THE EFFECT OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN NATIONAL LAND AGENCIES, BANDUNG CITY

Mariana Rachmawati¹, Viona Siamtika Aldis Monita², Amellia Amanda Pratiwi³
Widyatama University, Bandung
¹mariana.rachmawati@widyatama.ac.id
²Viona.monita@widyatama.ac.id
³Amellia.amanda@widyatama.ac.id

ABSTRACT
This study aims to determine the effect of job training and career development on employee performance at the National Land Agency (BPN) of the City of Bandung. The research method used is descriptive and verification research method. The sampling method used is saturated or census sampling, amounting to 107 respondents. Data analysis techniques used multiple linear regression analysis, correlation coefficient analysis, coefficient of determination and hypothesis testing. Based on the results of the study showed that the training partially affected employee performance. Career development influences employee performance. Simultaneously shows that training and career development affect employee performance. Suggestions that can be given are that the training is held right on target, and participants who attend the training already have qualifications in their fields. To improve employee performance, it is better that the work results that employees produce must be in accordance with company targets.

Keywords: Training, Career Development, Employee Performance

I. INTRODUCTION
Humans are the most important resource in an organization, agency or company, without the human aspect it is difficult for agencies to achieve the mission and goals that have been set. Human resources are the only resources that cannot be imitated, such as having reason, feelings, desires, abilities, skills, knowledge and work. The potential of human resources affects the agency's efforts to achieve goals. Agencies must have quality human resources, so that they are able to manage employees effectively and efficiently and be able to support the achievement of agency goals Hasibuan, (2016).

Employee performance is an important thing that must be considered because employee performance affects the success of the agency in achieving its goals. Good and satisfying employee performance can result in good productivity for the agency, while poor performance can result in low productivity for the agency. (Austi, 2017)

The success of an organization is greatly influenced by the individual performance of its employees. Every organization will always try to improve employee performance in the hope that what the organizational goals will be achieved. Several ways are taken by organizations in improving employee performance, for example through education, training, providing proper compensation, providing motivation, and creating a conducive environment. The success or failure of an employee at work will be known if the organization in question implements a performance appraisal system.

Employee performance is a very important factor for a company. Performance as a manifestation of an employee's work behavior which is shown as work performance in accordance with its role in a company within a certain period of time. This is because employee performance determines the success and survival of the company. In every organization, humans are one of the most important components in bringing the organization to life. This must be supported by good performance because without good performance, the organization will not achieve its goals.
The National Land Agency (BPN) is a non-departmental government agency that is under the Ministry of Agrarian Affairs and Spatial Planning and is responsible to the President and led by the Head (in accordance with Presidential Decree No. 63/2013). The National Land Agency has the task of carrying out government tasks in the land sector nationally, regionally and sectorally in accordance with the provisions of laws and regulations. The national land agency has an important role in land allocation, administration of government and individual land rights, control of documents related to land ownership which is the key link between the people and the government and government services to the people.

The National Land Agency (BPN) is a non-departmental government agency that is under the Ministry of Agrarian Affairs and Spatial Planning and is responsible to the President and led by the Head (in accordance with Presidential Decree No. 63/2013). The National Land Agency has the task of carrying out government tasks in the land sector nationally, regionally and sectorally in accordance with the provisions of laws and regulations. The national land agency has an important role in land allocation, administration of government and individual land rights, control of documents related to land ownership which is the key link between the people and the government and government services to the people. However, government agencies must still provide training to have special skills in certain fields. Employees who receive special training, of course, get certificates and more expertise that can increase the value of these employees and can improve employee performance. Elnaga et al. (2013; Ozkaral & Bozyigit, 2020; Ozturk, 2020; Sopandi & Sukardi, 2020) states that without proper training employees do not receive information and skills development to the maximum potential used to complete tasks. Employees who undergo proper training tend to stay on the job longer. The description that has been explained above shows that there is an effect of training on performance.

Another factor that affects performance is career development. Career development is a lifelong process that includes the growth and change process of childhood, formal career education in schools and a maturation process that continues throughout life, working adulthood and retirement. According to Nawawi (2016) career development is an effort that is carried out formally and sustainably with a focus on increasing and increasing the ability of a worker. Career development means include skills, education and experience as well as behavioral modification and improvement techniques that provide added value so as to enable a person to work better Marwansyah, (2015). Career development plays an important role in increasing employee commitment to achieve a goal. Employee involvement refers to the extent to which employees are fully involved in the work and the strength of their commitment to work and the company, Noe, (2014). One of the strategies that must be implemented by management is planning and career development for employees while they work at the company. For some employees, improvement in a career is very crucial because they will know where the highest position they will reach is, so that they can continue to be motivated and keep trying to improve their abilities and loyalty to the company..

II. LITERATURE REVIEW

- **Training**

After employees are accepted through the recruitment and selection process, the employees will be placed in positions and positions to be determined. Often it happens to new employees that the abilities and skills they have are not what the organization hopes for, so usually the organization must always carry out a training program for them. According to Simamora (2014), states: "Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve employee performance." Riviai (2014), states that, "Training is the process of systematically changing employee behavior to achieve organizational goals". According to Andrew F. Sikula in the book Mangkunegara (2016) states, "Training is a short-term educational process using a systematic and organized procedure in which non-managerial employees have technical knowledge and skills."

- **Career Development**

Career development is an activity to carry out career planning in order to improve personal careers in the future so that their life will be better, the career of an employee needs to be done, because an employee working in a company does not only want to get what he has today, but also hopes that there is change, there is progress and there is an opportunity given to him to advance to a higher and better level. "Development is defined as preparing individuals to assume different or higher responsibilities in the organization. Development usually relates to increasing the intellectual or emotional abilities needed to accomplish a better job " According to Monday (2014), he explains the
definition of career development: 'Career development is the formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed'. Meanwhile, according to Fillipo (2014): "Career development is a series of separate work activities but is still a complementary, sustainable and gives meaning to a person's life".

- **Employee Performance**

In order to achieve the goals of a company, it is expected that the best performance from its employees, the determining factor for the company is employees who have a high level of performance. To have employees who excel in order to support the success of the company's goals. According to Bernadin and Rusel in Sianturi (2018: 38) states that "Performance is the result produced by a particular job function or activities at a certain job during a certain period of time. The work result is the result of the ability, expertise and desire achieved ". Meanwhile, according to Milkovich and Boudreau in Priansa (2014: 270) states that: "Performance is the level at which employees carry out their work in accordance with predetermined conditions". According to Mangkunegara (2016): "Performance is the result of work in quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him."

### III. FRAMEWORK AND HYPOTHESIS

![Relationship Flow Framework between Latent Variables](image)

**Figure 2. Relationship Flow Framework between Latent Variables**

\[ X_{1.1} = \text{Training (exogenous latent variable)} \]

\[ X_{1.2} = \text{Career Development (exogenous latent variable)} \]

\[ Y = \text{Employee Performance (endogenous latent variables)} \]

\[ \zeta = \text{Residue factor} \]

- **Hypothesis**

\( H_1: \) Job training affects the performance of BPN employees Bandung.

\( H_2: \) Career development affects the performance of BPN employees Bandung.

### IV. RESEARCH METHODOLOGY

Based on these descriptions, the authors are interested in conducting research with the title: "The effect of training and career development on employee performance at the Bandung City National Land Agency". The design research used in this research is exploratory, descriptive, verificative, and causal, which aims to find views or insights into the problem in general, to clarify emerging phenomena and to clarify the priority of the problem in research. Descriptive research is research that aims to obtain variable characteristics or provide a more accurate description of the variable or segment. Hypothesis testing with multiple linear regression analysis.. so in determining the research sample 100 is carried out by using probability sampling techniques.
V. RESEARCH FINDING AND ARGUMENT

- Fit Model Test (F Test)

Table 3. Hypothesis Testing (Test F)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1492.813</td>
<td>2</td>
<td>746.406</td>
<td>42.099</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>1843.916</td>
<td>104</td>
<td>17.730</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3336.729</td>
<td>106</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Career Development, Training
b. Dependent Variable: Employee Performance

- Determine F count

From the table 4.17 above, it can be seen that the value of F count (42.099) > F table (3.232) then H0 is rejected and H1 is accepted, which means that there is a significant effect together (simultaneously) from Training (Variable X1) and Career Development (Variable X2) on employee performance (Variable Y).

- Multiple Linear Regression Analysis

To be able to know the multiple linear regression effect of training and career development on performance, it can be seen in Table 1. as follows:

Table 1 Multiple Regression Effect of Training and Career Development on Employee Performance Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>14.091</td>
<td>3.356</td>
</tr>
<tr>
<td>Training</td>
<td>.466</td>
<td>.085</td>
</tr>
<tr>
<td>Career Development</td>
<td>.171</td>
<td>.103</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

From the table above, the following regression equation is obtained:

\[ Y = 14.091 + 0.466X_1 + 0.171X_2 + \hat{\epsilon} \]
Explanation of the equation:

a. A constant of 14.091 states that if training and career development = 0 (equal to zero) or there is no change, then the performance is 14.091.

b. Training (Variable X₁) has a positive value of 0.466. This means that an increase in training (Variable X₁) of 1 unit will increase the performance by 0.466 units.

c. Career development (Variable X₂) has a positive value of 0.171. This means that an increase in the career development variable (Variable X₂) by 1 unit will increase the performance by 0.171 units.

- Correlation Coefficient Analysis

To be able to find out the correlation between Training (Variable X₁) and Career Development (Variable X₂) on Employee Performance (Variable Y) can be seen in Table 2. as follows:

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.669</td>
<td>.447</td>
<td>.437</td>
<td>4.21070</td>
</tr>
</tbody>
</table>

Table 2 Correlation Coefficient and Coefficient of Determination

To determine the closeness of the relationship between training (X₁) and career development (X₂) on employee performance simultaneously, the authors tested the closeness of the relationship between variables X₁, X₂ and variable Y seen in table 2. of model summary.

• Coefficient of Determination

Based on table 2, the calculation result of the multiple correlation coefficient (R) is 0.669. This value is between the values 0.60 - 0.799 means that training (X₁) and career development (X₂) have a strong relationship with employee performance (Variable Y).

The magnitude of the contribution of the training variable (X1) and career development (X2) to employee performance (Variable Y) is indicated by the magnitude of the coefficient of determination (is the result of the square of the correlation coefficient multiplied by 100%) or R Square.

From Table 2. above, it is known that the coefficient of determination is 0.447 or 44.70%, meaning that the Training (X₁) and Career Development (X₂) variables have an influence on employee performance (Variable Y) by 44.70% and the remaining 55, 30% are influenced by other factors.

VI. CONCLUSION AND SUGGESTION

Conclusion

Employee training at the Bandung City National Land Agency can be said to be good, but on the other hand that the targets set from the training have less detailed criteria and participants who take training lack qualifications in their fields.

Career development at the Bandung City National Land Agency can be said to be good, but on the other hand, the training that employees get is less useful in developing their careers. Employee performance at the Bandung City National Land Agency can be said to be high. But on the other hand, the results of the work that employees produce are not in accordance with the company's targets.
the coefficient of determination and hypothesis testing, it shows that training has an effect on employee performance variables by 43.30% and the remaining 56.70% is influenced by other factors.

the coefficient of determination and hypothesis testing, it shows that career development has an effect on employee performance variables, namely 28.70% and the remaining 71.30% is influenced by other factors.

the coefficient of determination and hypothesis testing F shows that there is a significant effect simultaneously (simultaneously) of training and career development on employee performance, namely 44.70% and the remaining 55.30% influenced by other factors.

Suggestion
The training that is being held is not right on target, so the training should have more detailed criteria and the participants who take part in the training already have qualifications in their respective fields. Because the elaboration of objectives can provide clear objectives for the trainer and those being trained, so that it can be used as a benchmark in evaluating the success of the training program itself.

To improve career development, the training that employees receive can be useful in developing their careers. Because an employee working in a company not only wants to get what he has today, but also hopes for change, there is progress and there is an opportunity given to him to advance to a higher and better level.

To improve employee performance, the results of the work that employees produce should be in accordance with the company's targets. Therefore, an employee must understand the main goals and work targets to be achieved, also be able to take advantage of and create work situations.

For further researchers, research can be developed by examining the influence of other variables that have not been studied such as leadership style, promotion, motivation or work discipline which can affect employee performance.

This research is expected to be used as material for study and theory development in the Human Resource Management discipline. In addition, it is hoped that it can broaden insights and knowledge related to the effect of training and career development on employee performance.

REFERENCES

2. Donni Junni Priansa (2014), HR Planning & Development, Publisher Bandung: Alfabeta
8. Imam Ghozali, (2016), Multivariate Analysis with the SPSS Program, Semarang: Undip
10. Mangkuprawira, (2014), Strategic Human Resource Management, Ghalia Publisher. Indonesia, Jakarta
23. Abdul Haeba Raml and Rizki Yudistira (2018), The Influence of Career Development on Employee Performance through Organizational Commitment at PT. Indomedia Solusi Humanika in Jakarta, 4th National Seminar on Scholars 2018 ISSN (F): 2460 - 896 Book 2: "Law, Politics, Management Economics, Accounting, Counseling, Design and Fine Arts" ISSN €: 2540 - 7589
26. Dilla Austi (2017) The Effect of Training and Motivation on Employee Performance (Study at the Branch Office of the Education Office, Cimenyan District, Bandung Regency), Widyatama University Repository


34. Rindang Sarah Wati Damanik (2014), The Effect of Training on Employee Performance at PT. Rifansi Dwi Putra Duri Riau, Widyatama University Repository


38. Soffi Rosiyadawaty (2018). The Influence of Career Development on Employee Performance in Telkomsel Regional West Java, ISSN: 2355-9357 e-Proceeding of Management: Vol. 5, No.1 March 2018