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The Effect of Training and Career Development on Employee Performance with Employee Engagement as an Intervening Variable

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Abstract: This study aims to analyze the effect of training and career development on employee performance with employee engagement as an intervening variable on employees of the Bapperida Kota Mojokerto. The sampling technique in this study used non-probability sampling, namely saturated samples of 40 employees who were at the staff level and had a minimum work period of two years. The data analysis method in this study used path analysis with the help of SPSS 26 software. The results of this study indicate that 1) training has an effect on employee engagement 2) career development has an effect on employee engagement 3) training and career development have an effect on employee engagement simultaneously training does not affect employee performance 5) career development does not affect employee performance 6) employee engagement has an effect on employee performance 7) training, career development, and employee engagement have an effect on employee performance simultaneously. The Sobel test shows that employee engagement has an indirect effect from each training and career development variable on employee performance.

Keyword: Training, Career Development, Employee Performance, Employee Engagement

INTRODUCTION

Currently, the world has entered the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity) where everything will be unclear, changeable, unknown causes, and unpredictable, becoming clear challenges that must be faced (Dini, 2018). Initially, the term VUCA was created by the American military to describe the geo-political situation at that time, but because of the similarity of meaning, it was adopted in the fields of business and politics (Firman Syah, et al., 2019). Facing this era, companies or organizations must be flexible in order to survive the changes that occur following the times. Because even a large organization does not guarantee that it will

pass this challenge and one thing that can be used as a milestone by every organization is quality human resources. In facing these challenges, proper human resource management is needed to support the organization in achieving its goals or success in the future (Husaini, 2017).

This challenge is also not spared by the field of philanthropy. Philanthropy comes from the Greek *philein* meaning love and *anthropos* meaning human so that philanthropy is an action of someone who loves fellow human beings based on humanitarian values through the help of money, time, and energy to help others (Sholikhah, 2021). Sharing is a common thing for Indonesian people, both with social and spiritual motivations. Even the term *gotong royong* is still attached to this day, reflecting one of the cultures of Indonesian society. This is reinforced by the fact that Indonesia managed to occupy the top position in the Charities Aid Foundation (CAF) World Giving Index in 2021 with a score of 69%, up from 59% the last time the annual index was published in 2018. Then followed by the United States of America, United Kingdom, Canada, Ireland, Netherlands, Nigeria, Ghana, Uganda, and Kosovo. For this achievement, Indonesia is dubbed the most generous country in the world (www.cafonline.org).

Training is one of the common activities carried out in organizations because every organization hopes that with the right training it can improve employees' abilities in completing their work correctly and precisely (Nursyahputri & Saragih, 2019). Meanwhile, the consequences of the lack of proper provision and training are that employees will find it difficult to adapt to changing conditions or an increasingly critical work environment, which can result in decreased employee morale (Fizia & Muttaqin, 2018). Some employees are still less able to use facilities and apply new work methods, so that small mistakes always arise and it is felt that the training carried out has not been effectively conveyed to training participants. This is likely to be the cause of problems in job training in the organization (Siswadi, 2017).

The results of the training carried out can not only increase employee knowledge and skills but also open up opportunities for them to develop their careers based on the qualifications they already have. Career development is the main instrument for every employee who has a career plan to achieve their career goals (Monoarfa, et al., 2019). However, the career development process that is running in the organization is sometimes still mixed with subjective elements in assessing employee performance, this is indicated to be the cause of problems in career development in the organization (Jumawan & Mora, 2018). In addition, the unclear criteria for being selected as career development participants and the non-transparent career development process are things that can cause social jealousy among fellow employees, so this is likely to be the cause of problems in career development in the organization (Sari, 2016).

METHOD

This type of research is quantitative research. This research is an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This research design uses a cross-sectional method approach. With a population of 65 people. The census sampling technique means that all populations are used as samples in the study

RESULTS AND DISCUSSION

Results of the Determination Coefficient (R²)

The determination coefficient (R²) in this model is to measure how much the exogenous or independent variable is able to explain the variation of the endogenous or dependent variable. When the R² value approaches one, it can be said to be getting better (Ghozali, 2018: 97).

a. Sub Structure Determination Coefficient 1

Determination Coefficient Result Table

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.556	.532	3.679

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

Sumber: Data primer di olah, 2024

The table above shows that the substructure path analysis model 1 has a coefficient of determination (R Square) of 0.556 (55.6%). The adjusted R square value is 0.532 (53.2%), this indicates that the employee engagement variable can be explained by the training and career development variables combined by 0.532 or 53.2% and the remaining 46.8% (100%-53.2%) is likely explained or influenced by other variables outside of this model.b. Sub Structure 2 Diterminations Coefficient

Determination Coefficient Result Table Model Summary^b

<i>1.1.</i>	<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1		.834 ^a	.696	.671	3.075

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

Sumber: Data primer di olah, 2022

Table above shows that the substructure path analysis model 2 has a coefficient of determination (R Square) of 0.696 (69.9%). The adjusted R square value is 0.671 (67.1%), this indicates that employee performance variables can be explained by training, career development, and employee engagement variables combined by 0.671 or 67.1% and the remaining 32.9% (100% -67.1%) is likely explained or influenced by other variables outside of this model.

2. Simultaneous Significance Test Results (F Test)

To find out whether the regression model is correct, an F test is carried out to measure the magnitude of the influence of exogenous or independent variables on endogenous or dependent variables simultaneously. If the calculated f value > f table or significant value > 0.05 then Ha is accepted and vice versa if the calculated f value < f table or significant value < 0.05 then Ho is accepted.

a. F Test of Sub-Structure Equation 1

F Test Result Table						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	627.047	2	313.523	23.161	.000 ^b
	Residual	500.853	37	13.537		
	Total	1127.900	39			

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

Sumber: Data primer di olah, 2024

Based on the SPSS results in the ANOVA table above, the calculated F value is 23.161 with a probability of 0.000. While the f table with a significant level of 0.05, degree of freedom (df) for $df_1 = 2$, $df_2 = (40-2-1) = 37$, then the f table is 3.25. Where the calculated f value (23.161) is greater than the f table value (3.25).

c. F Test of Sub-Structure Equation 2

AN OVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	780.028	3	260.009	27.500	.000 ^b
	Residual	340.372	36	9.455		
	Total	1120.400	39			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employee ent, Career Development, Training Engagement						

Based on the SPSS results in the INOVA table above, the calculated F value is 27,500 with a probability of 0.000. While the f table with a significant level of 0.05, degree of freedom (df) for $df_1 = 3$, $df_2 = (40-3-1) = 36$, then the f table is 2.87. Where the calculated f value (27,500) is greater than the f table value (2.87).

Partial Significance Test Results (t-Test)

To determine the magnitude of the influence of training and career development variables on employee performance variables partially, the researcher used the t-test with the following provisions:

- a. If the calculated t value > t table or - calculated t > t table and the significant value > 0.05 then H_a is accepted.
- b. If the calculated t value < t table - calculated t > t table and the significant value < 0.05 then H_o is accepted.

The hypothesis testing in this study is as follows:

- a. t Test of Sub-Structure Equation 1

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.647	6.303		.420	.677
	Training	.769	.165	.566	4.652	.000

Career Development	.388	.158	.299	2.457	.019
a. Dependent Variable: Employee Engagement					

Based on table above, information is obtained on the t-value of the training variable (X1) and career development (X2) on employee engagement (Y). With a t-table value with a significant level of 0.05, the t-table is obtained from $t(\alpha/2; n-k-1)$ or $t(0.05/2; 40-3-1)$ then the t-table is 2.030. It is known that the t-value of the training variable (X1) is 4.652 with a probability of $0.001 < 0.05$. Where the t-value (4.652) is greater than the t-value (2.030). While the t-value of the career development variable (X2) is 2.457 with a probability of $0.019 < 0.05$. Where the t-value (2.457) is greater than the t-value (2.030).

DISCUSSION

Based on the results of the model analysis in sub-structure 1 and sub-structure 2, a hypothesis test can be carried out to determine the influence between the independent variables and the dependent variables, as follows:

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

Based on table, the t-count value (4.652) is obtained with a significant value of $0.000 < 0.05$, which means that H_a is accepted and H_o is rejected. It can be concluded that training has an effect on employee engagement. These results are the same as previous studies conducted by Antony (2018) and Pabitra Kumar Praidia (2020) which stated that there is an influence between training and employee engagement.

The Effect of Career Development (X2) on Employee Engagement (Y)

Based on table, the t-count value (2.457) and a significant value of $0.019 < 0.05$, meaning that H_a is accepted and H_o is rejected. It can be concluded that career development has an effect on employee engagement. These results are the same as previous studies conducted by Nurwulandari and Suwatno (2017) on a study at Star Hotels in Subang City and Montori, et al. (2019) on a study at PT. Pegadaian (Persero) Deputy Business Area Manado which stated that there is an influence between career development and employee engagement.

The Influence of Training (X1) and Career Development (X2) on Employee Engagement (Y)

Based on table 4.20, the calculated f value $(23.161) > f$ table (3.25) means that H_a is accepted and H_o is rejected. It can be concluded that training and career development simultaneously have an effect on employee engagement.

The Influence of Training (X1) on Employee Performance (Z)

Based on table 4.23, the calculated t value (1.616) and a significant value of $0.115 > 0.05$ mean that H_o is accepted and H_a is rejected. It can be concluded that training has no effect on employee performance. These results are the same as previous research conducted by Nur Ash Shidiq and Azizah, (2019) on a study of PKP-PK employees of PT. Angkasa Pura II Persero and Saefuddin, Endang Mubarak, Darmawan (2019) which stated that training had no effect on employee performance. However, this contradicts the results of research conducted by Ardanti and Rahardja (2017), Sendawula, et al. (2018) and N. W. E. Lestari (2019) which stated that training had an effect on employee performance.

The Effect of Career Development (X2) on Employee Performance (Z)

Based on table 4.23, the t-value (-0.935) and the significant value of $0.356 > 0.05$ are obtained, meaning H_0 is accepted and H_a is rejected. It can be concluded that career development has no effect on employee performance. These results are the same as previous research conducted by Kaseger, et al. (2017) on a study at PT. Bank Rakyat Indonesia (Persero) Tbk Manado Branch Office and (Napitupulu, et al. (2017) study On Empirical Study Of The Public Sector in Indonesia which states that partially career development does not affect employee performance. However, this is contrary to the results of research conducted by Semwal and Dhyani (2017) and Hanifah, et al. (2016) which states that career development affects employee performance.

The Effect of Employee Engagement (Y) on Employee Performance (Z)

Based on table 4.23, the t-value (5.292) is obtained and the significant value is $0.000 < 0.05$, meaning H_a is accepted and H_0 is rejected. It can be concluded that employee engagement affects employee performance. These results are the same as previous studies conducted by Hali (2019) and Thesiasari (2019) which stated that employee engagement affects employee performance.

The Effect of Training (X1), Career Development (X2), and Employee Engagement (Y) on Employee Performance (Z)

Based on table 4.21, the calculated f value (27,500) $>$ f table (2.87) means that H_a is accepted and H_0 is rejected. It can be concluded that training, career development, and employee engagement simultaneously affect employee performance.

CONCLUSION

Based on the results of the research and discussion on the influence of training and career development on employee performance with employee engagement as an intervening variable in a case study on employees at Bapperida Kota Mojokerto using the path analysis method, it can be concluded that: 1) Training (X1) has an effect on employee engagement (Y) (case study on employees at Bapperida Kota Mojokerto) 2) Career development (X2) has an effect on employee engagement (case study on employees at Bapperida Kota Mojokerto) 3) Training (X1) has no effect on employee performance (case study on employees at Bapperida Kota Mojokerto) 4) Career development (X2) has no effect on employee performance (Z) (case study on employees at Bapperida Kota Mojokerto) 5) Employee engagement (Y) has an effect on employee performance (Z) (case study on employees at Bapperida Kota Mojokerto) 6) Training (X1) has an indirect effect on employee performance (Z) through employee engagement (Y) (case study on employees at Bapperida Kota Mojokerto) 7) Career development (X2) has an indirect influence on employee performance (Z) through employee engagement (Y) (case study on employees at Bapperida Kota Mojokerto).

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