
THE ROLE OF TRAINING AND CAREER DEVELOPMENT IN EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE IN REGIONAL PUBLIC COMPANIES



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Abstract

This study aims to examine and understand the role of training and career development in efforts to improve employee performance in regional public companies. This research uses quantitative methodologies with a sample size of 240 people. This research used a sample size of 151 participants, which was determined using the Slovin method with a 5% margin of error. In order to gather data, interviews, surveys, and questionnaires were used. Both characteristics were shown to significantly affect employee performance in the research. Training and career development are critical components in enhancing overall employee performance, as this finding proves. This further supports the idea that public sector organizations in the area may benefit greatly from training and career development programs in order to achieve their full potential.

Keywords: Training, Career Development, Employee Performance

INTRODUCTION

According to Salsabila and Asmike (2022), there are numerous elements that can impact a company's performance, but one of the most important is the quality and competence of its human resources. Since employees are the key to achieving any company's objectives, it is imperative that companies ensure and value their human resources by enhancing employee performance.

Employee performance is the final output of their efforts in completing tasks according to the schedule and procedures set by the company, (Dermawan & Pohan, 2024). A company's human resources can be observed through employee performance as a measure of how much they contribute to the success of the organization. A company's human resources have a significant impact on its success.

The secret to a successful business is effective human resource management, which involves coordinating the objectives of the organization with those of its personnel. Self-awareness and personal responsibility of each employee in fulfilling their role is another factor that should be considered for optimal performance. In such a situation, companies should think about matters that affect performance, such as career development and training.

Employees receive training to become more proficient in using general, specialized and routine job-related skills and procedures. Employees are better able to perform their current duties after receiving training. Employees' knowledge and skills are enhanced through training, enabling them to perform their jobs in line with company expectations and requirements, (Dianantari et al., 2019). Meanwhile, according to (Dewi, K. T. S., 2019), Training is a strategy that aims to improve employee competence in carrying out their current and future job duties.

The purpose of training is to provide employees with an understanding of practical knowledge and how to apply it, so that they can develop the skills, competencies and attitudes needed to help achieve organizational goals. A strategic step to improve employee competence, expertise and skills is to implement a training program. Proper training will help employees work more productively, thus contributing directly to the success of the company. Through effective training, employees can improve their understanding and mastery of their profession, creating benefits for both the company and themselves. However, although training provides benefits to the Company and employees, the implementation of training programs in some companies still faces various obstacles in its implementation.

Training has not been done on a regular and continuous basis, according to interviews performed by researchers at a regional public firm. Training is only conducted when the company faces certain needs, such as technological changes, new regulations, or special needs in each division. This approach causes training to be reactive, not proactive, so that employees' potential is not maximally developed in the long term. Inconsistency in training delivery can have a negative impact on employee performance. Without well-scheduled training, it will affect employee motivation, as they feel they are not getting full support for their professional development. This phenomenon is also related to research conducted by (Farida & Muhammad Naim, 2021), showing that training conducted regularly contributes to improving employee skills and loyalty, which has a direct impact on organizational performance. Apart from training, an aspect that affects employee performance is career development.

Career development is a stage whose purpose is to improve individual professional abilities to help achieve the desired career. Through career development programs, employees can hone their skills in a structured manner to achieve higher career levels, (Gilda Alvina, 2022). Alternatively, according to Wahyuni et al. (2021), career development is an approach that integrates company-wide career management with personal career planning. This development is very important for both the employee and the company. In general, career development has the potential to boost both employee happiness and productivity on the work. Therefore, career development serves as work experience or employee rotation to ensure that employees are in line with the needs and capacity of the company.

However, although career development has positive benefits for employees and companies, the implementation of career development programs often faces challenges, especially in terms of fair and objective assessment of employee potential. Researcher interviews at a regional public corporation led to these findings, career development programs for employees are often carried out based on the assessment and recommendations of superiors in each division. This can potentially lead to bias as decisions are based more on subjective viewpoints rather than objective employee achievements. As a result, high potential but less visible employees may not get the same opportunities. If not addressed with a more transparent system, career development becomes unfair and access to opportunities becomes unequal. A study by (Gilda Alvina, 2022) supports the importance of continuous career development programs, finding that companies that implement these systems consistently experience higher employee productivity than companies that do not have similar programs. Therefore, the implementation of an objective evaluation system is key in ensuring the effectiveness of career development in the company.

Based on the two points raised above, employee performance can be significantly improved through a systematic approach to training and career development. Inconsistencies in training and career development that rely on supervisors will cause employees to feel less supported in their professional and personal growth. Therefore, a decline in morale and work output will negatively impact the overall performance of the company. Consistent with other studies, the following results demonstrate a positive relationship between employee performance and career development chances. One of these research found that training and career development significantly affect employee performance (Farida & Muhammad Naim, 2021).

According to the data shown above, the researcher concludes that employee performance outcomes have a significant impact on the success of the company. Therefore, it is imperative to invest in training and career development if companies want to create competent, productive, and enthusiastic human resources. Companies will achieve their goals in a more efficient and long-term way with the help of strategic HR management. Regarding the performance of the best employees as well as the growth of the company, this study will lead to suggestions on how companies can improve their training and career development programs in terms of structure, equity, and sustainability.

REVIEW OF LITERATURE

Training

(Dewi, K. T. S., 2019) Explains that training is a methodical approach to influencing employee behavior in order to achieve company goals. Knowledge, skills, experience, and

work-related attitudes and behaviors can all benefit from these behavioral changes. Training equips workers with the theoretical background and practical knowledge they need to contribute to the achievement of organizational goals. Numerous studies have also shown that well-executed training can significantly improve the standard of work procedures.

Training, from another perspective (Dianantari et al., 2019), Aims to improve employees' ability to perform a variety of precise, detailed and repetitive job tasks. Employees will be better able to carry out their current responsibilities after completing this course. Employees are given the opportunity to carry out work in accordance with standards that have been previously set through training, because they have acquired the learning. In order to accomplish its objectives, a business or organization must engage in training on a regular basis. Romauli Situmeang et al. (2022) state that for training to be successful, workers must be competent in carrying out their jobs.

Training is an organization's deliberate and structured attempt to assist its personnel in learning and developing in their roles and responsibilities so that they can carry out their obligations appropriately, according to study (Wahyuningsih, 2019). What is offered in employee training is knowledge, which is the ability for all employees to understand various processes, procedures, rules, and job-related information, among others.

(Dewi, K. T. S., 2019), The following are some indicators of training: Relevant training materials, Delivery methods, Proficiency of training instructors, Ability and preferences of trainees, and Appropriateness and appropriateness of facilities.

According to the aforementioned experts, training is a method by which a business or organization deliberately alters the actions of its employees in pursuit of predetermined objectives. Training is designed to improve employees' knowledge, skills, expertise, and work attitudes, so that they are able to carry out tasks according to predetermined standards. Training also plays an important role in equipping employees with an understanding of the practical application of knowledge, which in turn can improve work quality and support the achievement of organizational goals. In addition, training not only emphasizes the mastery of technical skills, but also involves the development of work behaviors that support productivity. The success of training is highly dependent on several factors, such as the suitability of relevant training materials, the method of material delivery, the skills of the training instructor, the abilities and preferences of the trainees, and the appropriateness and accuracy of the facilities. The efficiency and effectiveness of the company's operations may be greatly improved by well-executed training programs.

Career development

As a person's career development is an accumulation of their work experience, the term "career development" can mean more than just moving up in the company. This definition makes it clear that every employee has a career or will have one in the future. Every company's career development program has a goal, which is to help employees find the right match between their current and future professional demands and the various possibilities that the company provides. Employees will have more agency over their professional futures and a better chance of meeting organizational needs via a well-thought-out career development program (Gilda Alvina, 2022).

The term "career development" refers to the steps that individual takes to improve their employability and eventually get the job of their dreams. It encompasses what

employees do to advance in their profession with help from their superiors, (Muhammad et al., 2023).

Meanwhile, (Jalaludin & Oktavianti, 2024) stated that career development refers to efforts in enhancing their technical, theoretical, conceptual, as well as ethical talents through relevant training and education programs. To achieve their full potential in their work and reduce the skills gap, it is necessary to ensure that their training and education can be applied directly to what they do every day.

(Dermawan & Pohan, 2024) states the following career development indicators: Compliance with organizational policies, Performance achievement, Education, Training, Work experience, Adherence to the organization, Interpersonal relationships / flexibility. The researcher draws the following conclusion from these experts that career development is a methodical approach to enhance one's aptitude in pursuing a desired career. In this process, employees take a number of strategic actions with the support of the company in order to reach the peak of their career. The primary goal of career development is to assist employees in aligning their short- and long-term career goals with the opportunities provided by the organization. A key component of career growth is maximizing one's technical, theoretical, conceptual and ethical skills through education and training relevant to one's professional goals. Improving the efficiency, effectiveness and performance of workers in meeting company goals is a key objective, in addition to reducing the skills gap between employees and their jobs. A person's educational background, training, work experience, organizational loyalty, performance achievements, interpersonal adaptability and training all play a role in their career development. In addition to helping the company reach its objectives, a well-designed career development system may help employees plan their careers more effectively.

Employee Performance

Employee performance is subjective because each worker has a unique skill set. The degree to which an individual succeeds in accomplishing their objectives while engaging in a given task is known as their performance. There are many internal and external elements that affect how well an organization, its teams and individuals function. That is why it is the collective effort of all employees that determines an organization's success (Pratiwi, 2022).

(Dermawan & Pohan, 2024) Explaining that performance refers to the results achieved through their efforts in completing the tasks delivered in line with the protocols and deadlines set. The capacity or output of an individual, team, or organization over a period of time is another definition of performance. Performance according to (Dewi, K. T. S., 2019), is the actual behavior of individuals related to the tasks performed by their work in the organization.

According to other sources (Ni Made Yuni Dianantari et al., 2019), Job performance is defined as the amount and quality of output that workers obtain when they are responsible for completing specific tasks.

(Dermawan & Pohan, 2024) identified the following employee performance indicators: Quality of work, Discipline, Initiative, Rigor, Leadership, Honesty, Creativity.

According to the researcher's analysis of the aforementioned experts' views, employee performance is defined as: the achievement obtained by personnel in carrying out tasks by complying with established protocols, schedules, and roles, according to the researcher's analysis of these specialists. Each worker has unique skills that they use on the

job, which means that performance is subjective. Organizational performance is the sum of individual and team efforts, and is influenced by both internal and external company factors. In addition, indicators that affect employee performance include work quality, work quantity, accuracy in completing tasks, discipline, initiative, thoroughness, leadership, honesty, and creativity. Thus, performance is not only results-oriented, but also reflects the ability and behavior of employees in the work process.

Conceptual Framework

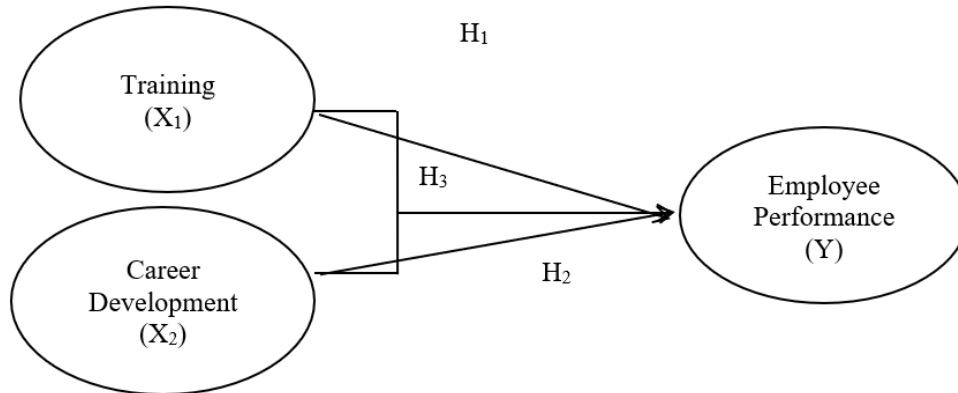


Figure 1
Conceptual Framework

The theoretical framework related to “Training and Career Development on Employee Performance” is as follows:

H1 : “Effect of Training on Employee Performance”

H2 : “Effect of Career Development on Employee Performance”

H3 : “Effect of Training and Career Development on Employee Performance”

RESEARCH METHOD

By examining the correlation between preexisting factors, this research employs a quantitative technique to put the idea to the test. The purpose of quantitative approaches is to investigate the correlation between study variables by collecting numerical data using appropriate equipment and then analyzing it statistically (Amruddin., et al 2022). In order to determine the effect of the independent variables, "training (X₁) and career development (X₂)," on the dependent variable, "employee performance (Y)," this study applies a causal connection framework.

The study population consisted of 240 employees of PDAM Tirta Jati Cirebon Regency. Using the Slovin method with a 5% margin of error, we were able to determine that 151 respondents would make up the sample.

Primary and secondary sources of information were gathered for this research, in addition to a literature evaluation that included pertinent books, journals, and reports. A variety of sources, including literature, scientific journals, interviews, and written reports pertaining to the study topic, provided secondary data, while a specified approach was used to gather primary data directly from respondents. In order to put the hypotheses to the test, data is analyzed using multiple linear regression techniques.

RESULTS AND DISCUSSION

Validity Test

By comparing the computed value with the r table value, the validity of this research may be tested. Degrees of freedom (df) were calculated using the formula $df = n - 2$, where n is the number of study samples, and this test was run using SPSS software. The 149 degrees of freedom ($df = 151 - 2$) were achieved in this research with a significance level (α) of 0.05, leading to a r table score of 0.160. If the correlation score is more than 0.160, the question item is deemed legitimate. The results of this study validity test are shown in the table below:

Table 1. Validity Test

Question Number	R Table	R Count X1	R Count X2	R Count Y	Description
1	0.160	0.704	0.754	0.603	Valid
2	0.160	0.707	0.728	0.685	Valid
3	0.160	0.576	0.674	0.592	Valid
4	0.160	0.621	0.778	0.568	Valid
5	0.160	0.733	0.539	0.677	Valid
6	0.160	0.749	0.682	0.587	Valid
7	0.160	0.736	0.632	0.712	Valid
8	0.160			0.607	Valid
9	0.160			0.757	Valid

Results from the validity examination of the training factors, career development, and employee performance led to the declaration of validity for all research instrument questions. The reason for this is because the computed value exceeds the r table score of 0.160. With a correlation value greater than 0.160, it follows that every question in the study instrument satisfies the validity requirement. The data analysis findings are shown in the table.

Reliability Test

Using the Cronbach's Alpha technique in conjunction with the SPSS software, this study was conducted to assess its reliability. A variable is considered dependable if and only if its Cronbach's Alpha value is greater than 0.6. This table displays the results of the reliability tests:

Table 2. Reliability Test

Cronbach's Alpha	N of Items
.901	23

The following table displays the results of the reliability tests; the Cronbach's Alpha score was 0.901, which is higher than the cutoff of 0.6. This indicates that the research

variables are highly reliable. A Cronbach's Alpha score of more than 0.6 indicates good internal consistency among the question items in each variable, so that the research instrument can reliably build the desired construct. With a Cronbach's Alpha score of 0.901, the following research instrument proves an excellent level of reliability, so that it can be considered feasible and relevant to support the process of collecting accurate data and in accordance with the research objectives.

Normality Test

A normalcy test is used to ascertain whether the residual value distribution in the regression model follows a normal distribution. A regression model is considered qualified if the residual values follow a normal distribution. Histogram graph analysis, Normal P-P plot graph, and Kolmogorov-Smirnov test were used to check for normality in the following research. The following is a description of the graphical analysis's findings:

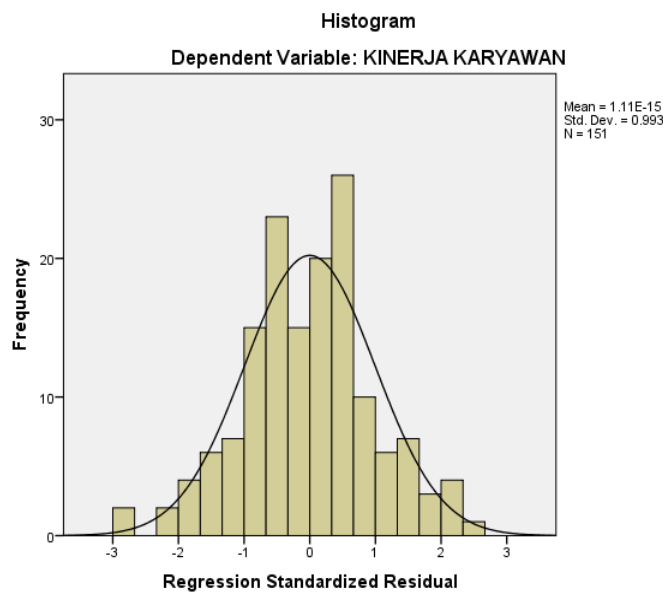


figure 2. Histogram Graph

Source: Output Results SPSS 22 For windows

The residual data follows a normal curve with a bell-like shape, as illustrated in the histogram graphic. It may be inferred from this pattern that the residual data distribution is normal.

Normal P-Plot Graph

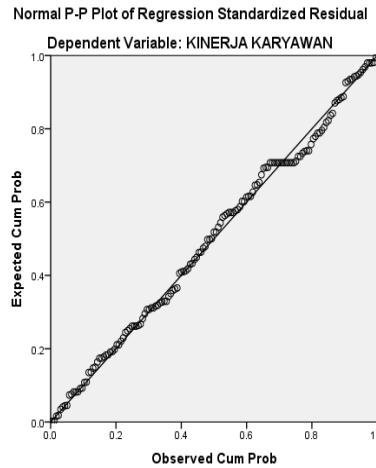


Figure 3. P-Plot Graph

Source: Output Results SPSS 22 For windows

Thus, the normality assumption is satisfied because the data utilized follows a normal distribution, as seen in the normality test findings, which indicate that the distribution of data points tends to follow the diagonal line.

Kolmogorov-Smirnov Test

If the significance score is greater than or equal to 0.05, the residual value is thought to conform to a normal distribution in Kolmogorov-Smirnov Testing. Conversely, if the significance score is greater than or equal to 0.05, the residual value will not adhere to the normal distribution. The following are the summary points from the Kolmogorov-Smirnov test:

Table 3. Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		151
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	3.32140135
Most Extreme Differences	Absolute	.053
	Positive	.053

a. Test distribution is Normal.

The resulting significance score of 0.200 is more than 0.05, according to the supplied table. As a result, researchers may say that the residual data follows a normal distribution and that the regression model is normal.

Multicollinearity Test

The purpose of the multicollinearity test is to find out whether there is a substantial connection between the independent variables in the regression model. An perfect regression model would not have the multicollinearity issue. Analyzing Tolerance and VIF ratings allows us to detect the following issues. If both the Tolerance score and the VIF are less than 10, it may be inferred that there is no multicollinearity issue in the multicollinearity test. This is how the findings are laid out:

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
TRAINING	.608	1.645
CAREER DEVELOPMENT	.608	1.645

Source: Output Results SPSS 22 For windows

The results of the multicollinearity test show that all of the independent variables have VIF scores below 10 and a tolerance value greater than 0.1. Based on these results, it seems that the following study's regression model is unable to deal with multicollinearity.

Heteroscedasticity Test

If the residual variance varies throughout the regression model's data, we may use the heteroscedasticity test to find out. The scenario is characterized as homoscedasticity if the variance of residuals between observations remains constant. A scatterplot graph, which shows the correlation between the independent variable's predicted value and its associated residual value, may be used to examine this.

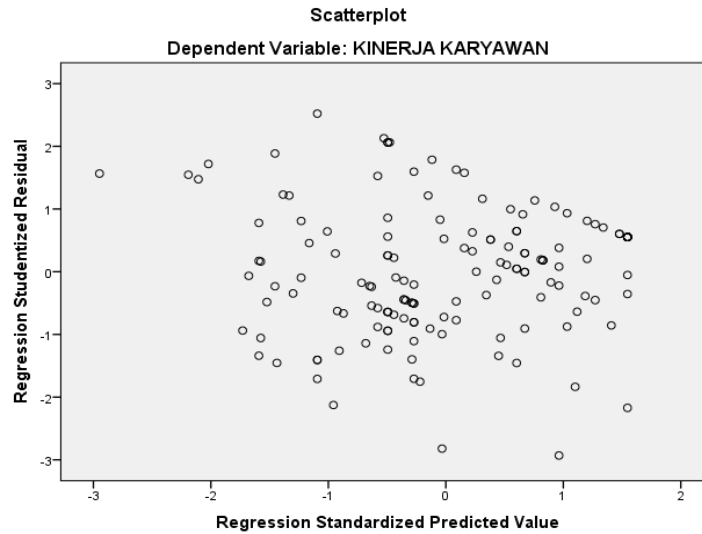


Figure 4. Heteroscedasticity Graph

Source: Output Results SPSS 22 For windows

The data points are distributed randomly around the Y-value of 0 on the scatterplot graph, as confirmed by the heteroscedasticity test findings, which indicate the absence of a defined pattern. Researchers get the conclusion that the following regression model is free of heteroscedasticity issues based on this.

Multiple Linear Regression Test

Finding out whether training and career development have an effect on employee performance is the main goal of this study. Using the SPSS statistical package, the researchers in this study ran a multiple linear regression analysis.

According to the results of the data processing, these are the outcomes:

Table 5. Multiple Linear Regression Test

Model	Coefficients ^a					Collinearity	
	Unstandardized Coefficients		Beta	t	Sig.	Tolerance	VIF
	B	Std. Error					
1 (Constant)	17.985	2.472		7.276	.000		
TRAINING	.170	.097	.149	1.756	.081	.608	1.645
CAREER DEVELOPMENT	.550	.095	.492	5.815	.000	.608	1.645

a. Dependent Variable: EMPLOYEE PERFORMANCE

The following regression equation is derived from the multiple linear regression analysis findings shown in the table:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 17,985 + 0,170 + 0,550$$

The interpretation of the regression equation is as follows:

Constant coefficient

A value of 17.985 indicates that if the training (X1) and career development (X2) variables have a value of 0, then employee performance (Y) is estimated to be at a value of 17.985.

Regression coefficient X1 (training)

The coefficient of 0.170 indicates a positive correlation between training and employee performance. Because every 1% increase in training will contribute to an increase in performance (Y) of 0.170.

Regression coefficient X2 (career development)

The positive coefficient of 0.550 proves that every 1% increase in career development will increase employee performance (Y) by 0.550. This value proves a positive correlation between career development and employee performance.

Hypothesis Test

To examine this hypothesis, the author will carry out 2 types of tests, namely:

Simultan Test (F)

To find out whether X1 and X2 have a simultaneous effect on Y, the dependent variable, the F test is used. The outcomes of the data processing are shown in the table below:

Table 6. Simultaneous Test (F)

ANOVA ^a

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>1 Regression</i>	<i>913.933</i>	<i>2</i>	<i>456.966</i>	<i>40.871</i>	<i>.000^b</i>
<i>Residual</i>	<i>1654.756</i>	<i>148</i>	<i>11.181</i>		
<i>Total</i>	<i>2568.689</i>	<i>150</i>			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), CAREER DEVELOPMENT, TRAINING

The computed F score discovered is 40.871 according to the outcomes of the F test analysis that are detailed in the table. In order to get the value of the F table, we must first find the degree of freedom (df1), which is 2 (after decreasing the number of variables by 1), by lowering the number of variables by 1. In addition, $df_2 = 240 - 2 - 1 = 237$ is the degree of freedom, which is formed by subtracting 1 from both the number of samples (n) and the number of independent variables (k). At the 5% level of significance, the F-table value obtained is 3.034. The null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted since the F-count (40.871) is larger than the F-table (3.034). What this means is that training factors (X1) and career development (X2) both contribute to employee performance (Y) in the organization together with one another.

Partial Test (T)

Each of the independent variables (X1 and X2) and their potential effect on the dependent variable (Y) was tested using the t-test.

Table 7. Partial Test (T)

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	17.985	2.472		7.276	0
	TRAINING	0.17	0.097	0.149	1.756	0.081
	CAREER DEVELOPMENT	0.55	0.095	0.492	5.815	0

a. Dependent Variable: EMPLOYEE PERFORMANCE

The purpose of the t-test was to examine the hypothesis of a positive association between training factors and employee performance and to evaluate the effect of these variables on performance. The table shows that the t-value is 1.756 at a 5% significance level, with degrees of freedom (df) = n - k - 1 = 151 - 3 - 1 = 147. It reject H0 and accept H1 since the computed t score (1.756) is greater than the t table (1.655). According to the results shown below, the training variable significantly affects the performance of the company's employees.

The next step was to use a t-test to see how different career development factors affected workers' output. Based on the analysis, the t-value is 5.815 and the t-table score is 1.655 (where df = n - k - 1 = 151 - 3 - 1 = 147) at a 5% significant level. It reject H0 and approve H2 since the t-count (5.815) is greater than the t-table (1.655). The following data shows that career growth is a key factor in how well employees do their jobs at work.

Coefficient of Determination Test (R2)

In order to measure the strength of the correlation between the independent and dependent variables in a regression model, the coefficient of determination (R2) test is used. Following are the test results for the coefficient of determination (R2):

Table 8. Test Coefficient of Determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596 ^a	.356	.347	3.344

a. Predictors: (Constant), CAREER DEVELOPMENT, TRAINING

Training and career development factors account for 35.6% of the variance in employee performance, according to the table's coefficient of determination. At the same

time, 64.4% of the variation in employee performance is caused by factors that are not examined in this research.

A direct correlation between training and improved performance was shown in the first hypothesis test. All of this fits in with the company's training strategy, whereby the chiefs of each department provide their employees with predetermined, organized lessons. With degrees of freedom ($df = n - k - 1$, or $151 - 3 - 1$, or 147, and a significance level of 5%, the t table value is 1.756, according to the first hypothesis test. H_0 is rejected and H_1 is approved since the estimated t score (1.756) is greater than the t table (1.655). Several other studies have shown that training significantly improves employee performance (Readi et al., 2020), and our results are consistent with those findings.

Employee performance may still be enhanced by addressing some areas, even while training has a demonstrated positive and substantial impact. When training instructors' competency is poor, it means that workers have not gotten the outcomes they were hoping for. Hence, it is imperative that the organization evaluates its training teachers, offers them further training, or, if need, finds replacements. To top it all off, regular assessments and the adoption of more interactive training approaches are musts for guaranteeing its efficacy. Instructors are anticipated to have a greater impact on workers' work habits and abilities with these endeavors.

Employee performance is influenced by career growth, according to this study's second hypothesis. With degrees of freedom ($df = n - k - 1 = 151 - 3 - 1 = 147$ and a significance level of 5%, the t table score is 1.655, although the t score produced is 5.815 according to the findings of the statistical test on the second hypothesis. With a t-count of 5.815 and a t-table of 1.655, researcher may reject H_0 and accept H_2 . All of this points to the career development variable being a major factor in how well workers do in their jobs. Consistent with other studies, this one finds that career development significantly improves employee performance (Jalaludin & Oktavianti, 2024).

It is still necessary to address some areas in order to increase employee performance, even when career development is demonstrated to have a good and substantial effect. The work experience indicator in career development is the lowest, this shows that career development has not fully helped employees to achieve the desired results. Therefore, the Company must strengthen mentoring programs, experience-based training, and job rotation to increase employee work experience. In addition, periodic evaluation and feedback are needed to adjust career development strategies. With this step, employees' work experience can be maximized in supporting their careers and improving more professional work behavior.

This research provides evidence supporting the third hypothesis, which states that training and career development do impact employee performance. The computed F score discovered is 40.871 according to the outcomes of the F test analysis that are shown in the table. Furthermore, the F test findings corroborate the third hypothesis, showing that training and career growth together impact employee performance significantly ($F \text{ count } (40.871) > F \text{ table } (3.034)$).

CONCLUSION

This study delves into "The Role Of Training and Career Development in Efforts To Improve Employee Performance in Regional Public Companies" as it pertains to the research

that has been performed throughout the data processing and analysis phases. This research concludes that training and career development are favorably and strongly connected with employee performance. Consequently, the execution of integrated training and career development will enhance overall employee performance.

Nonetheless, these results include limitations, since the variables used do not encompass all aspects that affect employee performance in regional public enterprises. In connection with this, future research is expected to expand the scope by including other variables outside of training and career development, so as to identify additional components that play a role in influencing employee performance levels.

The study's results indicate that enhancing employee performance may be accomplished via investment in training and career development, thus benefiting the organization's overall success.

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