

THE EFFECT OF CAREER TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT. POST INDONESIA (PERSERO) YOS SUDARSO BRANCH, CIREBON

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Abstract

This study aims to analyze the effect of training and career development on employee performance at PT. Pos Indonesia, Yos Sudarso branch. The research method used was associative sampling. The sampling technique used was saturated sampling, with a sample size of 79 respondents.

The questionnaire met the instrument test and the classical assumption test. The results indicate that training has a positive and significant effect on employee performance, with a correlation coefficient (R) of 86.7%, categorized as very strong, and a coefficient of determination (R²) of 75.1%. Career development has a positive and significant effect on employee performance, with a correlation coefficient (R) of 34.7%, categorized as moderate, and a coefficient of determination (R²) of 12.1%. 3. Training and career development collectively have a positive and significant impact on employee performance, with a correlation coefficient (R) of 88.0%, categorized as very strong, and a determination coefficient (R²) of 76.8%. The remainder is influenced by other variables not examined.

Keywords: Training, Career Development, Employee Performance

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan dan pengembangan karier terhadap kinerja pegawai pada PT. Pos Indonesia cabang Yos Sudarso. Jenis penelitian yang digunakan adalah asosiatif. Teknik pengambilan sampel yang digunakan adalah sampling jenuh dengan jumlah sampel 79 responden.

Kuesioner yang digunakan telah memenuhi uji instrumen dan uji asumsi klasik. Berdasarkan hasil penelitian menunjukkan bahwa : pelatihan mempunyai pengaruh positif dan signifikan terhadap kinerja pegawai dengan tingkat koefisien korelasi (R) sebesar 86.7% masuk dalam kategori sangat kuat dan koefisien determinasi (R²) sebesar 75.1%. Pengembangan karier mempunyai pengaruh positif dan signifikan terhadap kinerja pegawai dengan tingkat koefisien korelasi (R) sebesar 34.7% masuk dalam kategori sedang dan koefisien determinasi (R²) sebesar 12.1%. 3. Pelatihan dan pengembangan karier secara bersama-sama memiliki pengaruh yang positif dan signifikan terhadap kinerja pegawai dengan tingkat koefisien korelasi (R) sebesar 88.0% masuk dalam kategori sangat kuat dan koefisien determinasi (R²) sebesar 76.8%, sisanya dipengaruhi oleh variabel lain yang tidak diteliti.

Kata kunci : Pelatihan , Pengembangan Karier , Kinerja Pegawai

INTRODUCTION

Today, the world is experiencing significant changes and advancements, driven by the emergence of various new technologies, the rapid development of science, and the globalization of business. Along with this rapid technological advancement, many companies and organizations face challenges and challenges in adapting and surviving amidst change and competition. With the development of freight forwarding services, competition in the freight forwarding business in Indonesia is intensifying, with many similar companies operating in the same field. Each freight forwarding company is required to compete to maintain its existence. A freight forwarding company is a service provider that delivers goods, documents, and food over long distances, even internationally.

The numerous changes and technological developments, coupled with the increasing competition among freight forwarding services, have further refined the strengths and advantages of each service provider. Companies must take action to ensure their employees deliver satisfactory performance. Employees are a valuable asset for a company, helping them achieve their goals. The primary focus of human resource management is contributing to the company's success; all business sectors require high-performing human resources. The higher employee performance, the better the company. Effective performance is the goal of every company. To achieve optimal performance, employees strive to achieve goals and maximize results in all company activities. Companies expect employees to deliver high levels of work, both in quality and quantity, while carrying out their assigned tasks in accordance with their responsibilities to achieve company goals.

Various theories have emerged on how to create reliable, high-quality, and loyal human resources, thereby improving company performance. Numerous variables influence employee performance, including training and career development.

Training is a key company strategy; it is one way to optimally improve capabilities. Therefore, efforts to improve the quality and efficiency of human resources through training are necessary. Training is expected to enhance work abilities, self-confidence,

optimism, a sense of responsibility, enhance employee performance, and enable them to learn new skills for application in their work. Furthermore, training aims to improve employee performance in achieving company-defined work outcomes.

Another variable that can influence performance is career development. Career development is fundamentally oriented toward the company's growth in addressing future business challenges. Every company must accept that its future existence depends on competitive human resources, as companies can experience setbacks and ultimately be eliminated due to their inability to compete. This situation requires companies to provide career development to their employees in a planned and sustainable manner. In other words, career development is a human resource management activity implemented as a formal activity integrated with other human resource activities. Companies need to pay attention to the welfare of their employees. To further improve employee performance, companies can implement or conduct career development. Therefore, companies need to manage careers and their development effectively to maintain employee performance and encourage employees to always do their best and avoid work frustration that can lead to decreased performance. Good career development must be clearly communicated to employees; career development provides benefits for employees in determining the direction of their career goals according to their needs. Clarity and attention provided will improve employee performance. Potential workers with the best quality must be given the opportunity to develop their careers, so that their abilities increase and are in line with the demands of the business environment, not only being able to maintain the existence of the organization, but also being able to develop and advance the company.

PT Pos Indonesia, a State-Owned Enterprise (BUMN), operates in the postal services sector and provides training and career development for its employees.

PT Pos Indonesia previously provided health care contributions through a reimbursement system, but in April 2016, this system was replaced by the BPJS (Social Security Agency) system. When new developments or updates were made, the HR department received training on these issues. However, the training participants felt that the training was inadequate.

Career development is essential for every capable employee who demonstrates good performance. However, achieving career development is not easy for everyone. Many employees have worked at the company for a long time but have not yet received any career development.

RESEARCH METHOD

In this study, the researcher used an associative method. According to Sugiyono (2015: 89), the associative method is:

"Associative research aims to determine the relationship between two or more variables. This research has the highest level compared to descriptive and comparative research. Through this research, a theory can be developed that can function to explain, predict, and control a phenomenon."

Data Processing

To process the data, the researcher used SPSS version 23.0 and Microsoft Word 2007 to facilitate more effective calculations.

Operational Variables and Variable Measurement

Operational Variables

This study consists of three variables:

1. Training is a short-term educational process provided to employees to improve their skills according to their current job requirements. The training variable is symbolized as (X1).
2. Career development is a situation where an employee's status within a company is increased by the company. The career development variable is symbolized as (X2).
3. Performance is the actual results of an employee in carrying out their assigned tasks. The performance variable is symbolized as (X3).

Variable Measurement

The variable was measured using a Likert scale. According to Umar (2014: 70), "The Likert scale relates to statements about a person's attitude toward something, for example, agree-disagree, happy-displeased, and good-bad." Respondents were asked to complete statements on a verbal ordinal scale with a specific number of categories, ranging from 5, 7 (which can accommodate a "neutral" category), or a "don't know" category. The measurement scale in this study used the Likert Summated Ratings (LSR) method, with alternative answers ranging from 1 to 5, as follows:

Score 5: Strongly agree means the respondent strongly agrees with the question because it closely aligns with their perceived situation.

Score 4: Agree means the question is considered to align with the respondent's perceived situation.

Score 3: A somewhat agree answer means the question is considered to be quite appropriate to the respondent's perceived situation.

Score 2: A somewhat disagree answer means the respondent disagrees with the question because it doesn't align with their feelings.

Score 1: A disagree answer means the question doesn't align with the respondent's perceived situation.

Population and Sample

Population

According to Sugiyono (2015:61) states that: "**population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to study and then draw conclusions.**"

The population in this study was all employees of PT Pos Indonesia (Persero) Yos Sudarso Cirebon branch, totaling 79 employees.

Sample

According to Sugiyono (2015:62) states that: "a sample is part of the number and characteristics possessed by a population". According to Sugiyono (2011: 68), saturation sampling is defined as: "a sampling technique in which all members of a population are used as samples when the population size is relatively small."

The sampling method used saturation sampling, resulting in a sample size of 79 employees from the entire population.

Data collection

The data collection techniques used by researchers in the companies that are the objects of research include:

1. Field Study

This involves conducting research directly in the field at the company being studied, including:

- 1) Interviews. In this technique, researchers conduct direct question-and-answer sessions with parties involved in the problem being studied within the company.
- 2) Questionnaires. In this technique, researchers submit written statements to respondents.

2. Literature Study

This is a data collection technique obtained by studying books relevant to the problem being researched and journals (previous research) to gain an overview of the problem being studied.

The types of data used are as follows:

- 1) Primary Data. Primary data is data obtained directly from respondents.
- 2) Secondary Data. Secondary data is data obtained from books and journals.

Data Analysis Method

Instrument Test

Validity Test

According to Ghazali (2016: 52), "Validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the questions in the questionnaire are able to reveal what it is intended to measure."

$$r_{xy} = \frac{N \cdot \sum XY - \sum X \sum Y}{\sqrt{(N \cdot \sum X^2 - (\sum X)^2)(N \cdot \sum Y^2 - (\sum Y)^2)}}$$

Source: Ghazali (2016: 53)

Description:

r = Correlation value

n = Number of respondents

X = Question score

Y = Total question score per respondent

Criteria:

If r_calculated > r_table, the statement is considered valid (suitable for use in research).

If r_calculated < r_table, the statement is considered invalid (unsuitable for use in research).

Table

Guidelines for providing interventions on correlation coefficients

Interval Coefficient	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1,000	Very Strong

Source : Sugiyono (2015: 184)

Reliability Test

According to Ghazali (2016: 47), a reliability test is:

"A tool for measuring a questionnaire that serves as an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to the questions are consistent and stable over time.

Cronbach Alpha Formula

$$r_{II} = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum \sigma_p^2}{\sigma_t^2} \right]$$

Source: Ghazali (2016: 47)

Description:

r_{II} = Instrument reliability

k = Many points of statement

σ_t² = Total variance

$$\sum \sigma_b^2 = \text{Total item variance}$$

Criteria:

- a. If Cronbach's Alpha > 0.70, it is considered reliable.
- b. If Cronbach's Alpha < 0.70, it is considered unreliable.

Classical assumptions

Normality Test

According to Ghozali (2016:154), "The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution. In principle, normality can be detected by observing the distribution of data (points) on the diagonal axis of the graph or by examining the histograms of the residuals."

Basis for decision-making:

- 1. If the data is spread around the diagonal line and follows the direction of the diagonal line, or the histogram shows a normal distribution pattern, then the regression model meets the assumption of normality.
- 2. If the data is spread far from the diagonal line and/or does not follow the direction of the diagonal line, or the histogram does not show a normal distribution pattern, then the regression model does not meet the assumption of normality.

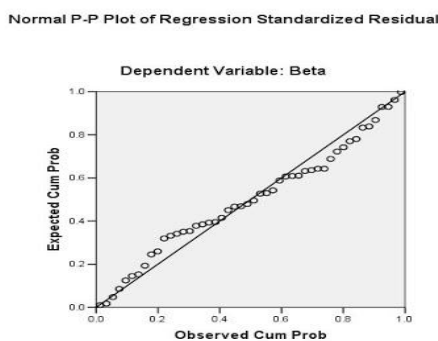


Figure
Normality Test with Normal Distribution

Another statistical test that can be used to test for residual normality is the non-parametric Kolmogorov-Smirnov (K-S) test. The K-S test is performed by formulating the following hypotheses:

- H0: The residual data are normally distributed
- Ha: The residual data are not normally distributed.

If the K-S value for a variable is significantly below $\alpha = 0.05$, this means the null hypothesis is rejected or the variable is not normally distributed.

Heteroscedasticity Test

According to Ghozali (2016:134), "The heteroscedasticity test aims to examine whether there is inequality in the variance of the residuals or one observation to another in the regression model." There are several ways to determine the presence or absence of heteroscedasticity:

- 1. If there is a specific pattern, such as the points forming a certain regular pattern (wavy, widening, then narrowing), then this indicates heteroscedasticity.
- 2. If there is no clear pattern, and the points are spread above and below the number 0 on the Y-axis, then heteroscedasticity does not occur.

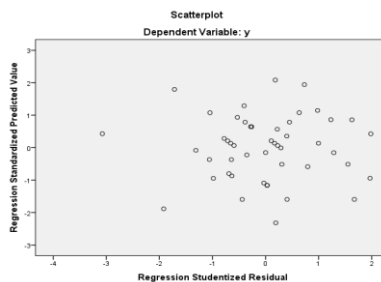


Figure
Scatterplot Graph

Autocorrelation Test

According to Ghozali (2016: 107), "The autocorrelation test aims to test whether there is a correlation in the linear regression model between the error of the confounding factor in period t and the error of the confounding factor in period t-1 (previous)." A good regression model is free of autocorrelation. The hypotheses to be tested are:

H0: no autocorrelation ($r = 0$)

Ha: there is autocorrelation ($r \neq 0$)

Durbin-Watson (DW) Test

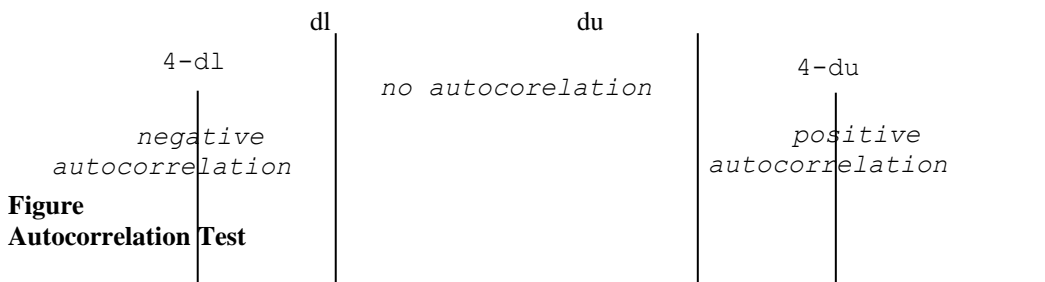
Decision-making regarding the presence or absence of autocorrelation:

Durbin Watson Interval Table

Hipotesis nol	Keputusan	Jika
No positive autocorrelation	Reject	$0 < dw < dl$
No positive autocorrelation	No decision	$dl < dw < du$
No negative correlation	Reject	$4 - dl < dw < 4$
No negative correlation	No decision	$4 - du < dw < 4 - dl$
No positive or negative autocorrelation	Not rejected	$du < dw < 4 - du$

Source: Ghozali (2016: 108)

Another way to see whether there is autocorrelation is by comparing the following DW values:



Multicollinearity Test

According to Ghozali (2016: 103), the multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. A good regression model should not exhibit any correlation between independent variables. Multicollinearity can be identified by (1) the tolerance value of the opposite variable (2) the variance inflation factor (VIF).

1. If the VIF value is greater than 10 and the tolerance value is less than 0.1, multicollinearity is considered present.
2. If the VIF value is less than 10 and the tolerance value is greater than 0.1, multicollinearity is considered absent.

Simple Regression Analysis and Multiple Regression

Simple Regression Analysis

According to Sugiyono (2015: 276), "Simple regression analysis is used to determine the effect of one independent variable on the dependent variable."

The simple regression equation is as follows:

$$Y = a + bX$$

Source: Sugiyono (2015: 276)

Description:

- Y = Dependent variable/predicted value
- X = Independent variable/independent variable value
- a = Constant
- b = Regression coefficient

Multiple Regression Analysis

According to Sugiyono (2015: 275), he stated that:

"Multiple regression analysis is used by researchers when they intend to predict the condition (rise or fall) of the dependent variable when two or more independent variables as predictors are manipulated (their values are increased or decreased)."

Therefore, multiple regression analysis will be performed if the number of independent variables is at least two.

The regression equation for two predictors is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Source: Sugiyono (2015: 275)

Description:

- X₁ = independent variable
- X₂ = independent variable

- Y = dependent variable
- a = constant number
- b_1 = regression coefficient
- b_2 = regression coefficient

Hypothesis Testing

Partial t-Test

The t-statistic test essentially indicates the extent of influence of an individual independent variable on the dependent variable. To determine whether H_0 is rejected and H_a is accepted, compare the calculated t-value with the t-table.

The t-test criteria are as follows:

- a. If the calculated t_{value} is greater than the t_{table} , then H_0 is rejected and H_a is accepted, meaning that variable X has a statistically significant and positive influence on variable Y.
- b. If the calculated t_{value} is less than the t_{table} , then H_0 is accepted and H_a is rejected, meaning that variable X does not have a statistically significant and positive influence on variable Y.

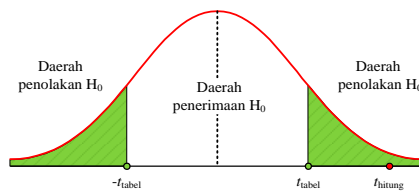


Figure
Acceptance and Rejection Zones of the t-Test

F Test (Simultaneous)

The F-statistical test essentially indicates whether all independent variables have a simultaneous effect on the dependent variable. To determine whether H_0 is rejected or accepted, compare the calculated t-value with the t-table. The F-test criteria are as follows:

- a. If the calculated $F_{\text{value}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted, meaning that variable X has a statistically significant and positive effect on variable Y.
- b. If the calculated $F_{\text{value}} < F_{\text{table}}$, then H_0 is accepted and H_a is rejected, meaning that variable X does not have a statistically significant and positive effect on variable Y.

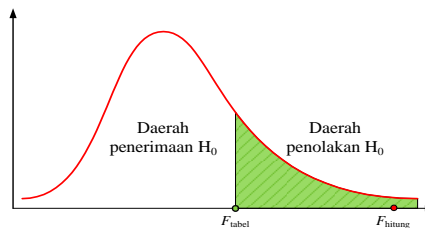


Figure
Test Acceptance and Rejection Areas f

RESULTS AND DISCUSSION

Reliability Test

A reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. An instrument is considered reliable if it has a Cronbach's Alpha value > 0.70.

Training Reliability Test (X₁)

The training reliability test can be seen in Table 4.9. The output results for SPSS version 23.0 are as follow:

Table
Training Variable Reability (X₁)
Reliability Statistics

Cronbach's Alpha	N of Items
,795	12

Source: Results of processing SPSS version 23.0 for Windows

By looking at the calculation results above, the Cronbach's alpha value is 0.795 > 0.70 so that the training variable (X₁) can be said to be reliable.

Career Development Reliability Test (X₂)

The reliability test of career development can be seen in table 4.10. The output results of SPSS version 23.0 are as follows:

Table
Career Development Reliability (X₂)
Reliability Statistics

Cronbach's Alpha	N of Items
,878	14

Source: SPSS Processing Results version 23.0 for Windows

By looking at the calculation results above, the Cronbach alpha value obtained is 0.878 > 0.70 so that the career development variable (X₂) can be said to be reliable..

Performance Reliability Test

Performance reliability testing can be seen in the output table of SPSS version 23.0 as follows::

Table
Performance Reliability (Y)
Reliability Statistics

Cronbach's Alpha	N of Items
,806	22

Source: SPSS Processing Results version 23.0 for Windows

By looking at the calculation results above, the Cronbach alpha value is 0.806 > 0.70 so that the performance variable (Y) can be said to be reliable.

Classical Assumption Test

To obtain unbiased and efficient measurement values from a multiple linear regression equation using the least squares (OLS) method, the assumptions must be met through various tests, namely as follows:

Normality

The goal is to test whether the dependent variable, the independent variable, or both are normally distributed in a regression analysis model. A good regression model is normally distributed. The results of the Kolmogorov-Smirnov data normality test are as follows:

Table
Normality Test Results
sOne-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		79
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	2.33208335
Most Extreme Differences	Absolute	.070
	Positive	.051
	Negative	-.070
Test Statistic		.070
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.
 Source: SPSS Processing Results version 23.0 for Windows

From Table , it can be concluded that the Kolmogorov-Smirnov value is 0.200 and the significance value is >0.05. Thus, overall, it can be concluded that all variables are normally distributed and can be continued with other classical assumption tests. For further clarification, the following is attached a p-plot of the normally distributed data.

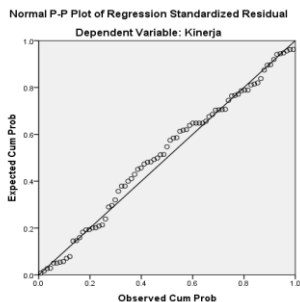


Figure
Normality Test Results

Source: Results of processing SPSS version 23.0 for Windows

The output in Figure shows that the data is spread around the diagonal line and follows the direction of the diagonal line, so all variables are normally distributed and the regression model has met the assumption of normality..

Heteroscedasticity

The purpose of this test is to determine whether a regression model exhibits unequal residual variances from one observation to another. If the residual variances remain constant, this is called homoscedasticity. If the variances differ, this is called heteroscedasticity. A good regression model is one that does not exhibit heteroscedasticity.

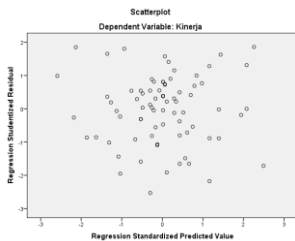


Figure
Heteroscedasticity Teat Result

Source: Results of processing SPSS version 23.0 for Windows

In Figure above, the points are seen to be spread randomly, not forming a clear pattern, and are spread both above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity in the regression model, so the regression model is suitable for use in predicting employee performance based on the input of the independent variables.

Autocorrelation

The autocorrelation test is carried out to determine whether in a regression model there is a strong positive or negative relationship between the data in the research variables.

Tabel
Autocorrelation Summary Model

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.880 ^a	.774	.768		2.363	2.017

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

b. Dependent Variable: Performance

Source: Results of processing using SPSS version 23.0 for Windows

The results of the autocorrelation test with the Durbin Watson test show a figure of 1,842 with the number of independent variables (k) = 2, the number of observed numbers is 79, where from the DW table the value of dL = 1.57, du = 1.68 and 4-du = (2.32). Thus it can be concluded that the value of du < dw < 4-du or 1.68 < 2.017 < 2.32 means there is no positive or negative autocorrelation. It can also be seen in the image below.

autokorelasi (-)	Tanpa Kesimpulan	Non Autokorelasi	Tanpa Kesimpulan	Autokorelasi (+)
dL	du	4-du	4-dL	
1.57	1.68	2.017	2.32	2.43

Figure
Autocorrelation Result

Multicollinearity

The purpose of this test is to test whether a correlation exists between independent variables in the regression model. If a correlation exists, it is called multicollinearity. A good regression model has no correlation between independent variables.

Table
Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.122	4.891		3.910	.000		
	Pelatihan	1.188	.080	.831	14.838	.000	.947	1.056
	Pengembangan Karier	.196	.070	.156	2.779	.007	.947	1.056

a. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

The coefficient of the dependent variable, employee performance, is shown for both independent variables: the VIF value is 1.056, below 10, and the Tolerance value is 0.947, above 0.1. Therefore, it can be concluded that the regression model does not exhibit multicollinearity.

Regression Analysis

Simple Regression Analysis

Effect of Training (X1) on Performance (Y)

Table
Simple Regression Results of Training Variable (X1)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.937	3.883		7.195	.000
	Pelatihan	1.240	.081	.867	15.256	.000

a. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

Based on Table above, the following regression equation can be obtained:

Regression equation: $Y = 27.937 + 1.240 X1$

- a. Based on the equation above, if $X1 = 0$, then $Y = 27.937$, meaning that if there were no training variables, employee performance would increase by 27.937.
- b. Based on the equation above, if $X1$ increases by one unit, Y will increase by 1.240 at a constant of 27.937.

Table
Training Summary Model on Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.748	2.464

a. Predictors: (Constant), Training
 b. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

- a. Table shows an R-value of 0.867, or 86.7%. This indicates a very strong correlation between training and employee performance.
- b. Table shows an R-squared (R²) value of 0.751, or 75.1%. This value indicates a significant effect of training on employee performance of 0.751, or 75.1%. The remaining 0.249, or 24.9%, is influenced by other variables not examined.

The Influence of Career Development (X₂) on Employee Performance (Y)

To see the influence of career development on employee performance, you can see the calculation results from SPSS version 23.0 for Windows.

Table
Simple Regression Results of Career Development Variable (X₂)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	61.889	7.750		7.986	.000
	Career Development	.436	.134	.347	3.251	.002

a. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

Regression equation $Y = 61.889 + 0.436 X_2$

- a. Based on the equation above, if $X_2 = 0$, then $Y = 61.889$, meaning that if there were no career development variables, employee performance would increase by 61.889.
- b. Based on the equation above, if X_2 increases by one unit, Y will increase by 0.436 at a constant of 61.889.

Table
Career Development Variable Summary Model (X₂)
Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.347 ^a	.121	.109		4.633

a. Predictors: (Constant), Career Development
 b. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

- a. Based on Table, the R value is 0.347, or 34.7%. This indicates that the correlation between career development and employee performance is low.
- b. Based on Table 4.24, the R-square (R²) value is 0.121, or 12.1%. This figure indicates that the influence of career development on employee performance is 0.121, or 12.1%. The remaining 0.879, or 87.9%, is influenced by other variables not examined.

Multiple Regression Analysis

To see the joint effect of training and career development on employee performance, see the table below for the results of the SPSS 23.0 for Windows calculation.

Table
Multiple Regression Results of Training Variables (X₁) and Career Development (X₂) on Performance (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.122	4.891		3.910	.000
	Training	1.188	.080	.831	14.838	.000
	Career Development	.196	.070	.156	2.779	.007

a. Dependent Variable: Performance
 Source: Results of processing using SPSS version 23.0 for Windows

The multiple regression equation model from table above is:

$$Y = a + bX_1 + bX_2$$

Equality : $Y = 19.122 + 1.188 X_1 + 0.196 X_2$

- a. Based on the equation above, if $X_1 = 0$ and $X_2 = 0$, the Y value is 19.122. This means that employee performance is influenced by training and career development simultaneously, so employee performance is 19.122.

b. The equation above shows that if training and career development are increased by one unit, employee performance will increase by 1.188 X1 and 0.196 X2 at a constant of 19.122.

Table
Multiple Regression Summary Model
Training and Career Development on Employee Performance
Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.880 ^a	.774	.768		2.363

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

b. Dependent Variable: Performance

Source: Results of processing SPSS version 23.0 for Windows

a. The table shows an R-value of 0.880, or 88.0%, indicating that the correlation between training and career development on employee performance is very strong.

b. The table shows an adjusted R-square of 0.768, or 76.8%. This indicates that the combined effect of training and career development on employee performance is 0.768, or 76.8%. The remaining 0.232, or 23.2%, is influenced by other variables not examined.

Hypothesis Testing

t-Test

The Effect of Training (X1) on Employee Performance (Y)

The proposed research hypothesis is to test the relationship between training and employee performance using the following analytical steps.

a. Hypothesis Formulation

H0: There is no effect between training and employee performance.

Ha: There is an effect between training and employee performance.

b. Calculating the t_{count}

Table
First hypothesis coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.937	3.883		7.195	.000
	Pelatihan	1.240	.081	.867	15.256	.000

a. Dependent Variable: Performance

Source: Results of processing SPSS version 23.0 for Windows

The calculation results using SPSS 23.0 for Windows yielded a t-value of 15.256.

a. Calculating the t-table value

Conditions: A significance level of 0.05 and degrees of freedom (df) = n - 2 or 79 - 2 = 77. The t-table value is 1.991. This calculation complies with the provisions in the attached t-distribution (t-table).

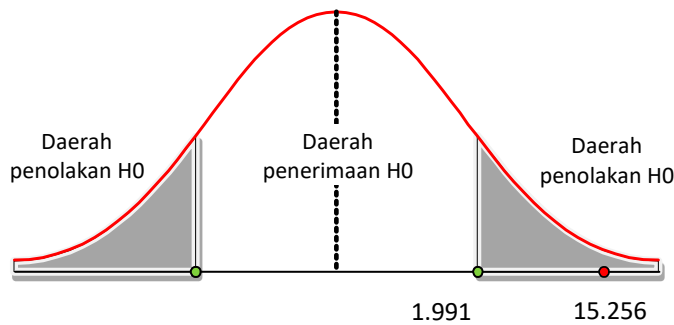
b. Testing Criteria

If the p-value > 0.05, then H0 is rejected and Ha is accepted.

If the p-value < 0.05, then H0 is accepted and Ha is accepted.

c. Decision

Based on the calculation results, the t-value > t-table, i.e., 15.256 > 1.991, then H0 is rejected and Ha is accepted. This means there is a positive and significant effect between training and employee performance. Therefore, the researcher's hypothesis, that if training is increased, employee performance will improve, is proven acceptable..



Acceptance and Rejection Region of the First Hypothesis

The Influence of Career Development (X2) on Employee Performance (Y)

The proposed hypothesis is to test the relationship between career development and employee performance using the following analytical steps:

a. Hypothesis Formulation

H0: There is no influence between career development and employee performance

Ha: There is an influence between career development and employee performance

b. Calculating the t-test

Tabel 4.28

Coefficient Hipotesis Kedua

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	61.889	7.750		7.986	.000
	Pengembangan Karier	.436	.134	.347	3.251	.002

a. Dependent Variable: Kinerja

Source: Results of processing using SPSS version 23.0 for Windows

The calculation results using SPSS 23.0 for Windows yielded a calculated t of 3.251.

c. Calculating the t-table value

Conditions: A significance level of 0.05 and degrees of freedom (df) = n - 2 or 79 - 2 = 77. The t-table value is 1.991. This calculation complies with the provisions in the attached t-distribution (t-table).

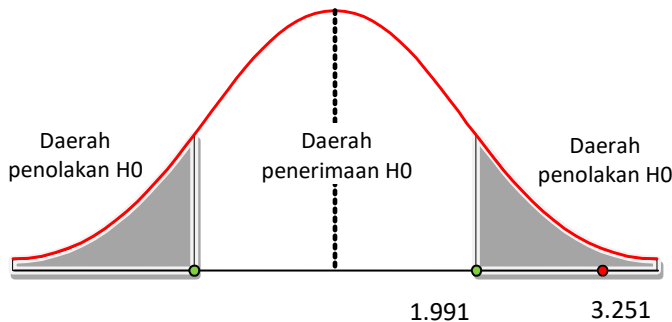
d. Testing Criteria

If the p-value > 0.05, then H0 is rejected and Ha is accepted.

If the p-value < 0.05, then H0 is accepted and Ha is rejected.

e. Decision

Based on the calculation results, the calculated t-value > t-table, i.e., 3.251 > 1.991. Therefore, H0 is rejected and Ha is accepted. This means there is a positive and significant effect between career development and employee performance. Therefore, if career development increases, employee performance will improve, which is proven acceptable.



Rejection Region of the Second Hypothesis

Uji F

The proposed hypothesis is to test whether the training and career development variables simultaneously have a positive and significant effect on employee performance using the F-test. The analytical steps are as follows:

a. Statistical/Operational Hypothesis

H0: There is no effect between training and career development simultaneously on employee performance.

Ha: There is an effect between training and career development simultaneously on employee performance.

b. Calculating F-count

Anova Uji F

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1455.738	2	727.869	130.402	.000 ^b
	Residual	424.212	76	5.582		
	Total	1879.949	78			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Pengembangan Karier, Pelatihan

Source: Results of processing using SPSS version 23.0 for Windows

The calculation results using SPSS 23.0 for Windows yielded an F-value of 130.402.

c. Calculating Ftable

Conditions: A significance level of 0.05 with degrees of freedom (dk1) of the numerator = number of variables – 1 or 3-1 = 2 and degrees of freedom (dk2) of the denominator = number of cases – number of variables = 79 – 2 = 77. With these conditions, the Ftable value is 3.11.

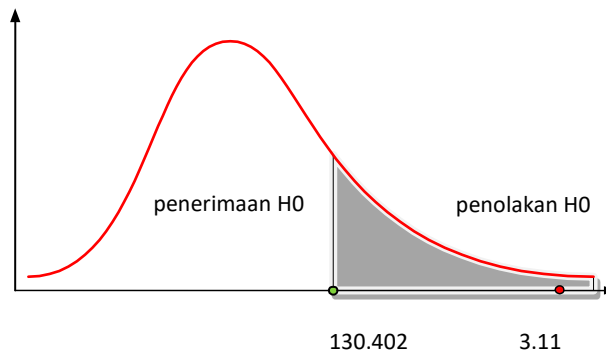
d. Criteria

If the p-value > 0.05, then H0 is rejected and Ha is accepted.

If the p-value < 0.05, then H0 is accepted and Ha is rejected.

e. Conclusion

The research results show that the calculated Ftable is 130.402 > Ftable of 3.11. Therefore, H0 is rejected and Ha is accepted. This means there is a positive and significant effect between training and career development simultaneously on employee performance. Therefore, the researcher's hypothesis, which is that if training and career development are increased, employee performance will improve, is proven to be acceptable.



Rejection Region of the Third Hypothesis

CONCLUSION

Based on the research results, the following conclusions can be drawn regarding training and career development on the performance of PT. Pos Indonesia (Persero) Yos Sudarso Cirebon branch:

1. The research results show that the training variable partially has a positive and significant effect, as evidenced by the calculated t value > t table, with the correlation between training and performance being categorized as strong. The effect of training on performance is 75.1%, with the remaining 24.9% being influenced by other variables not examined. This means that if training is provided to employees, their performance will improve.
2. The research results show that the career development variable also has a positive and significant effect, as evidenced by the calculated t value > t table, with the influence of career development on performance being categorized as low. The effect of career development on performance is 12.1%, with the remaining 87.9% being influenced by other variables not examined. This means that if career development is provided to employees of PT. Pos Indonesia (Persero) Yos Sudarso Cirebon branch, employee performance will improve.
3. The simultaneous research results show that the training and career development variables have a positive and significant impact, as evidenced by Fcount > Ftable. The correlation between training and career development simultaneously on employee performance is categorized as very strong. The simultaneous effect of training and career development on performance is 76.8%, with the remaining 23.2% influenced by other variables not examined. This indicates that if training is met and supported by career development opportunities at PT. Pos Indonesia (Persero) Yos Sudarso Cirebon branch, it will be able to improve and encourage employee performance in the future.

Implications

Based on the conclusions of this study, the researcher can provide the following implications:

1. Good training is training that aligns with employee job needs. This means that companies must provide training that aligns with employee needs to improve employee performance. Based on the frequency distribution of 79 employees at PT. Pos Indonesia

(Persero) Yos Sudarso Cirebon branch, the training falls into the good category. The training's impact on employee performance is high, but there are still shortcomings, as stated in point 10, namely, that effectiveness will be very beneficial for employees. Therefore, the researcher recommends that the company improve the effectiveness of training for employees. One aspect that can be maintained and improved in the training at PT. Pos Indonesia (Persero) Yos Sudarso Cirebon branch is, as stated in point 5, that the material must be designed according to training needs.

2. Based on the frequency distribution of 79 employees at PT. Pos Indonesia (Persero) Yos Sudarso Cirebon branch, career development falls into the good category. Clear career development will have a positive impact on the company because career development is one factor that improves employee performance. However, there are still shortcomings in career development, as stated in point 10, which states that subordinate support is a factor in company progress. Therefore, the researcher recommends that companies engage more closely with their subordinates or employees and consistently prioritize their support as a factor in company progress. However, there are aspects that must be maintained, such as points 5 and 14: loyal employees will have opportunities for promotion, and a lack of career clarity is one factor contributing to employee resignation and voluntary departure. Based on points 5 and 14, the company needs to pay attention to career clarity for employees.

3. Based on the frequency distribution results of 79 employees at PT Pos Indonesia (Persero) Yos Sudarso Cirebon branch, employee performance is categorized as good. This means that the company must continue to improve and maintain employee performance, ensuring that each employee is able to perform their work to the best of their ability and achieve company goals. However, there are still shortcomings, such as in point 10, which states that employees are able to complete work before the given deadline. Therefore, the researcher recommends that the company encourage its employees to complete their work as much as possible before the given deadline.

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