



The Influence of Training and Career Development on Employee Performance at PT. Bintang Ekatama Visindo

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Abstract:

Purpose: This research investigates the impact of training and career development on employee performance at PT Bintang Ekatama Visindo. The study aims to clarify the connections between these factors and employee output. Ultimately, it seeks to provide actionable recommendations for enhancing employee performance to better support the company's overall objectives.

Methods: This research employs a quantitative associative-causal approach. This study employed a nonprobability sampling method, while the data analysis was conducted using Structural Equation Modeling with Partial Least Squares (SEM PLS).

Result: The analysis yielded a t-statistics value of 3. 809, which exceeds the threshold of 1. 96, along with a p-value of 0. 000, which is well below the 0. 05 significance level. These results clearly indicate that training has a substantial effect on enhancing employee performance. The analysis reveals a significant influence of the Career Development variable on Employee Performance. With a t-statistics value of 4. 733 exceeding the threshold of 1. 96 and a p-value of 0. 000, which is well below the 0. 05 mark, it is evident that Career Development positively impacts Employee Performance.

Conclusion: This study concludes that training and career development significantly boost employee performance at PT Bintang Ekatama Visindo. Effective programs are key drivers. To maximize benefits, the company should improve monitoring, update materials, cultivate continuous learning, and offer structured career paths with necessary resources for employee growth.

Keywords:

Employee Performance, Training, Career Development

1. Introduction

Human resource management must be done effectively to create an environment where every individual feels comfortable and can maximize their contributions to the company. It's crucial for organizations to maximize human resources, viewing them as vital assets that support management objectives aimed at ensuring the company's longevity. Without the active participation of employees, organizational goals cannot be achieved, no matter how advanced the company's tools



may be. Therefore, enhancing employee performance is essential to unlock the full potential of human resources.

Employee performance serves as a key indicator of an organization's success. High performance not only boosts productivity and efficiency but also enhances customer In order to promote the organization's sustainability, satisfaction is essential. However, employee performance is influenced by a number of things, encompassing individual traits, organizational dynamics, and external environmental conditions.

Factors like abilities, skills, and motivation play a vital role in how effectively employees can carry out their duties and responsibilities. A motivated workforce often results in outstanding performance, whereas a lack of motivation can diminish productivity. When employees feel engaged and inspired in their roles, they are more likely to excel in their work.

Research was carried out at PT Bintang Ekatama Visindo, a company founded in 1999 located in the Tangerang Banten area. PT Bintang Ekatama Visindo is a company engaged in the manufacture of Stainless Custom or the manufacture of commercial kitchen tools for needs related to the food industry. The following is pre-survey data related to employee performance at PT Bintang Ekatama Visindo.

Table 1 Employee Performance Presurvey at PT Bintang Ekatama Visindo

No	Question	Result		Sample Quantity
		Yes	No	
1	Do you often complete tasks according to set targets?	5	15	20
		25%	75%	100%
2	Do you often provide ideas or solutions to problems encountered at work?	7	13	20
		35%	65%	100%
3	Do you feel that the work you do is of high quality?	4	16	20
		20%	80%	100%
4	Do you feel that your work is appreciated by your boss or coworkers?	8	12	20
		40%	60%	100%
5	Are you able to create good communication between employees?	12	8	20
		60%	40%	100%

According to the findings presented in Table 1, a pre-survey conducted with 20 employees of PT Bintang Ekatama Visindo revealed noteworthy insights regarding their performance. Regarding the first question, only 5 respondents (25%) indicated that employees frequently complete tasks according to established targets, while a significant majority, 15 respondents (75%), reported that tasks are often not completed as expected.



In the second question, 7 respondents (35%) stated that employees regularly offer ideas or solutions to workplace challenges, whereas 13 respondents (65%) felt that such contributions are infrequent. For the third question, a mere 4 respondents (20%) expressed confidence that their work is of high quality, while 16 respondents (80%) disagreed. When asked about feelings of appreciation from supervisors or colleagues in the fourth question, 8 respondents (40%) felt acknowledged, but 12 respondents (60%) did not share this sentiment. Lastly, in the fifth question, 12 respondents (60%) conveyed that they believe good communication exists among employees, while 8 respondents (40%) felt otherwise.

These responses indicate that PT Bintang Ekatama Visindo is not achieving its objectives, which may stem from a lack of adequate training for employees. Research by Silaban & Siregar (2023) underscores that training conducted only once is often insufficient for boosting employee performance. Ongoing training is vital for the continuous development of employee skills. It plays a crucial role in boosting performance by providing individuals with the knowledge, skills, and behaviors they need to meet organizational expectations. This process is vital for improving workforce qualifications, enabling them to tackle their responsibilities more effectively. Ultimately, training is intended to enhance labor efficiency, allowing employees to adapt more swiftly to changes in the workplace.

However, it's essential to recognize that employees possess varying abilities and experiences. Not every individual can readily adjust to organizational changes, and some may struggle to overcome ingrained habits or negative workplace cultures. Such challenges can hinder overall effectiveness in completing tasks and achieving organizational goals. Interviews conducted with the Human Resources Department (HRD) at PT Bintang Ekatama Visindo reveal a notable gap in the company's employee training program, which currently takes place just once a year. To foster enhanced employee performance, it is vital that training be scheduled more regularly. This is particularly important since training plays a significant role in shaping employee effectiveness.

Another key aspect influencing employee performance is career development. This involves a personal commitment to self-improvement in pursuit of established career goals. Furthermore, effective career development not only empowers individual employees but also facilitates their colleagues in visualizing and planning their professional trajectories within the company. Such initiatives can lead to mutual growth for both the employees and the organization.

However, a challenge arises at PT Bintang Ekatama Visindo regarding career advancement opportunities. Employees often struggle to progress in their careers, primarily because only those who pursue further education seem to have the chance for



development within the company. Given that many employees in the welding and finishing departments possess only junior or senior high school diplomas and are generally married, this poses significant barriers to their career growth.

Additionally, there are employees who have contributed to the company for an extended period but still find themselves without promotions, contributing to a noticeable decline in employee performance. Addressing these issues is essential for revitalizing both morale and productivity within the workforce.

2. Literature Review

This study primarily utilizes the goal-setting theory proposed by Locke which posits an intrinsic connection between goal-setting and performance. The essence of this theory lies in the understanding that the objectives established by an organization directly influence an individual's work behavior. Specifically, it asserts that a person's actions are shaped by two core components: values and goals. Locke outlines a relationship grounded in five key principles that link clear goals to improved performance. To enhance results for both companies and employees, we can adhere to the following principles: Clarity, Challenge, Commitment, Feedback, and Complexity by Ayu & Hikmah (2024)

According to Aribowo and Wijonarko (2024), human resource management is a crucial aspect of the management field that involves planning systems for recruitment, selection, training, and development. It also encompasses the assessment of human resources to effectively and efficiently support organizational activities in line with the strategic objectives that have been established by the organization.

In the framework of this study, the training variable aligns closely with the feedback principle. When organizations provide effective training for their employees, it enables those employees to deliver optimal performance feedback. Conversely, the career development variable corresponds to the challenging principle, as employees are motivated to consistently demonstrate positive performance, showcasing their ability to fulfill their roles effectively and thus enhancing the organization's human resources.

Employee performance is crucial for a company to meet its established goals. According to the goal-setting theory, high performance aims to be achieved through effective training and career development, which serve as critical factors determining success. The stronger these factors, the higher the likelihood of reaching the intended goals. Widiana (2020) asserts that management, derived from the English term "management," typically signifies the act of taking care or overseeing. In a broader sense, it pertains to leadership and the activities undertaken by those in leadership roles. Management is recognized as both a science and an art; effective managers apply



scientific methodologies in decision-making, especially given advancements in technology.

Marzec, I., & Austen, A. (2021) said that One of the important tasks of modern human resource management is to pay attention to employee welfare, one of which is the need to support the development of employee work skills. This is important because of changes in the organization and efforts to improve professionalism, thus encouraging continuous improvement of employee competence. In private organizations this issue becomes more formal, as is the professional development path, but the resources allocated to employee training are limited and bound by specific rules and regulations. Furthermore, as articulated by Aribowo & Wijonarko (2024), human resource management is a vital domain within management that focuses on planning recruitment systems, screening, training, and developing personnel, and conducting human resource assessments to support organizational functions efficiently and effectively in alignment with strategic goals. The main functions of human resource management can be summarized as follows: HR planning, staffing, job evaluation, improving employee quality and the work environment, and promoting effective labor relations.

Hanafiah & Juhadi (2020) describe training as a structured and short-term educational process aimed at enhancing the conceptual and theoretical knowledge of non-managerial employees, ultimately striving for shared goals. The objectives of training encompass several goals: fostering a deeper appreciation for the organization's values and ideology, boosting work productivity, enhancing quality, refining human resource planning, uplifting morale and enthusiasm, stimulating optimal employee performance, improving health and safety standards, and supporting individual employee growth. Muleya, D et al. (2022) said that Employees who get training opportunities generally have a strong sense of self-esteem and tend to feel needed by the organization. Providing good and appropriate training can create conditions where employees feel trusted by their superiors and will provide more dedication to the company.

Aditya et al. (2024) define career development as a continuous and formal process that reflects an individual's advancement within an organization, primarily aimed at honing and perfecting their skills. The goals of career development include assisting in the alignment of individual aspirations with corporate objectives, enhancing employee welfare through career planning, solidifying employees' potential to occupy suitable roles within the organizational structure, and nurturing relationships between employees and the organization. Furthermore, it aims to fulfill social responsibility by fostering a positive and mentally healthy work environment, supporting the implementation of organizational programs to achieve broader goals, reducing

turnover and staffing costs, combating professional stagnation, facilitating comprehensive employee analysis through integrated work solutions, and promoting long-term strategic thinking.

2.1 Theoretical Framework

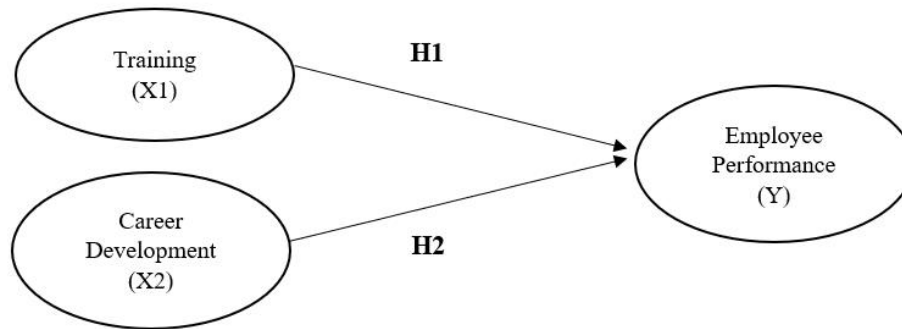


Figure 1. Conceptual Framework

From the relationship of parameters between variables forming temporary assumptions regarding the formulation of research problems and related questions. This is because the formulation obtained is based on analysis using relevant theories, not based on empirical evidence obtained through data collection. Next, several statistical hypotheses are developed, indicating that sample data may be needed and indicating that there is no significant difference from the population.

2.2 Hypotheses

Enhancing individual performance within an organization is significantly impacted by employee training. By providing new knowledge and skills, training helps employees to better understand their duties and responsibilities. Well-trained employees tend to be more efficient in completing work, thereby increasing overall productivity. In addition, training can also reduce errors made on the job, which contributes to better output quality. Research conducted by Silaban & Siregar (2023), Hanafiah & Juhadi (2020), and Ginting et al. (2022) continuously comes to the conclusion that employee performance is significantly improved by training.

H1: Training may have an impact on Employee Performance.

A key factor in determining how well employees perform in an organization is career development. When companies provide clear career development programs, employees feel more motivated to achieve their professional goals. Opportunities to learn and develop not only improve skills and knowledge, but also create a higher sense of belonging and commitment to the company. Employees who have a well-defined career path often demonstrate greater motivation to reach their established goals. This observation is backed by research from Muna & Isnowati (2022), Sinaga et al. (2021), and



Naninsih et al. (2023), which all point to the favorable effects of professional growth and significantly influences employee performance.

H2: Career Development on Employee Performance

3. Methods

According to Sugiyono (2024), a sample is a portion of the total population that reflects its characteristics. When dealing with a large population, it may be impractical for researchers to examine every individual due to constraints such as budget, time, and resources. In such cases, researchers can utilize a sample drawn from the population. The findings derived from the sample can then be generalized to the entire population, provided that the sample is truly representative.

The positivist school of thought is the foundation of quantitative research techniques and are intended to investigate particular populations or samples. This approach relies on the collection of data using quantitative or statistical analysis tools, with the main objective of testing established hypotheses. In the preparation of this thesis, the author has adopted a causal associative approach.

The approach employed by the author in drafting this thesis is an associative causal approach. According to Sugiyono (2024), associative causal research questions focus on examining the relationships between two or more variables. Causality refers to a cause-and-effect relationship. This study adopts a method aimed at providing a structured, factual, and accurate representation of the relationships between the variables under investigation: Training (X1), Career Development (X2), and Employee Performance (Y).

In this study, we utilized quantitative descriptive analysis techniques to explore the research questions. For the data analysis, we utilized the statistical software Smart PLS. Structural Equation Modeling (SEM) is a highly effective statistical tool because it allows for the simultaneous analysis of multiple independent variables and their direct relationships with dependent variables. By employing SEM, researchers can explore and analyze a broader range of independent and dependent variables. While Partial Least Squares (PLS) can also be utilized to confirm theoretical models, it is equally capable of elucidating the relationships between latent variables that are not directly measurable.

4. Results and Discussion

A sample of fifty respondents was used in this investigation, acquired by means of distributing questionnaires to gather information directly from them. After that, the study was carried out using predetermined scores or weights to assess the overall performance levels of the employees, employing a Likert scale for measurement.



4.1 Descriptive Statistics Analysis

The average score is displayed in the table 1 for each indicator within variable X1 Training reveals the highest average value of 4.260. This score is supported by two statements, suggesting that respondents generally agree with these assertions. "I actively participate in the implementation of training programs" and "The presentation method in training is in accordance with the type of training required by trainees." Meanwhile, the lowest average value is 4.060, which can be explained that respondents agree with the statement "I feel that the training methods held by the company are in accordance with the training material."

Table 1 Results of the descriptive statistics test

	Mean	Median	Scale min	Scale max	Standard deviation
X1.1	4.100	4	3	5	0.574
X1.2	4.060	4	3	5	0.580
X1.3	4.220	4	3	5	0.502
X1.4	4.200	4	3	5	0.490
X1.5	4.260	4	3	5	0.482
X1.6	4.220	4	3	5	0.540
X1.7	4.200	4	3	5	0.529
X1.8	4.200	4	3	5	0.566
X1.9	4.160	4	3	5	0.612
X1.10	4.260	4	3	5	0.522
X2.1	4.040	4	3	5	0.528
X2.2	4.060	4	3	5	0.580
X2.3	4.100	4	3	5	0.458
X2.4	4.140	4	3	5	0.490
X2.5	4.140	4	3	5	0.490
X2.6	4.060	4	3	5	0.506
X2.7	4.040	4	3	5	0.445
X2.8	3.960	4	3	5	0.528
X2.9	3.980	4	3	5	0.547
X2.10	4.040	4	3	5	0.564

	Mean	Median	Scale min	Scale max	Standard deviation
Y1	4.000	4	3	5	0.490
Y2	4.000	4	3	5	0.490
Y3	4.100	4	3	5	0.458
Y4	4.100	4	3	5	0.458
Y5	4.160	4	3	5	0.463
Y6	4.000	4	2	5	0.600
Y7	4.060	4	3	5	0.420
Y8	3.940	4	3	5	0.506
Y9	3.940	4	3	5	0.465
Y10	4.020	4	3	5	0.583

Source: SmartPLS output

Considering the outcomes shown in the above table, the average value for each indicator within the Career Development variable (X2) is ranked from highest to lowest, with an average of 4.140. This indicates that respondents agree with the statements: "I feel the company values employee potential" and "The company provides me with opportunities for growth through training programs." While the lowest average value is 3.960, which can be explained that respondents agree with the statement "I took training seriously to get a promotion."

Table 1 displays the results, showing the average score for each indicator related to variable Y Employee Performance reveals a highest average value of 4.160, which is based on one specific statement, which can be explained that respondents



agree with the statement “I am always given direct motivation by my superiors”. While the lowest average value is 3.940 and there are 2 statements, which explain that respondents agree with the statements “I always comply with the rules set by the company” and “I can work quickly, precisely and dexterously.”

4.2 Outer Model

The loading has reached a value of 0.70, according to the results shown in table 2, which these values have reached the validity number after several times testing each indicator per variable.

Tabel 2 Outer loadings result

Outer Loadings			
	Employee Performance	Training	Career Development
X1.1		0.71	
X1.2		0.809	
X1.3		0.827	
X1.4		0.912	
X1.5		0.888	
X1.6		0.828	
X1.7		0.792	
X1.8		0.861	
X1.9		0.729	
X1.10		0.791	
X2.1			0.746
X2.2			0.844
X2.3			0.902
X2.4			0.933
X2.5			0.846
X2.6			0.774
X2.7			0.837
X2.8			0.804
X2.9			0.783
X2.10			0.806

Outer Loadings			
	Employee Performance	Training	Career Development
Y1	0.717		
Y10	0.778		
Y2	0.717		
Y3	0.846		
Y4	0.846		
Y5	0.89		
Y6	0.79		
Y7	0.7		
Y8	0.807		
Y9	0.775		
Y10	0.778		

Source: SmartPLS output

4.3 Validity and Reliability Tests

The PLS analysis's findings, as seen in table 3, show that all loading factor values for the indicators are greater than 0.7, although each construct's AVE value is greater than 0.50. This clearly demonstrates that every indicator within the constructs satisfies the criteria for convergent validity. For instance, the AVE for Training is 0.667, which is greater than the threshold of 0.50, and the loading factor value also exceeds 0.7, thus confirming its validity. Similarly, Career Development shows an AVE of 0.688, which not only surpasses the 0.50 cut-offs but also has a loading factor greater than 0.7, affirming its validity. Additionally, Employee Performance has an AVE of 0.622, exceeding the required 0.50 and boasting a loading factor above the 0.7 thresholds, further solidifying its validity.



Overall, the findings highlight that all indicators consistently meet the standards for convergent validity, underscoring the robustness of the constructs involved. For instance, the AVE for Training is 0.667, which is higher than the cut-off value of 0.50, and the loading factor is also above the threshold of 0.7, confirming its validity. Similarly, the Career Development construct has an AVE of 0.688, greater than the 0.50 cut-off value, with a loading factor also exceeding 0.7, further establishing its validity. Employee Performance shows an AVE of 0.622, surpassing the 0.50 cut-offs, and its loading factor is higher than the required threshold of 0.7, thereby confirming its validity as well.

Table 3 Results of the validity and reliability tests

Variable	Indicator	Loading Factor	Cut Value	AVE	Cut Value	Validity
			Loading Factor		AVE	
Training	X1.1	0.710	0.7	0.667	0.5	Valid
	X1.2	0.809	0.7			Valid
	X1.3	0.827	0.7			Valid
	X1.4	0.912	0.7			Valid
	X1.5	0.888	0.7			Valid
	X1.6	0.828	0.7			Valid
	X1.7	0.792	0.7			Valid
	X1.8	0.861	0.7			Valid
	X1.9	0.729	0.7			Valid
	X1.10	0.791	0.7			Valid
Career Development	X2.1	0.746	0.7	0.688	0.5	Valid
	X2.2	0.844	0.7			Valid
	X2.3	0.902	0.7			Valid
	X2.4	0.933	0.7			Valid
	X2.5	0.846	0.7			Valid
	X2.6	0.774	0.7			Valid
	X2.7	0.837	0.7			Valid
	X2.8	0.804	0.7			Valid
	X2.9	0.783	0.7			Valid
	X2.10	0.806	0.7			Valid
Employee Performance	Y1	0.717	0.7	0.622	0.5	Valid
	Y2	0.717	0.7			Valid
	Y3	0.846	0.7			Valid
	Y4	0.846	0.7			Valid
	Y5	0.890	0.7			Valid
	Y6	0.790	0.7			Valid
	Y7	0.700	0.7			Valid
	Y8	0.807	0.7			Valid
	Y9	0.775	0.7			Valid
	Y10	0.778	0.7			Valid



Source: SmartPLS output

The reliability test conducted in this study aims to evaluate the trustworthiness and dependability of the measurement tools employed. It focuses on composite reliability, which evaluates the reliability of the indicators within a construct. When a construct's Cronbach's alpha and composite reliability values are greater than 0.70, it is considered reliable.

Table 4 Results for Cronbach's alpha and composite reliability

Latent Variable	Cronbach's alpha	Composite reliability	Limit	Test Result
Training	0.945	0.952	0.70	Reliable
Career Development	0.949	0.956	0.70	Reliable
Employee Performance	0.932	0.942	0.70	Reliable

Source: SmartPLS output

According to the findings in table 4, Cronbach's Alpha and Composite Reliability both above 0.70. This confirms that all tested variables are reliable and that each indicator effectively represents its respective variable.

4.4 Inner Model

4.4.1 R-Square

Table 5 Results of R-Square and Adjusted R-Square

Employee Development	<i>R-Square</i>	<i>Adjusted R-Square</i>
	0.698	0.686

Source: SmartPLS output

Table 5 shows that a sizable amount of the construct's variability may be explained by employee performance, as evidenced by the goodness of fit test results. Specifically, the Employee Performance variable's R-Square value is 0.698, or 69.8%. This indicates that additional factors not included in the research regression model account for 30.2% of the variability.

4.4.2 Q-Square

According to the Q-Square values presented in the table 6, the training variable exhibits a Q² value of 0.602, equivalent to 60.2%. In comparison, the career development variable has a Q² value of 0.614, or 61.4% and the employee performance variable has a Q² value of 0.521 or 52.1%, which means that the value is > 0, where these three variables indicate predictive relevance.



Table 6 Q-Predict Test Results

	Q² Predict	Test Result
Training	0.602	Relevant
Career Development	0.614	Relevant
Employee Performance	0.521	Relevant

Source: SmartPLS output

4.5 Hypothesis Testing

Table 7 Significant Test Result

Variable	Original Sample	T Statistics	P Values	Conclusion
Training -> Employee Development	0.579	3.809	0.000	H1 accepted
Career Performance -> Employee Development	0.682	4.733	0.000	H2 accepted

Source: SmartPLS output

Table 7 show that t-statistic of 3. 809, which is more than 1.96, was obtained from the hypothesis test about how training affects employee performance. Additionally, it produced a p-value of 0.000. The hypothesis test examining career development's impact on employee performance yields a t-statistic of 4. 733. This number above the 1.96 criterion, and the corresponding p-value is 0. 000.

4.6 Discussion

The analysis results indicate that training significantly enhances employee performance, as demonstrated by a t-statistic of 3.809, which is higher than the 1.96 cutoff. Furthermore, the p-value of 0.000 is significantly lower than the 0.05 threshold. Consequently, we agree with hypothesis H1, demonstrating that employee performance is positively impacted by training.

Employee training plays a crucial role in enhancing individual performance within an organization. By providing new knowledge and skills, training helps employees to better understand their duties and responsibilities. Well-trained employees tend to be more efficient in getting the job done, thus increasing overall productivity. In addition, training can also reduce errors made on the job, which contributes to better output quality Silaban & Siregar (2023).



In accordance with the results of the questionnaire from 50 respondents from 10 statements related to training, it shows that the answer agree gets the highest percentage value with a score of 66.80% and statement number 4, namely "Instructors work professionally in training", gets the highest answer with a total score of 36 people and the rest choose the answers quite agree and strongly agree. This shows that employees generally agree that instructors work professionally in training. The high level of satisfaction among employees reflects their trust in the instructor's ability to deliver the material clearly and effectively. In addition, many employees feel that the instructors have in-depth knowledge and relevant experience, which enhances the quality of the training. Overall, these results reflect that instructor professionalism contributes significantly to success and satisfaction in training programs.

This research aligns with the findings of Hendra (2020), Hanafiah & Juhadi (2020), and Ginting et al. (2022), Several studies show that employee performance is positively impacted by training. However, research conducted by Shefani & Jaya (2024), Wicaksono (2019), and Prasetya & Choirunnisak (2021) challenges this notion, arguing that job training does not significantly influence employee performance. Further analysis reveals that career development positively impacts employee performance, as demonstrated by a t-statistic value of 4.733, which is higher than the 1.96 cutoff. Furthermore, the analysis's p-value of 0.000 is significantly lower than the significance level of 0.05. These results confirm that career development plays a significant and positive role in enhancing employee performance, resulting in Hypothesis 2's (H2) approval.

Career development plays a crucial role in enhancing employee performance within an organization. When companies provide clear career development programs, employees feel more motivated to achieve their professional goals. Opportunities to learn and develop not only improve skills and knowledge, but also create a higher sense of belonging and commitment to the company. Employees who perceive a well-defined career path are often more motivated to strive for their set targets, according to Muna & Isnawati (2022)

In accordance with the results of the questionnaire from 50 respondents from 10 statements related to career development, it shows that the answer agree gets the highest percentage value with a score of 72.80% and statement number 7, namely "I am valued by the company because of my achievements" gets the highest answer with a total score of 40 people and the rest choose the answers quite agree and strongly agree. This shows that employees feel valued by the company because of their achievements. This positive assessment reflects the recognition given by the company to individual contributions in achieving organizational goals. This sense of being valued increases



motivation and job satisfaction, thus encouraging employees to continue to excel and contribute more deeply.

This research aligns with the findings of Muna & Isnawati (2022), Sinaga et al. (2021), and Naninsih et al. (2023), which all show that employee performance is positively impacted by career development. In contrast, the studies by Yuliana & Kusdiyanto (2022), Nuriyah et al. (2022), and Saepudin & Noorzaman (2024) suggest Career development appears to have a negligible and adverse effect on worker performance.

5. Conclusion

The purpose of this study was to investigate how PT Bintang Ekatama Visindo employees' performance is affected by training and career development. Analysis using the Structural Equation Model (SEM) with Partial Least Squares (PLS) showed that employee performance and the training variable were significantly correlated. A t-statistics value of 3.809, which is higher than the 1.96 threshold, and a p-value of 0.000, which is much lower than the 0.05 significance level, were obtained from the study. These findings unequivocally show that employee performance may be significantly improved by training. According to the investigation, employee performance is significantly impacted by the career development variable. With a p-value of 0.000 and a t-statistics value of 4.733, which is higher than the 1.96 criterion, it falls far short of the 0.05 threshold, it is evident that Career Development positively impacts Employee Performance.

However, this study does have its limitations. It highlights the need for the company to implement an effective monitoring and evaluation system to evaluate how employee performance is affected by training and career development programs. Furthermore, fostering a culture of continuous learning within the organization is essential. This can be achieved through regular seminars, workshops, and discussions that encourage employees to engage in ongoing learning and knowledge sharing.

For future research, it is recommended to expand the independent variables by incorporating factors such as job satisfaction, work environment, compensation, and leadership style, as well as exploring mediator variables (e.g., motivation) or moderator variables (e.g., work experience) to gain deeper insights into the underlying mechanisms of influence. Additionally, the study could be enhanced by adopting a longitudinal approach to assess the long-term effects of training and career development, expanding the sample to other companies or industries to improve generalizability, and combining qualitative methods (interviews/FGDs) to explore employee perspectives. It is also crucial to develop a more robust monitoring and



evaluation system to continuously assess program effectiveness while accounting for control variables such as demographics to ensure the accuracy of findings.

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