



# The effect of training and career development on work achievement

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## ABSTRACT

The main problem in this study is that low work performance can be caused by a lack of training and development which is considered not optimal. This can be seen from the decline in his performance at PT. Industri Pembungkus Internasional from 2018-2020. Employees do not complete work on time optimally so that their performance decreases. The method in this research is quantitative. The population in this study, namely employees, a sample of 42 respondents. The data sources in this study are primary data and secondary data. While the data analysis technique used is descriptive analysis and multiple linear regression. The results of multiple regression analysis are  $Y = 1.304 + 0.627X_1 + 0.428X_2 + e$  which shows training and career development have a positive and significant effect on work performance. While the results of partial test show that training has a positive and significant effect on work performance, the t-count value is  $4.637 > t\text{-table } 2.022$  and the career development variable also has a positive and significant effect on work performance, the t-count value is  $3.177 > t\text{-table } 2.022$ . The coefficient of determination is 0.688. 68.8% variation of the dependent variable namely training and career development in the model can explain the variable Job Achievement at PT. IPI while the remaining 31.2% is influenced by other variables outside the model.

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## 1. INTRODUCTION

High competition in all fields that requires companies to work more productively, so that companies can continue to survive from all other business competitors, this cannot be avoided in the current era of globalization. However, technology alone is not enough, it must be supported by reliable and competitive human resources. Reliable resources are needed because a large workforce is not ready to face the challenges and changes that occur around them, let alone significant changes.

The importance of viewing human resources as an asset is a resource that plays an active role and is needed by companies in improving the quality of the company. Without the company's human resources as if it has no meaning at all. Employees are company

assets that enable the functioning of a company and become an important element in management. In carrying out their duties properly, the company created a management system known as personnel management so that employees are guaranteed to work.

The company has many employees who work in the production and administrative offices. In recent years, work performance has decreased slightly compared to the previous year due to the fact that training is rarely given to employees. Employees work according to their knowledge and experience. Providing training is very important for employees. Training is needed not only for new employees but also for old employees. For new employees, training is needed so that these new employees can complete their duties and obligations. Meanwhile, for old employees, training is needed because of the demands of existing tasks, such as adjusting to changes that occur in the company or to prepare for a promotion.

Training provided by companies is rarely given to employees because the training costs are quite high, it takes time and work is neglected or cannot be completed according to the previously planned targets. According to (Asang, 2019): "Training is something that refers to matters relating to planned efforts carried out to achieve mastery of skills, knowledge, and attitudes of employees or members of the organization". Even though this training is very important in the company so that the results obtained can provide satisfaction and quality. Thus, the training provided is still simple and able to improve employee performance. If the training is given every month it will increase the knowledge of employees. Training is only carried out during the training period so that employees do not understand the additional work provided, where the additional work provided is outside of routine work. In addition to training that affects job performance is career development.

Employees indicate that the company's career development has not been optimal. Development has a broader scope in an effort to improve and improve knowledge, abilities, attitudes and personality traits, or in other words development places more emphasis on increasing the ability to do work in the future, which is carried out through an integrated approach with other activities to change work behavior (Widyanti, 2018). This is what happened based on the assumption that employees are less motivated, so that not all participants take part in the training and the percentage of main work performance decreases even though the achievement targets are increased. Efforts to improve work performance can be seen from the results of employee performance at PT. Industri Pembungkus Internasional requires employees who are skilled and in accordance with the expertise needed in their fields. For this reason, it is necessary to hold training and development for employees as an effort to improve work performance in an organization.

Good performance is a result of work achieved by an employee in accordance with company standards. According to (Yulistiyono et al., 2021), work performance is a result of work achieved by someone in carrying out the tasks assigned to him which are based on skills, experience, and sincerity and time. The decline in employee performance at PT. Industri Pembungkus Internasional is seen where employees do not complete their work on time so that their performance is less than optimal. PT. Industri Pembungkus Internasional is one of the companies engaged in the production of corrugated cardboard boxes. 2000 PT. Industri Pembungkus Internasional received an ISO 9000:2000 certificate, and over time, the current ISO certificate is ISO 9000:2015. This company wants to achieve organizational goals through employee performance, so the company provides training and promotes career development. Training and career development can be created by providing opportunities for employees to attend training provided by the company and teaching about how to work well. Research conducted by (Haryono et al., 2020; Yusuf et al., 2021) From the research results it is concluded that communication and job training have a significant effect on employee performance. Furthermore, Natasha's research, (Hira Maulida, 2020; Niati et al., 2021) Effects of career development and job satisfaction on employee performance. It was found that both career development and job satisfaction on employee performance partially, job satisfaction on employee performance, and

simultaneously career development and job satisfaction on employee performance, had a positive and significant effect.

The following is an evaluation program for employee performance at PT. Industri Pembungkus Internasional as seen from the results of performance appraisal from 2016 to 2020. Key Performance Indicators based on competency integrity have decreased every year, in 2016 with a score of 7.2, in 2017 with a score of 6.8, in 2018 with a score of 6.5, in 2019 score 6.3, 2020 score 6.1. The spirit of achievement has also decreased every year, where in 2016 with a score of 2.5, 2017 with a score of 7.3, 2018 with a score of 6.5, 2019 and 2010 with a score of 6.2. Attention to task clarity, quality, and thoroughness has also decreased in score every year, 2016 score 7.1, 2017 score 7.0, 2018 score 6.7, 2019 score 6.5, 2020 score 6.0. Attention to task clarity, quality, and thoroughness has also decreased, in 2016 score 7.8, 2017 score 7.5, 2018 score 6.3, 2019 score 6.2, 2020 score 6.2. Meanwhile, the score for empathy has also decreased every year, where in 2016 the score was 7.1, 2017 the score was 7.3, 2018 the score was 6.5, 2019 the score was 6.4, and 2020 the score was 6.0.

Discipline-based work behavior has decreased every year where 2016 scored 7.4, 2017 scored 7.2, 2018 scored 6.4, 2019 scored 6.4, and 2020 scored 6.1. Responsibility was obtained in 2016 score 7.5, 2017 score 7.3, 2018 and 2019 score 6.5, 2020 score 6.1. Cooperation in 2016 scored 7.3, 2017 scored 7.0, 2018 scored 6.6, 2019 and 2020 scored 6.4. Leadership was obtained in 2016 score 7.5, 2017 score 7.1, 2018 and 2019 score 6.8, 2020 score 6.5. Work skills with acquisition in 2016 score 7.7, 2017 score 7.6, 2018 score 6.9, 2019 and 2020 score 6.5. Based on aspects of Key Performance Indicators and Work Behavior with an average score in 2016 score 74.1, 2017 score 71.7, 2018 score 65.7, 2019 score 64.2, and 2020 score 62.1. Evaluation value on employee performance at PT. In the International Packaging Industry, it can be seen that the value of employee performance over the past 5 years has decreased, namely from 2016 with a total score of 74.1, it has decreased in 2017 with a total score of 71.7, In 2018, employee performance has decreased drastically from 2017 with total score 65.7, Then in 2019 the value of employee performance has again decreased with a total score of 64.2. Likewise, in 2020 the value of employee performance has also decreased, with a total score of 62.1. PT. Industri Pembungkus Internasional has a point attainment of employee performance scores generated through conversion with a value range of >90 excellent, 80-90 very good, 60-79 good, 54-59 needs improvement, <45 is unsatisfactory. Based on this background, the researcher is interested in conducting research with the title "The Influence of Training and Career Development on Job Performance at PT. International Packaging Industry".

## 2. RESEARCH METHOD

This type of research serves to assist the implementation of research so that it can run well. This research is a quantitative research type. Quantitative is the result of research that will be calculated and presented in the form of regression and hypothesis testing. According to (Djaali, 2021) that a quantitative method can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses that have been set. In carrying out the quantitative analysis of this study used a descriptive method in order to obtain a conclusion.

The population is the object/subject that is in the place to be studied. These objects are not only people but also other natural objects, depending on what the researcher is going to study. population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Total employees of PT. Industri Pembungkus Internasional all work units totaling 42 employees.

The sample is part of the number and characteristics possessed by the population. The sample is a subset of the population. A subset consists of a number of elements from the population drawn as samples through a certain mechanism with a specific purpose (Ginting et al., 2021; Sukarta Wirya, 2019). The sampling technique in this study used a saturated sample. According to (Jaya, 2020) The saturated sample technique is a technique in determining samples, where all members of the population are used as samples. Therefore, the sample in this study were 42 employees who worked at PT. Industri Pembungkus Internasional.

Sampling technique conducted research to obtain data and information used as material for analysis. In this case, the required data source is primary data, data obtained directly from research subjects. The data obtained comes from questionnaires, interviews, and observations. Secondary data, namely data that supports primary data, in the form of reports, books, organizational structures, the internet and through literature related to this research problem.

The method used to analyze data is by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations. This analysis is used to describe the independent variables and the dependent variable. By describing the items of each variable. After all the data has been collected, the next step is managing the data and then tabulating it into a frequency table and then discussing the data (Arifianda et al., 2019).

The regression model is used to find out how much the independent variables can increase or decrease the dependent variable, namely: Training (X1), Career Development (X2) and on Work Achievement (Y) (Lesmana et al., 2021). The form of the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

Y = Work Achievement

a = Constant

b<sub>1</sub>, b<sub>2</sub> = Regression Coefficient

X<sub>1</sub> = Training

X<sub>2</sub> = Career Development

e = error rate

The t test was conducted to prove how far the influence of an independent variable partially explains the dependent variables. This test aims to examine the effect of the independent variable on the dependent variable separately or partially (Kalimin et al., 2020). This hypothesis test is carried out by comparing the significance of t count with the provisions:

Based on tcount and ttable values.

- a) If the value of t count > t table then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, meaning that partially the independent variable (X) has an effect on the Dependent variable (Y)
- b) If the value of t count < t table then H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, meaning that partially the independent variable (X) has no effect on the Dependent variable (Y)

The results of data processing were carried out to determine the partial effect of the independent variables on the dependent variable using SPSS version 22 data processing. The F count test is carried out to see simultaneously how the influence of Compensation and Work Discipline on Employee Performance at PT. Industri Pembungkus Internasional. Simultaneous testing criteria, namely:

- a. H<sub>0</sub> is accepted if F count < F table, which means simultaneously the independent variable (X) has no effect on the Dependent variable (Y)
- b. H<sub>0</sub> is accepted if F count > F table, which means that simultaneously the independent variable (X) influences the Dependent variable (Y)

The results of data processing were carried out to determine the simultaneous effect of the independent variables on the dependent variable using SPSS data processing version 22 (Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K., 2021).

The coefficient of determination or analysis of  $R^2$  (R Square) shows the magnitude of the contribution of the independent variable (X) to the dependent variable (Y). The greater the value of determination, the better the ability of the independent variable to explain the dependent variable. If the coefficient of determination (D) is greater (close to one), it can be said that the independent variable contributes very strongly to the dependent variable. Conversely, if the determination (D) is smaller (close to zero), it can be said that the contribution of the independent variable to the dependent variable is getting smaller (Gibran & Ramadani, 2021; Novitayanti et al., 2020). This means that the model used is not strong to explain the independent variable to the dependent variable.

$$D = R^2 \times 100 \% \quad (2)$$

Information :

D = Determinant coefficient

$R^2$  = Correlation coefficient squared or multiple regression.

Data processing is done using SPSS version 22.

### 3. RESULTS AND DISCUSSIONS

In obtaining results that are accurate and relevant to the research objectives, questionnaire data were collected, then tabulated and tested using the SPSS version 22 application. One of the tests performed was the multiple regression test, while the results of the regression analysis can be seen in the table below:

Table 1. Multiple regression analysis results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	1.304	4.569				0.285
Training	0.627	0.135	0.543	4.637	0.000	0.555	1.802
Career Development	0.428	0.135	0.372	3.177	0.003	0.555	1.802

a. Dependent Variable: Work Achievement

Based on the results obtained from Table 1 above, the multiple linear regression equation in this study is obtained:

$$Y = 1,304 + 0,627X_1 + 0,428X_2 + e \quad (3)$$

The results can be seen from the following information:

1. In this regression model, the constant value listed is 1.304 if the Training and Career Development variable is not increased, then the value of the Job Performance variable is still 1.304 units.
2. The value of the magnitude of the regression coefficient b1 of 0.627 in this study can be interpreted that when training increases by one unit, it will increase work performance by 0.627 units.
3. The value of the magnitude of the regression coefficient b2 of 0.428 in this study can be interpreted that the variable Career Development (X2) is 0.428 which indicates that when Career Development has increased equal to one unit, it will increase work performance by 0.428 units.

#### Partial Test Results (t Test)

The t test was carried out in an effort to find the magnitude of the influence of testing each independent factor, namely compensation and work discipline have a significant effect on employee performance at PT. Industri Pembungkus Internasional If  $t_{count} > t_{table}$  then

H0 is rejected and H1 is accepted, whereas if  $t\text{-count} < t\text{-table}$  then H0 is accepted and H1 is rejected. The t test can also be seen based on the level of significance, that is, if the calculated probability value is  $< 0.05$  then H0 is rejected and H1 is accepted. Vice versa, if the calculated probability value is  $> 0.05$  then H0 is accepted. The results of the t test can be seen in table 2 below:

Table 2. T-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.304	4.569		0.285	0.777
Training	0.627	0.135	0.543	4.637	0.000
Career Development	0.428	0.135	0.372	3.177	0.003

a. Dependent Variable: Work Achievement

Based on the table above, the following results are obtained:

1. The significance value for the training variable (0.000) is smaller than that of alpha 5% (0.05) or  $t\text{ count} = 4.637 > t\text{ table } 2.022$  ( $n-k-1=42-3=39$ ). Based on the results obtained, reject H0 and accept Ha for the training variable. Thus, partially that the training variable has a positive and significant effect on work performance at PT. International Packaging Industry.
2. The significance value for the Career Development variable (0.000) is smaller than that of alpha 5% (0.05) or  $t\text{ count} = 3.177 > t\text{ table } 2.022$  ( $n-k-1=42-3=39$ ). Based on the results obtained, reject H0 and accept Ha for the Career Development variable. Thus, partially that the Career Development variable has a positive and significant effect on Work Performance at PT. International Packaging Industry.

#### Simultaneous Test Results (F Test)

The results of simultaneous testing in this study used SPSS version 22 software. The purpose of this test was to find out to what extent, or how much influence the independent variables in this study had on the dependent variable. The results of the simultaneous test based on the results of obtaining the F test statistic in this study can be seen in the following table:

Table 3. Simultaneous Test (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	795.225	2	397.613	46.186	0.000 <sup>b</sup>
Residual	335.751	39	8.609		
Total	1130.976	41			

a. Dependent Variable: Work Achievement

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

On the results of the regression test in this study, it is known that the significance value is 0.000. Where it is required that the significance value of F is less than 5% or 0.05 or the value of  $F\text{count} = 46.186 > F\text{table } 3.24$  ( $df1 = k-1=3-1=2$ ) whereas ( $df2 = n- k-1$  ( $42-3 = 39$ )) Thus it can be concluded that all independent variables namely Training and Career Development have a positive and significant effect on work performance at PT Industrial Packaging International.

#### Test Results for the Coefficient of Determination

The results of the R Square determination test carried out in this study were with the help of the SPSS version 22 application. The magnitude of the contribution of the determination of the independent variable (X) to the dependent variable (Y) was obtained which is presented in Table 4 below:

Table 4. Test results for the coefficient of determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.839a	0.703	0.688	2.93411

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

b. Dependent Variable: Work Achievement

Based on the table above it can be explained that:

1. The correlation regression value is 0.839, meaning that together with Career Training and Development on Work Performance at PT. Industri Pembungkus Internasional has contributed to a strong degree.
2. For more than one independent variable it is better to use the adjusted R Square. Where the value ( $R^2$ ) is 0.688 (68.8%). So it can be said that 68.8% of the variation of the dependent variable, namely Training and Career Development in the model can explain the Job Performance variable at PT. International Packaging Industry while the remaining 31.2% is played by other variables outside the model.
3. Standard Error Of the Estimated is a measure of the prediction error. The Standard Error Of the Estimated is called the standard deviation in this study with a value of 2.93411. The smaller the standard deviation means the better the model.

#### Discussion

The results of the t test for the training variable on work performance variables show that the significance value for the training variable (0.000) is smaller than that of alpha 5% (0.05) or  $t \text{ count} = 4.637 > t \text{ table } 2.022$  ( $n-k=42-3=39$ ). Based on the results obtained, reject  $H_0$  and accept  $H_a$  for the training variable. Thus, partially that the training variable has a positive and significant effect on work performance at PT. International Packaging Industry. This research is in line with previous research conducted by , that the training variable,  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a significant effect of training on work performance. Thus stating that there is an influence of training on work performance is accepted or proven. According to (Handayani, 2020; Zhang et al., 2021) : Training is a series of directed and programmed activity processes in order to improve the capabilities and expertise of each human resource in the organization related to the position or function that is the responsibility of the individual concerned within the company. The effectiveness of the training program is a term in determining whether a training program that has been carried out has helped improve effective performance and is capable of achievement. The purpose of the training is to increase the expertise of employees in carrying out or to be more skilled, especially for those who prepare or do their work. Training means an activity carried out to provide changes in the behavior, attitudes, abilities and knowledge of each employee, and will be able to improve skills and abilities from time to time in order to improve work performance. Based on the explanation above, it can be seen that the training variable has a positive and significant effect on work performance because it is seen from the results of the t test indicating that  $t \text{ count}$  is greater than  $t \text{ table}$ .

The results of the t-test for the career development variable on work performance variables show that the significance value for the Career Development variable (0.000) is smaller than that of alpha 5% (0.05) or  $t \text{ count} = 3.177 > t \text{ table } 2.022$  ( $n-k=42-3=39$ ). Based on the results obtained, reject  $H_0$  and accept  $H_a$  for the Career Development variable. Thus, partially that the Career Development variable has a positive and significant effect on Work Performance at PT. International Packaging Industry. The results of this study are in line with the research conducted by (Dirhamsyah & Suprayitno, 2022; Sari & Sari, 2022), with the results of the Career Development variable research, a significance value of t is less than  $\alpha$  of 0.05. Thus  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a significant influence of career development on work performance. According to

Sunyoto (2012: 183), career development is a way of identifying employee career potential and efforts to increase ability and confidence and apply appropriate methods to develop the potential that exists within employees. for career development is to improve the ability of employees to work effectively and efficiently, as well as the implementation of work by employees in order to provide satisfactory results to achieve the goals of the organization. Career development should not only depend on individual efforts, because this is not always in accordance with organizational interests. To direct career development to benefit the organization and employees, the human resources department often organizes training and development programs for employees. Based on the explanation above, it can be seen that the career development variable has a positive and significant effect on work performance because it can be seen from the t test that tcount is greater than t table.

The results of the F test for training and career development variables on work performance variables show a significance value of 0.000. Where it is required that the significance value of F is less than 5% or 0.05 or the value of Fcount = 46.186 > Ftable 3.24 (df1= k-1=3-1=2) whereas (df2 = n - k (42-3=39) Thus it can be concluded that all independent variables, namely Training and Career Development have a positive and significant effect on Job Performance at PT.Industry Wrapping International. The results of this study are in line with the results of previous research conducted by (Maulidiyah et al., 2021; Mulyati & Utami, 2019) which states that the Influence of Career Development on Employee performance has a positive and significant effect, according to (Priyotomo et al., 2019; Yanti et al., 2020), work performance is the result of the efforts made by an employee which is determined by the ability of the employee's personal characteristics and the perception of his role in the work he does or the position he holds. the work done by employees so far is able to produce an achievement that gives pride and a sense of satisfaction. Work performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in an effort to achieve the goals of the organization concerned legally, do not violate the law and in accordance with morals and ethics. Indicators of work performance are work results, work knowledge, initiative, mental accidents, attitude and time discipline and attendance. Based on the explanation above, it can be seen that the variables of training and career development have a positive and significant effect on work performance because it can be seen from the results of the t test indicating that tcount is greater than ttable and the simultaneous value of F count is greater than F table.

#### 4. CONCLUSION

Partially (one by one) the influence of the Training variable (X1) has a positive and significant effect on Work Performance (Y), indicated by tcount = 4.637 > ttable = 2.022 with a significant value generated of 0.00 which is above 0,05. Partially (one by one) the influence of the Career Development variable (X2) has a positive and significant effect on Work Performance (Y), indicated by tcount = 3.177 > ttable = 2.022 with a significant value of 0.00 which is above 0.05 . Overall (simultaneously) the influence of the variables Training (X1) and Career Development (X2) has a positive and significant effect on Work Performance (Y), indicated by Fcount = 46.186 > Ftable = 3.24 with a significant value of 0.000 < 0.05. It is important for companies to provide appropriate training according to employee needs, as well as provide opportunities for each employee to develop their career in the company, so that it will encourage each employee to provide the best for the company or continuous work performance. Suggestions for the development of future research that can go deeper and contribute to understanding the relationship between the variables involved and their implications in an organizational context are to consider defining and measuring the Training (X1) and Career Development (X2) variables more specifically. This can help in understanding the specific elements of training and career development that have a significant influence on job performance. In addition to Training (X1) and Career

Development (X2), there may be other variables that also have an influence on Work Performance (Y). Including these other variables in the analysis may provide a more complete picture of the factors that influence work performance. May consider incorporating a qualitative approach. Interviews, case studies or observations can help gain deeper insights into how training and career development actually affect work performance from an employee's perspective. Investigate whether there are variables that act as mediators or moderators in the relationship between Training (X1), Career Development (X2), and Job Performance (Y). This may provide an understanding of how the relationships between these variables are formed. Exploring how contextual factors, such as organizational culture, organizational structure, or the industry in which the research was conducted, may influence the relationship between the variables. This can provide richer insights into how these relationships may vary across different situations. Job performance evaluations can be expanded to include various indicators, such as productivity, work quality, and initiative. This would provide a more comprehensive picture of the impact of training and career development.

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PT. Industri Pembungkus Internasional

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