The Effect of Training and Career Development on Employee Performance at PT Sumber Anugrah Prima

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KEYWORDS	ABSTRACT
Training; Development; Employee Performance	One strategy to enhance employee performance is through the implementation of training and development programs. The objective of this study is to evaluate the impact of "training and development of human resources" on employee performance at PT Sumber Anugrah Prima located in Samarinda. The methodology used in this research is associative with a quantitative approach. The research was conducted within PT Sumber Anugrah Prima and used saturated sampling technique, where 63 employees were used as respondents. The results of the analysis show that both individually and simultaneously, the variables of training and career development have a significant effect on employee performance at PT Sumber Anugrah Prima Samarinda. The R Square value obtained is 0.701, or 70.1%, indicating that training and career development make a substantial contribution to improving employee performance.

Introduction

In the era of globalization, competition among companies has intensified, creating a more complicated and dynamic business landscape. Companies are not only required to stay afloat amidst this stream of competition, but also need to secure a sustainable competitive advantage. The pressure companies face from this global competition increases the need for optimal employee performance. In this situation, human resource management (HRM) plays an important role, because through efficient HRM, companies can implement targeted training, development, and performance management systems. These measures are designed to create a skilled, productive, and efficient workforce, which can effectively support the success and achievement of organizational goals in the long term (Darvishmotevali et al., 2020; Peretz, 2024). Thus, to remain competitive and ensure operational continuity, companies must focus on managing and developing their human resources strategically, aligning employee capabilities with the demands of global competition.

The company must use human resources who are professionals in their field of work. HR that is trained and developed is useful for the company's development and produces good performance results. HR training and development programs are vital for providing employees with the insight, skills, and capabilities needed to propel organizational success. Studies have shown that targeted HR

development initiatives directly enhance employee competencies, which in turn improve overall company performance and competitiveness (Akdere & Egan, 2020; Darvishmotevali et al., 2020; Kaur & Kaur, 2021). Effective training not only fosters a more skilled workforce but also leads to increased employee engagement and productivity, both of which are crucial for sustaining a competitive advantage in today's dynamic market (Benevene & Buonomo, 2020; Omidi & Dal Zotto, 2022; Supriyanto et al., 2021). Furthermore, HR development contributes to innovation and adaptability, allowing companies to respond effectively to market changes (Ali et al., 2021; Iqbal et al., 2021). Training and development are often heard in the world of work, and companies can utilize both to improve the effectiveness and productivity of their employees.

A crucial factor for gaining a competitive edge in the current business environment is the cultivation of skilled and talented human resources (HR). According to (Dessler, 2017; Noe et al., 2020), HRM is accountable for overseeing and enhancing the capabilities of all organizational components, directly influencing overall company performance. Training and development, core aspects of HRM, are defined as structured programs designed to improve employees' skills, knowledge, and abilities to meet both current and future job requirements (Nguyen, 2020; Piwowar-Sulej, 2021; Robbins & Coutler, 2016). By focusing on continuous training and skill enhancement, companies can elevate the quality of their human resources, creating a motivated workforce aligned with the company's strategic goals. When employees are empowered with targeted training and career development, they contribute more effectively toward organizational success, creating a sustainable advantage in the competitive landscape.
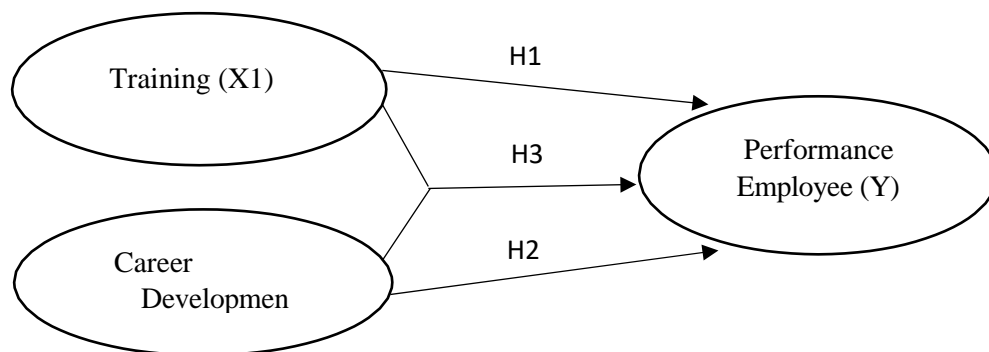
Materials and Methods

Figure 1. Schematic Framework

H1 : "It is suspected that training has an influence on employee performance at PT Sumber Anugrah Prima."

H2 : "It is suspected that Career Development has an influence on Employee Performance at PT. Sumber Anugrah Prima."

H3 : "It is suspected that training and career development together have an influence on the performance of employees of PT Sumber Anugrah Prima."

Population and Sample

The participants in this study consisted of all employees at the PT Sumber Anugrah Prima office, amounting to 63 individuals. Because the population involved in this study is relatively small, the authors chose to use the "saturated sampling" method where all members of the population are included as samples, not just some. Where the entire population is taken as respondents in this study (Sugiyono, 2018).

Type of Research

The research carried out is causal associative, which means that this research aims to explore and analyze the relationship and influence between existing variables. The quantitative approach was chosen because the data collected is numerical, such as numbers and scales, which helps the analysis to be used in interpreting the results. The data obtained came from employees of PT Sumber Anugrah Prima through distributing questionnaires. In this study, there are two types of variables, namely independent are factors that are expected to influence the results of the study, in this case are "training (X1) and career development (X2)". On the other hand, the dependent variable is "employee performance (Y)", which is the outcome measured in the study.

Data Analysis Method

Data analysis was conducted through several methods, including "multiple linear regression" used to estimate the dependent variable using multiple independent variables. While "correlation analysis" aids in assessing the magnitude and direction of the relationship between variables. Before conducting the analysis, the research instruments were tested to measure "validity and reliability", as well as the classical assumption test which includes "normality, multicollinearity, and heteroscedasticity". Classical assumption testing is an important step to ensure that the data meets the necessary conditions before further analysis is carried out.

Research and Discussions
Research Instrument Test
Validity Test

Based on the results of distributing questionnaires, a summary of the validity test results of the variables used is presented in the form of the following table:

Table 1. Results of the Validity Test

Variables	No item	r count	r table $\hat{\alpha}$ = 0.05, n - 2	Description
Training (X1)	1	0,678	0,2480	Valid
	2	0,658	0,2480	Valid
	3	0,667	0,2480	Valid
	4	0,662	0,2480	Valid
	5	0,712	0,2480	Valid
Career Development	1	0,547	0,2480	Valid
	2	0,677	0,2480	Valid
	3	0,692	0,2480	Valid

(X2)	4	0,649	0,2480	Valid
	5	0,667	0,2480	Valid
Employee Performance (Y)	1	0,624	0,2480	Valid
	2	0,620	0,2480	Valid
	3	0,664	0,2480	Valid
	4	0,719	0,2480	Valid
	5	0,602	0,2480	Valid

Source: SPSS Output Results Processed, 2022

According to the data presented in Table 1, it is evident that all research instruments for each variable are considered valid, as the calculated value "r_{count} is greater than r_{table} at a significant level of 0.05". This indicates that all variable instruments can be further analyzed since they fulfill the required criteria.

Reliability Test

The reliability test is used to measure the consistency and stability of the research instrument, in this case the questionnaire used. By analyzing the results of the questionnaire, researchers can determine the extent to which the variables studied provide consistent results. The results of the questionnaire distribution show a summary of the reliability test presented in the table below:

Table 2. Results of the Reliability Test

Variables	Cronbach's Alpha	Cronbach's Alpha Standard	Description
Training ($X1$)	0,699	0,60	Reliable
Career Development ($X2$)	0,640	0,60	Reliable
Employee Performance (Y)	0,640	0,60	Reliable

Source: SPSS Output Results Processed, 2022

Based on the information from the table above, it can be seen that the reliability test is seen from the "Cronbach's Alpha" value which is greater than 0.60 for all variables. The above value indicates that the instrument has good internal consistency, which means that the questions in the questionnaire provide uniform results and support each other in measuring the same variable. Thus, all statement instruments submitted are considered valid for use in research, so that the results obtained from measurement can be trusted and reliable.

Classical Assumption Test Normality Test

The approach employed to assess the normality of the data in this study using Kolmogorov-Smirnov, Histogram, Probability Plot (P-Plot).

Table 3. Results of the Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov Smirnov Test

		Unstandarized Residual
N		63
Normal Parametersa.bb	Mean	0.0000000
	Std. Deviation	1.15969569
Most Extreme Differences	Absolute	0,092
	Positive	0,092
	Negative	-.0,090
Test Statistic		0.092
Asymp. Sig (2-tailed)		0.200c,d

Source: SPSS Output Results Processed, 2022

The results of the normality test conducted on the research data, showed "the significance value is 0.200, which is greater than 0.05", thus there is not enough evidence to reject the null hypothesis, which states that the data is normally distributed.
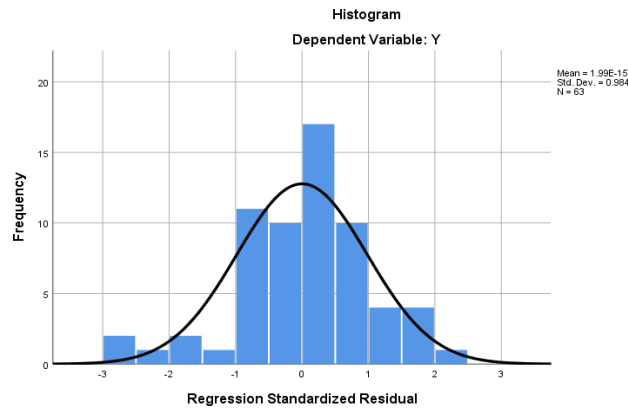

Figure 2. Histogram of Normality Test
Source: SPSS Output Results Processed, 2022

Normal P-P Plot of Regression Standardized Residual
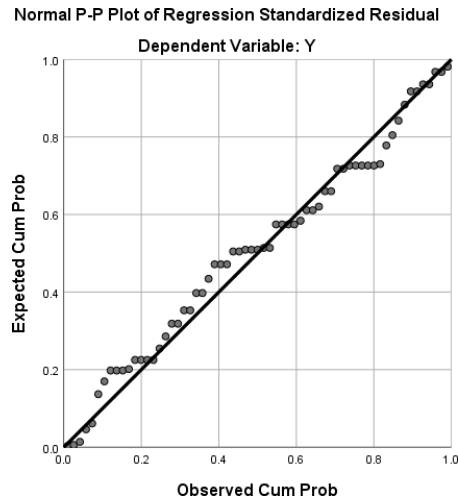
Dependent Variable: Y

Figure 3. Probability Plot (P-Plot) Normality Test

From the normality test analysis carried out with a histogram, the data is considered normally distributed if it displays a symmetrical bell-shaped curve, spreads around the diagonal line, and aligns with the direction of the diagonal line or histogram graph.

From the normality test carried out in the normal plot graph, it results if the data points are close and parallel to the diagonal line, thus indicating that the residuals (the difference between the predicted value and the actual value) follow a normal distribution. By fulfilling this normality assumption, the regression model is considered valid, and the estimation or prediction results of the model can be considered accurate and reliable.

Multicollinearity Test

Table 4. Results of the Multicollinearity Test

Variables	Colliniearity Statistics		Description
	Tolerance	VIF	
Training (X1)	0,662	1,510	No multicollinearity
Development Career (X2)	0,662	1,510	No multicollinearity

Source: SPSS Output Results Processed, 2022

Referring to the multicollinearity test data in the table above, it shows "the Tolerance value of 0.662 is above 0.10, and the VIF value of 1.510 is below 10.00". So that this value indicates that the correlation between independent variables is not too high, so the regression model is considered free from multicollinearity problems.

Heteroscedasticity Test

The approach applied to assess heteroscedasticity in this study is by using the Sperman Rho Method and the Scatterplot Method.

Table 5. Sperman Rho Test Results

Variables	Significance		Description
	Spearman's rho	Criteria	
Training (X1)	0,193	0,05	0.193 > 0.05 (no heteroscedasticity)
Development Career (X2)	0,201	0,05	0.201 > 0.05 (no heteroscedasticity)

Source: SPSS Output Results Processed, 2022

The heteroscedasticity test results indicate that there is no heteroscedasticity in the training and career development variables, with the training variable showing a significance value of 0.193 > 0.05 and the career development variable showing a significance value of 0.201 > 0.05.
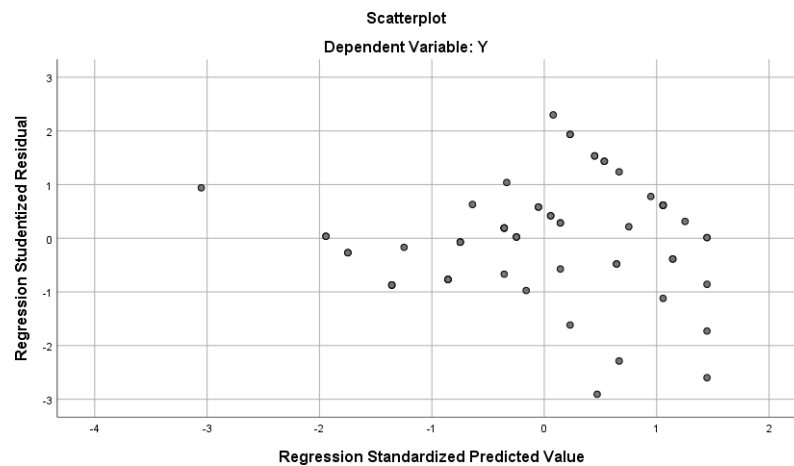

Figure 4. Heteroscedasticity Test Results Scatterplot

Source: SPSS Output Results Processed, 2022

The scatterplot heteroscedasticity test results show that data points are dispersed around zero without clustering above or below, exhibiting no wave-like pattern or any discernible structure. Therefore, it can be concluded that the heteroscedasticity test using the scatterplot method indicates no signs of heteroscedasticity.

Analysis Tool
Multiple Linear Regression Equation
The results of the multiple linear regression test analysis are presented in the table below:

Table 6. Multiple Linear Regression Equation Test Results

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	2,769	1,661		1,667	0,101
Training	0,541	0,084	0,556	6,415	0,000
Career Development	0,347	0,079	0,381	4,401	0,000

Source: SPSS Output Results Processed, 2022

Based on data analysis using SPSS, the regression equation results are obtained as follows $Y = 2.769 + 0.541X_1 + 0.347X_2$.

Partial Correlation Analysis

1. Partial Correlation Analysis Test Results Training ($X1$) on Employee Performance.

Table 7. Partial Correlation Coefficient
Analysis Test Results $X1$ (Training)
Correlations

Control Variables			Training	Performance Employees
-none -a	Training	Correlation	1,000	0,778
		Significance (2-tailed)	.	0,000
		Df	0	61
	Employee Performance	Correlation	0,778	1,000
		Significance (2-tailed)	0,000	.
			61	

Source: SPSS Output Results Processed, 2022

From the results presented in the table, it can be seen that there is a correlation value of 0.778 indicating "a relationship between training and employee performance". This figure is close to 1, which indicates that there is a very strong relationship from this factor to improve employee work results.

2. Test Results of Partial Correlation Analysis of Career Development ($X2$) on Employee Performance.

Table 8. Partial Correlation Coefficient Analysis Test Results $X2$
(Career Development)
Correlations

Control Variables			Development Career	Performance Employees
-none -a	Career Development	Correlation	1,000	0,705
		Significance (2-tailed)	.	0,000
		Df	0	61
	Employee Performance	Correlation	0,705	1,000
		Significance (2-tailed)	0,000	.
		Df	61	0

Source: SPSS Output Results Processed, 2022

From the analysis results presented in the table above, it can be seen that the correlation value of 0.705 indicates a "relationship between career development and employee performance". This figure is quite close to 1, which means it indicates a strong relationship for this factor to influence employee performance results.

Multiple Correlation Analysis (R)

The results of the multiple correlation test that have been carried out can be seen in table 9 as follows:

Table 9. Multiple Correlation Analysis Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,838a	0,701	0,691	1,179

Source: SPSS Output Results Processed, 2022

Based on the multiple correlation test results above, the R value is 0.838. This shows that the two variables, namely training ($X1$) and career development ($X2$), correlate with the employee performance variable (Y) by having a very strong level of relationship.

Coefficient of Determination

Table 10. Determiancy Coefficient Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,838a	0,701	0,691	1,179

Source: SPSS Output Results Processed, 2022

Based on the findings of the coefficient of determination analysis with an R Square value of 0.701, which means that the two variables in the study, namely "training and career development have a significant influence of around 70.1% of variations in employee performance", while the remaining 29.9% is influenced by other factors outside the model tested.

Hypothesis Testing
T test

Table 11. t Test Results (Partial Test)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,769	1,661		1,667	0,101
	Training	0,541	0,084	0,556	6,415	0,000

Career Development	0,347	0,079	0,381	4,401	0,000

Source: SPSS Output Results Processed, 2022

Based on the t test data (Partial Test) above, the following test results can be obtained:
1. Effect of Training ($X1$) on Employee Performance (Y)
   Training variable ($X1$) partially and significantly affects employee performance (Y) at the company PT. Sumber Anugrah Prima.
   The value of $_{thitung}$ > $_{ttabel}$ (6.415 > 1.99962) and the significance value of the training variable ($X1$) 0.000 <0.05, then $H0$ is rejected and Ha is accepted.
2. Effect of Career Development ($X2$) on Employee Performance (Y)
   Career development variable ($X2$) partially and significantly affects employee performance (Y) at the company PT. Sumber Anugrah Prima.
   The value of $_{thitung}$ > $_{ttabel}$ (4.401 > 1.99962) and the significance value of the career development variable ($X2$) 0.000 <0.05, then $H0$ is rejected and Ha is accepted.

F test

Table 12. F Test Results (Simultaneous Test)
Anovaa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195,886	2	97,943	70,477	0,^{000b}
	Residuals	83,383	60	1,390		
	Total	279,270	62			

Source: SPSS Output Results Processed, 2022

From the results of the F test above, the $_{Fhitung}$ > $_{Ftabel}$ (70.477 > 3.15) with a significance level of 0.00005. Because Fcount is greater than Ftable and the significance value is very small (below 0.05), this indicates that the two variables in the study, namely "training and career development together contribute significantly to improving employee performance".

Discussion
Multiple Linear Regression Analysis
Based on data analysis using SPSS, the regression equation results are obtained as follows Y = 2.769 + 0.541$X1$ + 0.347$X2$. The meaning of the equation is as follows:
a. The constant of 2.769 indicates that when the two independent variables analyzed, namely training and career development do not contribute or the value remains 0, employee performance at PT Sumber Anugrah Prima will remain at 2.769.
b. The regression coefficient of 0.541 indicates that a one unit increase in training will cause employee performance to increase by 0.541 units, if there is no influence from career development and constants.
c. The regression coefficient shows a value of 0.347 for the career development variable. This value means that an increase of one unit in career development will cause an increase in employee performance by 0.347 units, provided that the training factor and the constant do not change or are 0.

Effect of Training on Employee Performance

The findings of the analysis show that "there is a positive influence between training on employee performance at PT Sumber Anugrah Prima". This is evidenced by "the tcount value which is greater than the ttable (6.415 > 1.99962) and the significance level of the training variable (X1) of 0.000, which is smaller than 0.05". These results indicate that the data analyzed are strong enough to reject the null hypothesis and, instead, support the alternative hypothesis.

From these findings, the importance of training cannot be ignored. A good training program not only helps employees hone their skills, but also helps them learn new things that are relevant to their jobs. This has a direct impact on employee performance, which in turn impacts the overall productivity of the company. When employees feel more competent and confident in their tasks, they tend to work more efficiently and deliver high-quality results. Therefore, investing in training is a strategic move for companies to achieve long-term success.

Effect of Career Development on Employee Performance

The findings of the analysis show that "career development has a positive influence on employee performance at PT Sumber Anugrah Prima". Based on the results of the t test with the provisions "the tcount value is greater than the ttable (4.401 > 1.99962), and the significance level of the career development variable (X2) is 0.000, which is smaller than 0.05". These values indicate that the data analyzed are strong enough to reject the null hypothesis and, conversely, support the alternative hypothesis.

From these findings, it appears that career development for employees plays an important role in improving their performance. When companies offer various opportunities for career development, employees tend to become more motivated and have a stronger desire to achieve. The career development process can serve to improve employees' skills and knowledge, as well as help strengthen employees' confidence and commitment to their duties. Therefore, it is very important for companies to implement an effective career development program, so that employees can reach their maximum potential. This approach will result in improved individual performance and support the company in reaching its objectives.

Effect of Training and Career Development on Employee Performance

The findings of the research analysis indicate a "positive relationship between training and career development on employee performance at PT Sumber Anugrah Prima". Through the F-test, it was found that "the Fcount value exceeds Ftable (70.477 > 3.15), and the resulting significance level is 0.000, smaller than 0.05". From this value, it shows that the data analyzed is strong enough to reject the null hypothesis, and instead supports the alternative hypothesis. From this analysis, it can be seen that the two variables not only have an individual influence but also jointly have a positive impact on employee performance.

This means that the company will get maximum benefits if these two aspects continue to be strengthened simultaneously. From these findings, it is important for companies to plan and implement effective training and career development programs, which can help employees develop and contribute optimally to the success of the company.

Conclusion

The findings of the research carried out at PT Sumber Anugrah Prima show that training and career development factors have an essential role in enhancing employee performance. Through regression analysis, it was found that these two factors have a positive impact on performance, with the resulting regression equation being Y = 2.769 + 0.541X1 + 0.347X2. When analyzed separately, the training variable showed significance with a tcount value of 6.415 > 1.99962. Meanwhile, the career development variable also shows a significant effect, with a tcount of 4.401 which is greater than the ttable. In addition, when the two variables are analyzed together, both show a significant impact on employee performance. This can be seen from the Fcount value of 70.477, which far exceeds the Ftable of only 3.15. From this analysis, it can be concluded that training (X1) has a greater influence than career development (X2) on employee performance at PT Sumber Anugrah Prima.

Based on these findings, PT Sumber Anugrah Prima Samarinda is recommended to continue to be consistent in providing training for employees as well as ensuring there is a well-structured career development path. Consistent training can improve employees' skills and productivity, while clear career paths help motivate employees to achieve their long-term goals within the company. This aims to encourage employee enthusiasm in achieving and improving their performance, so that they are motivated to achieve better career development. Furthermore, it is suggested that future researchers include or examine additional variables not addressed in this study and expand the sample size to ensure that the findings are more thorough and applicable in the future.

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