because the  $>$  0.6. which is the minimum limit of the coefficient of reliability is acceptable. Thus, it is said that the above statements are reliable.

#### Test Model

In path analysis, the use of theoretical in developing flowcharts in this study is described in an effort to provide convenience in understanding the relationship between variables, especially in seeing intervening variables as variables that give rise to path analysis in this study.

### Structural Equation Testing model 1

**Table 2: Training and Career Development on Employee Performance**

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.936	3.966		2.506	.015
	TOTAL_T	.443	.100	.443	4.442	.000
	TOTAL_CD	.392	.095	.412	4.136	.000

Dependent Variable: TOTAL\_EP

**Table 3: Career Development and Assessment of Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736a	.541	.526	5.17649

Based on table 2 above, it is known that the value of R Square is 0.541, which means that the effect of training and career development on employee performance is 54.1%. While the value of e1 can be searched by the formula =  $\sqrt{(1-0.541)} = 0.677$ .

$$EP = 0,443 T + 0,412 CD + 0,677$$

### Testing of Structural Equations model II

**Table 4 : Training on Career Development**

Coefficientsa

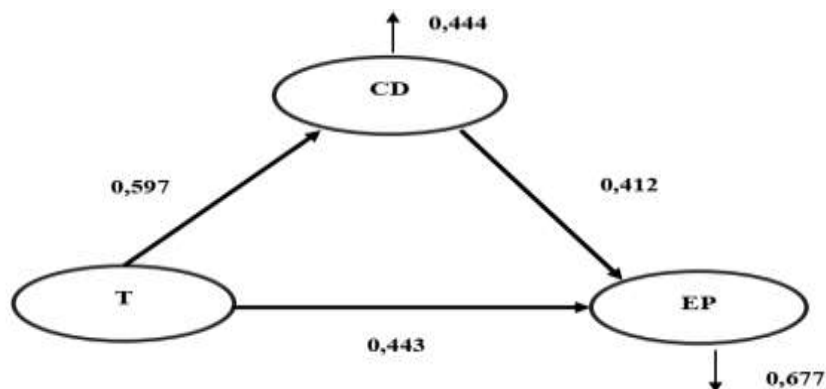
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.273	5.408		1.345	.184
	TOTAL_T	.746	.128	.597	5.820	.000

a. Dependent Variable: TOTAL\_CD

Based on table 4 above, it is known that the value of R Square is 0.803, which means that the effect of training on career development is 80.3%. While the value of e2 can be searched by the formula =  $\sqrt{(1-0.803)}=0.444$

$$CD = 0,597 T + 0,444$$

### Merger Results on Model I and Model II



**Figure 1: Test Path Analysis Model**



### Hypothesis Test Results

**H1: Training has a positive and significant effect on the performance of PT. Mila & Juniors**

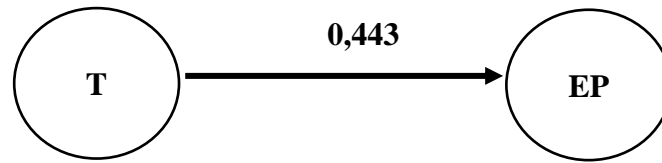


Figure 2: Training on Employee Performance

$$\text{Equation: } EP = 0.443 T + 0.677$$

The equation shows that there is an effect of training on employee performance of 0.443 with an error standard of 0.677. To determine whether or not there is a significant influence between the independent variables of partial training on the dependent variables of employee performance, it will be tested using a t test. Based on figure 1, the training variable on employee performance is a significant value of  $0.000 < 0.05$  then  $H_a$  is accepted,  $H_o$  is rejected which means that training has a significant effect on employee performance.

**H2: Career development has a positive and significant effect on the employee performance of PT. Mila & Juniors.**

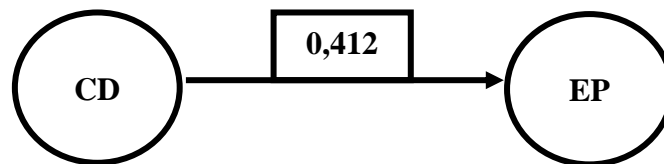


Figure 3: Career Development towards Employee Performance

$$\text{Equation: } EP = 0.412 CD + 0.677$$

The equation shows that there is an influence of career development on employee performance of 0.412 with an error standard of 0.677. To determine whether or not there is a significant influence between the independent variables of partial career development on the dependent variables of employee performance, it will be tested using the t test. Based on figure 2, the career development variable to employee performance has a significant value of  $0.000 < 0.05$  then  $H_a$  is accepted,  $H_o$  is rejected which means that career development has a significant effect on employee performance.

**H3: Training has a positive and significant effect on the career development of PT. Mila & Juniors**

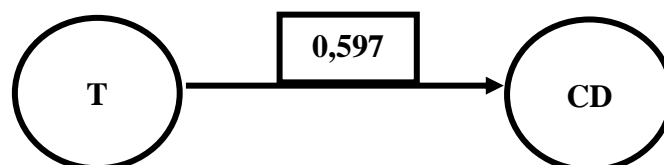
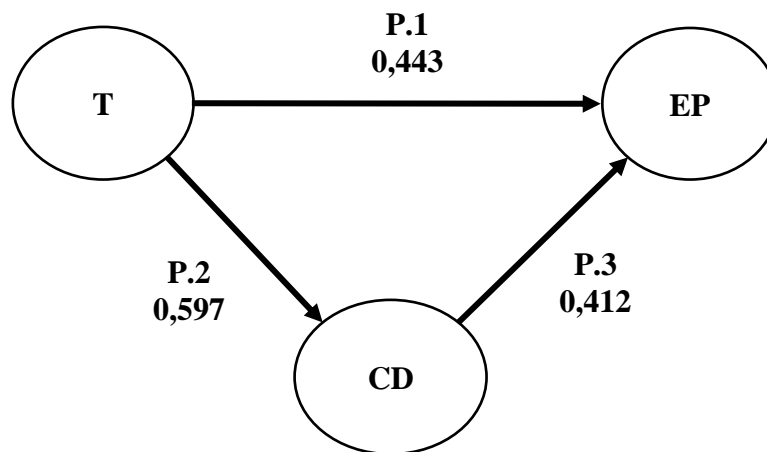


Figure 4: Training on Career Development

**Equation:  $CD = 0.597 T + 0.444$**

The equation shows that there is an effect of training on career development of 0.597 with a standard error of 0.444. To determine whether or not there is a significant influence between the independent variables of training partially on the dependent variables of career development, it will be tested using the t test. Based on figure 3, the training variable for career development has a significant value of  $0.000 < 0.05$  then  $H_a$  is accepted,  $H_o$  is rejected which means that training has a significant effect on career development.

**H4: Training has a positive and significant effect on employee performance through the career development of PT. Mila & Juniors**



**Figure 5: Training on Employee Performance through Career Development**

Based on figure 4, P1 is a direct influence between training to employee performance of 0.443 and the indirect influence of training to employee performance through career development calculated by multiplying P2 (0.597) x P3 (0.412) = 0.245. From these results, it can be concluded that the value of  $P.1 > (P.2 \times P.3)$ , then  $H_a$  was rejected by  $H_o$  to be accepted, meaning that there is no influence between Training (PL) on Employee Performance (EP) through Career Development (CD). Thus  $H_4$  is not intervening.

**Discussion**

**The Effect of Training on employee performance of PT. Mila & Juniors.**

The results of the analysis of this study show that there is a positive influence between training variables on employee performance. Where is the training owned by pt. Mila & Juniors has an influence on employee performance. The results of this study are in accordance with the opinions of Rosmadi (2018), Fitriani, and Harto (2018) and Yusuf (2020) who stated that the training provided to employees has a positive and significant influence on improving employee performance. Because the higher the level of training obtained by an employee, it can make a positive contribution to the performance they will produce for the company. Thus  $H_1$  is accepted.

**The Effect of Career Development on the Performance of PT. Mila & Juniors.**

The results of the analysis of this study show that there is a positive influence between career development variables on employee performance. Where career development affects the performance of PT. Mila & Juniors. The results of this study are in accordance with the opinions of Trisnawan, and Elmi (2020), Simanjuntak, et al (2020), Charity (2015), Agboola, et al (2020), Sofia (2020) which states that the implementation of career

development has a significant effect on improving employee performance. It is used to create an effective and efficient company through an increase in career development obtained by employees to improve performance in achieving company goals. Thus  $H_2$  is accepted.

### **The Effect of Training on the Career Development of PT. Mila & Juniors.**

The results of this research analysis show that there is a positive influence between training variables on career development. Where training affects career development in PT. Mila & Juniors. The results of this study are in accordance with the opinions of Cahyadi, et al (2021), Nanda, et al (2018) which states that the training owned by employees has a positive and significant effect on career development. Because the higher the training obtained by an employee, the more they can develop their career. Thus  $H_3$  is accepted.

### **The Effect of Training on Employee Performance through Career Development of PT. Mila & Juniors.**

The results of this research analysis show that the effect of training on employee performance through career development has no significant effect. The results of this study are not in line with the opinion of Nanda, et al (2018) which states that training on employee performance through career development has a positive and significant effect. Thus  $H_4$  is rejected.

## **CONCLUSION**

Based on the results of research that has been carried out by researchers to test employee performance is influenced by training through career development of PT. Mila & Juniors, it can be concluded: 1) Increased training can improve the performance of PT. Mila & Juniors. 2) Improving career development can improve the performance of PT. Mila & Juniors. 3) Increased training can improve the career development of PT. Mila & Juniors. 4) The improvement of training does not have an improvement in employee performance through the career development of PT. Mila & Juniors. Thus the career development variable is not as an intervening variable. But the real influence is the direct influence of training on employee performance.

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