

## The Influence of Training, Competence and Career Development on Employee Performance at PT Jasa Raharja Lampung Branch

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**Abstract.** *Jasa Raharja is a State-Owned Enterprise that carries out duties as Social Insurance, Jasa Raharja implements Law No. 33 of 1964 concerning Mandatory Insurance Funds for Public Transportation Passenger Accidents and Law No. 34 of 1964 concerning Mandatory Insurance Funds for Road Traffic Accidents. All organizations have strengths and weaknesses in the functional areas of business. No business is equally strong or equally weak in all areas. One of Jasa Raharja's strengths is around 71%. This research is an explanatory research. According to Sugiyono, explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, so it is expected that this study can explain the relationship and influence between the independent and dependent variables in the hypothesis. Competence significantly influences career development, because they determine the skills and knowledge possessed by employees. Higher competence can lead to better career opportunities and advancement, because employees are more likely to be recognized for their abilities and potential in the organization.*

**Keywords:** *Explanatory; Research; Study.*

### 1. Introduction

Globalization demands a rapid and dynamic technological development process in various sectors of life, including in the banking business. The banking business is a business that has a high level of competition, so it requires quality human resources to continue to exist and be able to face competition. The company hopes that quality employees can produce maximum work at efficient costs. The higher the quality of employees, the higher the level of employee performance in carrying out the tasks assigned to them, so that it can encourage increased effectiveness and efficiency of the output that will be produced by employees (Deseller 2011).

Jasa Raharja is a State-Owned Enterprise that carries out duties as Social Insurance, Jasa Raharja implements Law No. 33 of 1964 concerning the Compulsory Insurance Fund for Public Transportation Passenger Accidents and Law No. 34 of 1964 concerning the Compulsory Insurance Fund for Road Traffic Accidents.

All organizations have strengths and weaknesses in functional areas of business. No business is equally strong or equally weak in all areas. One of Jasa Raharja's strengths is that around

71%

its employees are millennials, where the millennial generation is very important in supporting the success of the company. The millennial generation is generally characterized by increased use and familiarity with digital communication, media and technology (Hardika 2018).

Employee performance is measured based on the achievement of the employee's own KPI (Key Performance Indicators), both quantitatively and qualitatively with the following assessment scale:

In human resource development, Jasa Raharja has competencies that must be fulfilled by each employee, these competencies consist of core competencies, leadership competencies, and technical competencies. Each existing position has minimum competency fulfillment requirements, which are divided into several levels of ability, namely awareness, basic, skillful, advanced, and expert. Fulfillment of these competencies is carried out with various programs, ranging from training provided by the office or the preparation of individual development programs independently.

Training is needed so that all employees are able to follow developments in the world of work and business according to their positions. Training is also carried out to improve productivity, work ethic, discipline, attitude, skills and certain expertise in order to work more optimally and better. Effective training will make employees master their work well and be able to follow business developments and survive in tight competition (Jumawan and Martin 2018). In addition through.

Career development can be seen from two sides, both from the employee's perspective, career development provides a picture of a future career within the organization and indicates the long-term interests of the organization towards its employees. For companies, career development provides some assurance that there will be employees who will fill positions that will be vacant in the future. So that career development has a very large existence for the company because career development is a benchmark for employees in carrying out their career development.

Suryantiko & Lumintang (2018) stated that providing job training and career development for employees needs to be maintained and even improved so that existing performance is maintained or improved because there is a positive influence, both partially and simultaneously, between training and career development on employee performance.

## 2. Research Methods

This research is an explanatory research. According to Sugiyono, explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, so it is expected that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. These variables include: Training, competence, career development, and employee performance (Sugiyono 2017).

### 3. Results and Discussion

#### Overview of Research Object

PT Jasa Raharja is part of the Indonesia Financial Group which does business in the social insurance sector. PT Jasa Raharja, hereinafter referred to as "Jasa Raharja" or "Company", was established on January 1, 1960. The history of the establishment of Jasa Raharja cannot be separated from the government's policy to nationalize Dutch-owned companies with the enactment of Law No. 86 of 1958 concerning the Nationalization of Dutch Companies. In the field of general insurance, the issuance of the Law was explained through Government Regulation (PP) No. 3 of 1960 concerning the Determination of Dutch General Insurance Companies Subject to Nationalization. Based on the PP and the Announcement of the Minister of Finance No. 12631/BUMII dated February 9, 1960, four Dutch-owned companies, namely Firma Blom & Van Der Aa, Firma Bekouw & Mijnsen, Firma Sluyters & Co and NV Assurantie Maatschappij Djakarta were merged into the State General Insurance Company "IKA BHAKTI".

In 1965, based on Government Regulation No. 8 of 1965 concerning the Establishment of the Jasa Raharja State-Owned Insurance Company, starting from January 1, 1965, PNAK Eka Karya was merged into a new company named "Perusahaan Negara Asuransi Loss Jasa Raharja" which was then followed by the issuance of Decree of the Minister of Revenue, Financing and Supervision No. BAPN 1-3-3 on March 30, 1965 which appointed PNAK Jasa Raharja to carry out the implementation of the Passenger Accident Compulsory Insurance Fund and the Road Traffic Accident Fund in accordance with Law No. 33 and Law No. 34 of 1964. In 1970, PNAK Jasa Raharja changed its status to a Jasa Raharja Public Company (Perum) as stated in the Decree of the Minister of Finance of the Republic of Indonesia No. Kep.750/KMK/IV/II/1970 dated November 18, 1970 as a follow-up to the issuance of Law No. 9 of 1969 concerning the Stipulation of Government Regulation in Lieu of Law No. 1 of 1969 concerning Forms of State Enterprises into Law.

Article 2 paragraph 2 of the Law states that PERUM is a State-Owned Enterprise established and regulated based on the provisions contained in Law No. 19 Prp of 1960. In 1978, namely based on PP No. 34 of 1978 concerning Amendments to Government Regulation No. 8 of 1965 concerning the Establishment of General Insurance Company for Losses "Jasa Raharja", in addition to managing the implementation of Law No. 33 and Law No. 34 of 1964, Jasa Raharja received an additional mandate to issue letters of guarantee in the form of Surety Bonds. This appointment made Jasa Raharja a pioneer in organizing Surety Bonds in Indonesia, at a time when other insurance companies were generally still fronting offices of surety companies abroad so that there was a flow of foreign exchange abroad for this purpose.

In 2020, along with the issuance of Government Regulation (PP) No. 20 of 2020 concerning the Addition of State Capital Participation into the Share Capital of PT Bahana Pembinaan Usaha Indonesia (BPUI), Jasa Raharja joined the BUMN insurance and guarantee holding where BPUI acts as the parent holding of BUMN insurance with members PT Asuransi Kredit Indonesia (Askindo), PT Asuransi Loss Jasa Raharja, PT Asuransi Jasa Indonesia (Jasindo) and

PT Jaminan Kredit Indonesia (Jamkrindo). To support its business activities, until 2020, this company has 29 branch offices, 63 representative offices, and 37 service offices. Here are 29 branch offices of PT Jasa Raharja.

### **Respondent Distribution**

This study was conducted by making 100 employees of PT Jasa Raharja as the object of research. The distribution of respondents provides an overview of the characteristics of respondents involved in the study. It is important to present data in a clearer and more understandable form, so as to provide an understanding of the relationship between independent variables, which are associated with the board of directors and company size.

### **Respondents' Responses to Career Development (X3)**

Based on the results of data processing on respondents' answers to questions regarding the Career Development variable, 49% of respondents agreed (S) and 39% strongly agreed (SS) that they have a clear long-term career plan in the company. Equal opportunities in career development were recognized by the majority of respondents, with 48% agreeing and 35% strongly agreeing, although 8% of respondents gave a neutral or less agree assessment. Most respondents also agreed that career advancement is accompanied by greater responsibility, with 43% agreeing and 49% strongly agreeing. Transparency in the career development process was recognized by 45% of respondents who agreed and 33% who strongly agreed, although 22% gave a neutral or less agree assessment. In addition, 44% of respondents agreed and 45% strongly agreed that their income increased along with career development. The career development variable measured through five indicators showed positive results with an average overall index score of 84.28 which is in the high category. Statements related to long-term career plans showed the majority of respondents with an index value of 84. Career advancement accompanied by increased responsibility received the highest appreciation with an index value of 88.2. Indicators of equal opportunity for all employees to advance their careers and transparency of the career development process obtained slightly lower index values of 81.6 and 81.8, respectively. The statement that income increases along with career development received an index value of 85.8, indicating that most respondents felt that their careers were financially rewarded. The results showed that employees felt that they had the opportunity to develop in a company with a fairly fair and transparent system, although aspects of equal opportunity and transparency could be further improved to support a more positive perception of career development.

### **Employee Performance Respondent Response (Y)**

Based on the results of data processing on respondents' answers to questions regarding the Training variable, 46% of respondents agreed (S) and 49% strongly agreed (SS) that they always ensure that the work results are of high quality and satisfactory. In terms of completing the amount of work according to or exceeding the target, 51% agreed and 45% strongly agreed. Punctuality in completing tasks was also recognized, with 47% agreeing and 50% strongly agreeing that they met the specified deadline. In addition, 44% of respondents agreed and 53% strongly agreed that they completed tasks effectively. The ability to work

independently in accordance with the main tasks and functions (tupoksi) was also high, with 43% agreeing and 54% strongly agreeing. The employee performance variable measured through five indicators showed very positive results, with an overall average reaching 89.32 which is included in the high category. The highest indicator is the ability to complete tasks independently according to the job description with an index score of 90.2, followed by effectiveness in completing tasks with an index score of 90. The quality of work results gets an index score of 88.8, while consistency in achieving or exceeding targets has an index value of 88.2. The ability to complete tasks on time scores 89.4. These results reflect superior employee performance in various aspects, including quality, quantity, timeliness, and independence. This shows that employees have good abilities in meeting and exceeding organizational expectations, thus becoming an important asset for the company.

## Data Model Analysis

### 1) Reliability Test

#### a. Cronbach's alpha

*Cronbach's alpha* obtained by calculating the correlation coefficient between each item with the total score of all items, then averaging them. The instrument used in the variable is said to be reliable if it has a Cronbach's alpha  $\geq 0.60$ . The criteria used to determine the level of reliability is the value of Cronbach's alpha. The closer the Cronbach's alpha value is to 1, the higher the reliability of the instrument. A Cronbach's alpha value between 0.80 - 1.0 is categorized as very good, a Cronbach's alpha value between 0.60 - 0.79 is categorized as good reliability, and a Cronbach's alpha value  $\leq 0.60$  is categorized as poor reliability. that the Employee Performance variable has a Cronbach's Alpha value of 0.927, which indicates very good reliability. the Competence variable has a Cronbach's Alpha value of 0.914 which is also in the very good reliability category. the Training variable has a Cronbach's Alpha value of 0.934 which is the highest value among all variables. Also, the Career Development variable has a Cronbach's Alpha value of 0.890, which although lower than other variables is still in the category of very good reliability. Based on these results, all variables have values above 0.70 which indicates that the indicators in each latent variable have high reliability. A high Cronbach's Alpha value indicates that the indicators are consistent in measuring the concept or latent variable in question.

#### b. Composite Reliability

*Composite Reliability* is an alternative metric to measure the internal reliability of a construct or latent variable in factor analysis or structural equation modeling. It is often used as an alternative or addition to Cronbach's Alpha, especially in the context of measurements using confirmatory factor analysis or SEM (Structural Equation Modeling).

Composite Reliability Results Table

	Composite Reliability
Employee performance	0.945
Competence	0.936
Training	0.950



<b>Career development</b>	<b>0.919</b>
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Source: Processed Primary Data, 2024

Based on the Table, the Employee Performance variable has a Composite Reliability value of 0.945, the Competence variable has a value of 0.936, the Training variable has a value of 0.950 which is the highest value among all variables, and the Career Development variable has a value of 0.919. Overall, the Composite Reliability results confirm that all latent variables in the study have very good internal consistency with values above 0.70 as the minimum limit. This high value indicates that the indicators used in the measurement model have very good quality in representing latent variables.

### c. Rho\_A

Rho\_A is used to measure the internal consistency of the indicators that form a latent variable, and is often considered more accurate than Cronbach's Alpha because it takes into account the weight of the indicators in the model.

rho\_A Result Table

	<b>rho_A</b>
<b>Employee performance</b>	<b>0.930</b>
<b>Competence</b>	<b>0.915</b>
<b>Training</b>	<b>0.935</b>
<b>Career development</b>	<b>0.898</b>

Source: Processed Primary Data, 2024

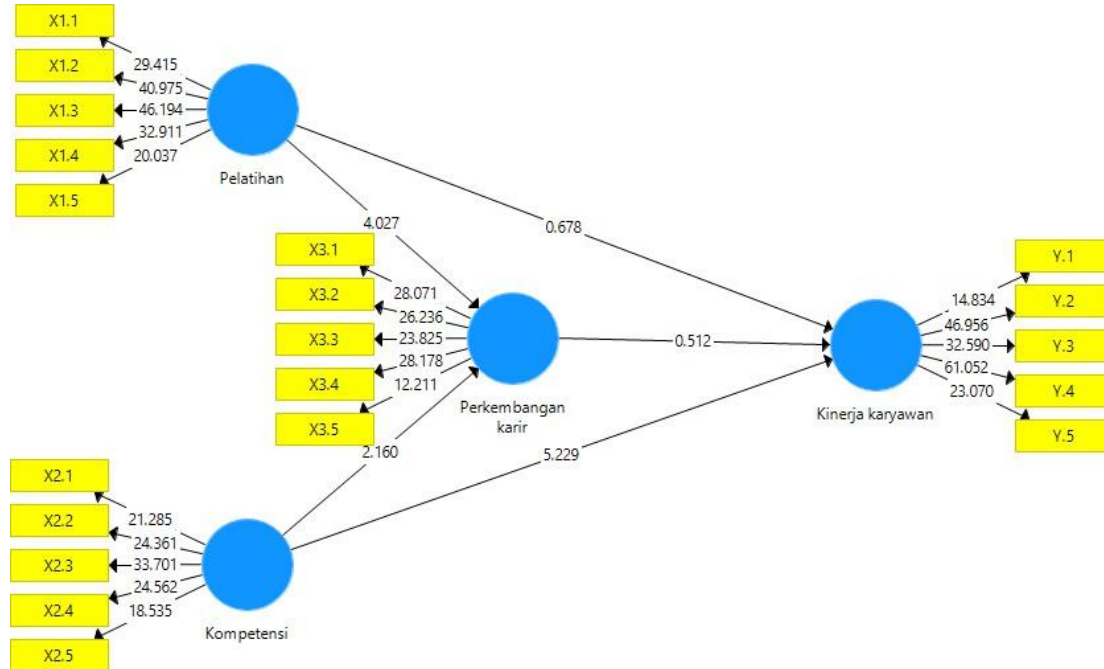
Based on the table, the rho\_A value for employee performance is 0.930 indicating that the measuring instrument used to measure employee performance is consistent and reliable. Competence with a value of 0.915 indicates that the measurement of competence is also stable and reliable. Training has the highest rho\_A value of 0.935, indicating that training-related measurements are very consistent, reflecting the significant role of training in individual development in the context of work. Career development has the lowest value among other variables, which is 0.898, but remains in the very good category. This suggests that although the consistency of measurement is slightly lower than other variables. The high rho\_A results show that the four variables have a very good level of reliability, thus supporting the quality of the data obtained for further analysis.

## 2) R Square(R<sup>2</sup>)

R Square(R<sup>2</sup>) is used as an indication of how well the model fits the observed data. R Square shows the proportion of variation in the response variable that can be explained by the predictor variables in the model used.

### Hypothesis Testing

Hypothesis testing is a procedure to test the significance of the relationship between variables in a structural model built using the method. Hypothesis testing is also carried out using a bootstrapped structural model.



Bootstrapping model shape image

### 3) Path Coefficients

There are several significant and insignificant relationships between the variables studied. Competence has a significant direct influence on employee performance with a coefficient of 0.685, a T Statistics value of 5.229 which is above the critical value of 1.96, and P Values of 0.000 which is below 0.05. This shows that competence is the main factor that positively and significantly improves employee performance. Competence also has a significant influence on career development with a coefficient of 0.285, T Statistics 2.160, and P Values 0.031 which indicates that employee competency development can encourage progress in their careers.

The training variable shows mixed results. The effect of training on employee performance is not significant with a coefficient of only 0.090, T Statistics 0.678, and P Values 0.498. These results indicate that although training is important, its effect on employee performance is not strong enough in this model. However, training has a significant effect on career development, with a coefficient of 0.530, T Statistics 4.027, and P Values 0.000. This indicates that training has more impact on employee career advancement than directly improving their performance.

The effect of career development on employee performance is not significant, with a coefficient of 0.068, T Statistics 0.512, and P Values 0.609. This means that although career development is important for long-term motivation, in the context of this model, its direct effect on employee performance is not large enough.

### Discussion:

### 1) Data relationship with respondent distribution

The majority of respondents in this study were men with a total of 74 people or 74% of the total respondents, while female respondents were only 26 people or 26%. The dominance of men in this data may reflect the characteristics of the work sector or type of work unit that is more filled by men.

Most respondents have a bachelor's degree, which is 76 people or 76% of the total respondents. This shows that the majority of employees have higher education that is relevant to their job needs. Respondents with a master's degree reached 14%, while respondents with a diploma and high school education only accounted for 6% and 4%, respectively. This level of education can be directly related to the position or responsibility in the workplace. Employees with a master's degree may occupy more strategic or managerial positions, while employees with a high school education tend to be in operational positions. A higher level of education can also affect career opportunities and employee performance.

The distribution of length of service shows that the majority of respondents have between 10 and 20 years of work experience. This group is likely to have a deep understanding of the job and the organization and can be a valuable asset to the company. As many as 13% of respondents have 5–10 years of service, while 12% have less than 5 years of experience. Meanwhile, only 5% of respondents have 20–30 years of service, and 8% have more than 30 years of work experience. These data indicate that the organization has a workforce with quite diverse experiences. Employees with longer service periods are likely to have a large contribution in knowledge transfer and mentoring, while employees with shorter service periods tend to have great potential for development.

Most respondents work in operational units, while the rest are in administrative units. This composition indicates that the main focus of the organization is on operational functions which may reflect the nature of the industry or sector in which the organization operates. Employees in operational units may be more involved in technical or field activities, while employees in administrative units play a role in supporting managerial and coordination functions. This division of work units may imply different training needs where employees in operational units may require technical training, while employees in administrative units require training related to management or data management.

Overall, this analysis shows that factors such as gender, education, length of service, and work unit are interrelated in shaping the dynamics of the workforce in an organization. These differences in characteristics need to be considered in designing training programs, career development, and performance improvement strategies to ensure that the needs of each employee group are optimally met.

### 2) Convergent Validity

Based on the analysis results, the training variable provides a consistent contribution in explaining the variable. One indicator shows higher dominance which confirms the importance of certain elements in training to support the success of the measurement. Likewise, in the competency variable, the indicators collectively show a strong correlation,



showing that the competency aspects measured are relevant and valid. In the career development variable, although there is variation in the contribution between indicators, all remain valid in measuring the concept of career development. This underlines that various dimensions in career development, such as development opportunities and organizational support, complement each other in explaining this variable. For the employee performance variable, the indicators used have shown strong validity. One of the indicators has a greater influence indicating that this aspect is most representative in describing employee performance as a whole.

The results of the analysis show that the AVE values for all latent variables in the model meet the criteria for convergent validity. A valid AVE value indicates that the indicators used have good ability in explaining the latent variables they represent. In other words, most of the variance of the construct is successfully represented by its indicators so that the measurement model is considered valid and reliable to explain the relationship in this study.

In the employee performance variable, the AVE value meets the criteria shows that the measured aspects, such as productivity and efficiency, are relevant and able to describe employee performance comprehensively. This is consistent with research by Wotulo et al., (2018), which states that reliable measurement is very important for understanding the factors that influence performance.

For competency variables, valid AVE values reflect that competency elements, such as employee skills and knowledge, contribute significantly to explaining the variable. Research by Kafiar et al., (2022) also revealed that good competency indicators are strong predictors of organizational success.

In the training variable, the qualified AVE value indicates that the training program being measured covers important aspects that support employee development. This is supported by research by Afriwahyuni et al., (2023), which found that targeted training can effectively improve individual capabilities.

Meanwhile, for career development variables, valid AVE results show that various indicators, such as career support and development opportunities, provide significant contributions in explaining this variable. This is in line with the findings of Gunawan (2018), which emphasizes the importance of career development in creating more motivated and high-achieving employees.

### 3) Discriminant Validity

Discriminant validity ensures that the indicators in the study are able to measure the intended variables specifically without overlapping with other variables. Based on the results of the analysis, each latent variable has a larger AVE square root value compared to its correlation with other latent variables. This shows that the indicators in the research model are able to distinguish the measured variables from other variables, so that discriminant validity is met.

In the employee performance variable, the indicators are more dominant in measuring the variable compared to its relationship to other variables, such as competence, training, or career development. This indicates that the dimensions measured, such as work efficiency

and work results, focus on employee performance specifically. This finding is in line with the study of Pancasasti (2022), which emphasizes the importance of research instruments that can separate the concepts being measured to increase the accuracy of the results.

In the competency variable, the indicators show a strong ability to distinguish this variable from training and career development. This supports the understanding that competency, as an individual's basic ability to work, has a different dimension than the development or training aspect. Tiong et al.'s (2023) research also emphasizes the importance of discriminant validity in ensuring that competencies are measured as separate entities.

The training variable shows good discriminant validity, where the indicators are consistent in measuring training without mixing with the concept of competence or career development. This indicates that the training program has special elements that cannot be equated with overall individual development efforts. This finding supports research by Saks and Haccoun (2016), which states that training has unique characteristics that can be measured separately.

For the career development variable, the indicators consistently measure the concept without being affected by other variables. This shows that career development, including promotion opportunities and organizational support, is a specific dimension. Research by Wulansari & Tilova (2024) also emphasizes the importance of valid measurements to ensure that career development efforts are not misinterpreted as training or competence.

#### 4) Reliability

The results of reliability tests using various methods, namely Cronbach's Alpha, Composite Reliability, and rho\_A, show that all variables in this study have very good internal consistency. In measurements using Cronbach's Alpha, high values indicate that the indicators in each latent variable, such as employee performance, competence, training, and career development, are correlated and can be relied on to measure the concepts they represent. This finding is in accordance with the opinion of Kaseger et al., (2017), which states that high reliability values reflect good measurement quality.

Composite Reliability shows strong consistency, especially in the context of confirmatory factor analysis. This excellent value indicates that the measurement instrument is able to represent the latent variables accurately. The same thing can be seen in the rho\_A analysis, where the indicator weights in the model also show very good consistency. These results strengthen the argument of Cholishshofi & Bahiroh (2022), which states that high reliability is needed to ensure accuracy in measuring theoretical constructs.

Training has the highest reliability value, both in Composite Reliability and rho\_A. This can reflect that training as a latent variable is defined with very clear and specific indicators, which reduces ambiguity in measurement. Career development, although it has a lower value than other variables, remains in the very good category, indicating that its measurement remains stable and reliable.

Training, although its influence on employee performance is not as great as competence, still shows an important role, especially in supporting career development. This indicates that training is not only useful in improving work skills but also becomes a foundation for career

advancement. A study by Razak (2021) supports this finding by showing that effective training has a long-term impact on an individual's career development.

Career development shows little direct influence on employee performance. However, despite its low contribution, the role of career development remains relevant in creating sustainable motivation and work enthusiasm. Career development can provide promising prospects for employees to continue to contribute optimally. Research by Nuriman (2021) confirms that clear and supportive career opportunities can increase job satisfaction and productivity.

### 5) R Square ( $R^2$ )

The results of the analysis show that the employee performance variable has a fairly large proportion of variation that can be explained by the model, while the career development variable shows slightly lower results. The R Square value for employee performance shows that most of the variability in this variable can be explained by the factors in the model, such as competence, training, and career development. This indicates that the research model has good predictive ability in understanding the factors that influence employee performance. This finding is in accordance with research by Purwanto et al. (2020), which states that employee performance is significantly influenced by competency development and effective training.

Meanwhile, the R Square value for career development shows that more than half of the variability in this variable can be explained by the model, although there are contributions from other factors not covered in the study. This underlines the importance of exploring additional variables such as management support, organizational culture, or more structured career development strategies. The study by Pramono & Prahawan (2022) highlights the importance of a holistic approach that includes various aspects to understand career development comprehensively.

Although the model has good predictive ability, the percentage of unexplained variation is also significant. This indicates that there is room for improvement of the model or inclusion of other relevant variables, such as work environment, intrinsic motivation, or leadership, which have been mentioned in previous studies as important factors that can influence employee performance and career development. Roharyani et al., (2022) stated that a conducive work environment and an inspiring leadership style have a major impact on individual performance and development.

### 6) Hypothesis Testing

The Specific Indirect Effects results confirm the importance of career development as a mediating pathway that links competency and training to employee performance. Companies can increase the impact of competency and training on employee performance by placing more emphasis on structured and transparent career development strategies.

Total effect analysis provides insight into the relationship between independent and dependent variables, including both direct and indirect influences. Competence is shown to have the greatest influence on employee performance. This confirms that improving

employee competence, which includes mastery of skills, knowledge, and expertise, is very important in improving work performance. These results are in line with research by Garaika (2020), which states that individual competence is a key factor in determining work effectiveness.

The results of the hypothesis test show some interesting findings that support or challenge the assumptions contained in the research hypothesis. The first hypothesis stating that proper training can improve employee performance is not supported by the results of the analysis. Although training is generally considered an important factor in employee development, the results of this study indicate that training does not have a significant effect on employee performance in this model. This is in contrast to the findings of previous studies which show that structured and relevant training can improve employee performance, as found by Khaerani et al., (2022), who stated that training can improve employee skills and work effectiveness. However, in the context of this study, other factors such as the type of training or the method of implementing the training that is less appropriate may influence these results.

The second hypothesis, which claims that good competence can improve employee performance, is supported by the test results which show a positive and significant effect. This indicates that increasing competence is indeed a key factor in improving employee performance, in accordance with the findings of Prayoga & Waluyo (2023), which emphasize that higher competence is directly related to better productivity and performance in the workplace. This study supports the importance of developing skills and knowledge as part of a performance improvement strategy.

Meanwhile, the third hypothesis stating that career development can improve employee performance was not proven significant in this study. Although career development can motivate employees and encourage them to work better, these results indicate that the direct relationship between career development and employee performance in the context of this study is not strong enough. Research by Silaban et al., (2021) states that although career development has a positive psychological impact on employees, the direct influence on performance is sometimes more complex and influenced by many other external factors.

The fourth hypothesis, which proposes that training can open up career opportunities for employees, is supported by the results showing a significant effect of training on career development. This strengthens the argument that effective training can accelerate employee career advancement, as explained in a study by Cik et al., (2021), which found that training improves individual abilities and opens up opportunities for promotion or further development.

Finally, the fifth hypothesis stating that good competence can accelerate employee career development is also supported by significant results. This study confirms that higher competence is often associated with increased opportunities for career development, which is in accordance with the findings of Purnama & Purwanto (2023), which state that employees with higher competence have a greater chance of getting promotions and faster career development.

#### 4. Conclusion

Training had a relatively small direct effect on employee performance, with a total effect value of 0.126. This suggests that while training is important for skill enhancement, it may not significantly improve performance by itself. Other factors may play a more important role in influencing performance outcomes. Competence had the most substantial effect on employee performance, with a total effect value of 0.704. This suggests that mastery of skills and knowledge is critical to improving job performance. Employees with higher levels of competence tend to perform better in their jobs, as it can foster an environment that is supportive of overall competency development that is important for career advancement. Competence significantly influences career development, as it determines the skills and knowledge that employees possess. Higher competence can lead to better career opportunities and advancement, as employees are more likely to be recognized for their abilities and potential within the organization.

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