

## The Effect of Job Training and Career Development on Employee Performance in a Regional Public Drinking Water Company

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**Abstract:** *Employee performance is a crucial factor in determining organizational effectiveness, particularly in public service organizations that provide essential services to the community. One of the main challenges faced by public sector organizations is ensuring that employees possess adequate competencies and clear career pathways to perform their duties effectively. Job training and career development are therefore regarded as strategic instruments in human resource management to enhance employee performance. This study aims to examine the effect of job training and career development on employee performance in a regional public drinking water company. The research adopts a quantitative approach using multiple linear regression analysis. Data were collected through questionnaires and documentation involving employees of the organization. The findings indicate that job training and career development jointly have a significant influence on employee performance. Furthermore, each variable independently demonstrates a significant effect on improving employee performance. Job training contributes to enhancing employees' knowledge, skills, and work attitudes, while career development provides motivation and clarity regarding career progression, which in turn encourages better work performance. Overall, the results suggest that strengthening job training programs and implementing systematic career development policies play a vital role in improving employee performance in public service organizations. These findings provide important implications for organizational management in designing effective human resource development strategies to support sustainable organizational performance.*

### 1. Introduction

Human resources are one of the factors that determine a company's success in achieving its goals. Achieving a company's goals is not only supported by facilities and infrastructure but also depends on the people who work to fulfill and complete all assigned tasks. Therefore, it can be said that achieving a company's goals depends on the performance of its employees, who must be equipped with the appropriate skills and knowledge. (Fizia, 2018:60).

Performance is the willingness of an individual or group of people to complete and carry out an activity to fulfill their assigned responsibilities with satisfactory results (Ningsih, 2019:3). To improve employee performance, training and career development are necessary. Employees are valuable assets in a company because they are a resource that can be developed and encouraged to perform optimally. However, it cannot be denied that each employee's abilities differ, so appropriate training is necessary to improve performance and minimize gaps in work performance. (Sari, 2024:703)

Training is a series of activities and learning processes that are systematically designed to improve employees' skills and knowledge in accordance with established standards, enabling them to become professionals in their respective fields. Through well-planned training programs, employees are equipped not only with technical competencies but also with conceptual understanding and work attitudes that align with organizational needs. Therefore, training becomes a strategic necessity for organizations, as it plays a crucial role in enhancing the quality of human resources, increasing productivity, and strengthening organizational competitiveness to ensure sustainability in a dynamic business environment (Munandar, 2019). In addition to training, career development is an important aspect of human resource management that focuses on helping employees plan and direct their future careers. Career development involves a set of actions, attitudes, and efforts undertaken by employees to achieve their career goals, which ultimately contributes to improved organizational performance. When organizations support employees' career development, it fosters higher motivation, loyalty, and work commitment, encouraging employees to perform optimally and actively contribute to the achievement of organizational objectives (Syitah & Nasir, 2019).

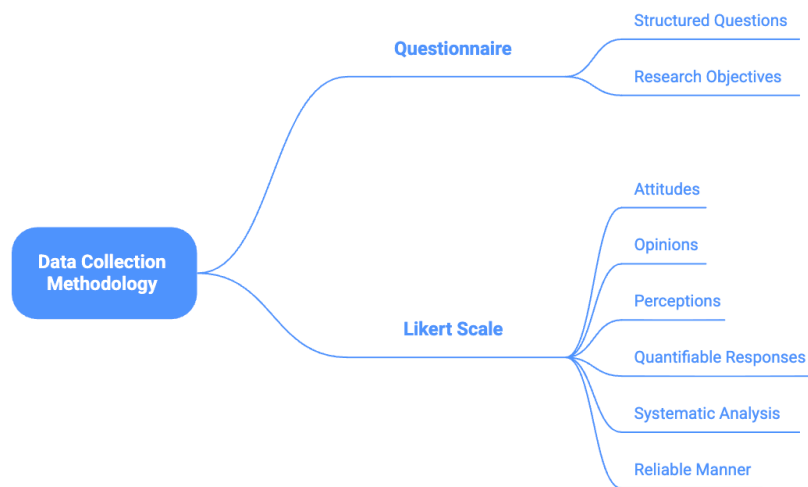
The Tirta Takawa Drinking Water Company in Buton Regency provides clean water to the people of Buton Regency and some residents of Baubau City. Optimal employee performance at the Tirta Takawa Drinking Water Company in Buton Regency is not only based on existing infrastructure but also on the quality of the employees themselves. Therefore, it is crucial for the Tirta Takawa Drinking Water Company to consider aspects that can improve employee performance, such as training and career development. Job training can help employees better understand and expand their knowledge of their jobs, and can also provide the skills needed to carry out their duties and responsibilities. However, observations by career development researchers within the Tirta Takawa Drinking Water Company revealed several obstacles, including a lack of leadership involvement; limited time and workload; requiring full attendance at training could impact the company's operations; low employee motivation to participate in job training due to perceived inconsistencies in their work and career advancement; and budget constraints, which can hinder the type of training provided and the number of employees who can receive training.

Career development within a company aims to provide employees with opportunities for continuous development, both to maintain and improve their positions. Based on the observations that researchers have made at the Tirta Takawa Drinking Water Company, career development has several obstacles such as, the lack of promotion opportunities and unclear career paths cause employees to feel confused in terms of preparation for further career advancement so that employees tend to stop in the same position for a long period of time, then the assessment system is felt to be less objective where performance assessments are carried out in a non-transparent manner which causes dissatisfaction for employees, furthermore political factors and nepotism cannot be denied, this can still occur in several workplaces that can affect employee career development which is not based on competence or performance but rather based on personal or political relationships. Based on the

description above, the researcher is interested in conducting a scientific research with the title "The Effect of Job Training and Career Development on Employee Performance at the Tirta Takawa Drinking Water Company in Buton Regency.

## 2. Methodology

This research was conducted at the Tirta Takawa Regional Drinking Water Company (Public Water Company) of Buton Regency, which is located on Jalan Gajah Mada, Lakambau Subdistrict, Batauga, Southeast Sulawesi Province. The population of this study comprised all employees of the company, totaling 149 individuals. To determine the research sample, the Slovin formula was applied in order to obtain a representative subset of the population that could be analyzed effectively and accurately.



**Figure 1.** Data Collection Methodology: Questionnaire and Likert Scale

The figure illustrates the data collection methodology used in the study, which is centered on questionnaires and the Likert scale as the main instruments. The questionnaire component emphasizes the use of structured questions that are carefully designed to align with the research objectives. By employing structured questions, the researcher ensures consistency in data collection across respondents, enabling the systematic gathering of information that is directly relevant to the variables being examined. This approach helps reduce ambiguity in responses and enhances the clarity and focus of the collected data. In addition, the Likert scale is shown as a key tool for measuring respondents' attitudes, opinions, and perceptions toward the phenomena under study. Through quantifiable response options, the Likert scale allows subjective views to be transformed into numerical data that can be analyzed systematically. This method supports reliable and objective analysis, as it enables comparisons across respondents and facilitates statistical interpretation. Overall, the integration of questionnaires and the Likert scale provides a structured, measurable, and reliable approach to data collection, ensuring that social phenomena are examined in a rigorous and methodical manner.

Data analysis was conducted using several methods, beginning with testing the research instrument. This included a validity test, which assessed whether the questionnaire could address the research problem, and a reliability test, which measured the consistency of respondents' responses to the same questionnaire. The level of measurement reliability was expressed using the Alpha formula. Classical assumption tests included a normality test, which aimed to determine the normal distribution of the research results. This was conducted using the Kolmogorov-Smirnov (K-S) test and a normal probability plot. If the K-S value is

significant above 0.05, the data is normally distributed. If not, the data does not meet the assumption of normality. Finally, hypothesis testing is divided into two types: the t-test (partial test) and the F-test (simultaneous test). The t-test is used to determine the effect of each independent variable on the dependent variable, with the alternative hypothesis ( $H_a$ ) accepted if the p-value is  $<0.05$ . The F-test examines the simultaneous effect of the independent variables on the dependent variable, with the same decision:  $H_a$  is accepted if p-value is  $<0.05$ .

### 3. Results and Discussion

#### 3.1 Results

##### Descriptive Analysis of Research Variables

The descriptive analysis of the job training variable (X1) is based on the results of questionnaire data collected from 60 respondents. This analysis aims to describe respondents' perceptions of job training as implemented within the organization, including aspects such as the relevance of training materials, the effectiveness of training methods, and the benefits of training in improving employees' skills and work performance. The descriptive statistics provide an overview of the tendency and distribution of respondents' responses, which serve as an initial depiction of how job training is perceived and experienced by employees.

##### Job Training (X1)

Based on the processing of questionnaire data collected from 60 respondents, the recapitulation of scores reflects the frequency and percentage of responses across each statement using the Likert scale categories. This summary serves to illustrate the general tendency of respondents' perceptions toward job training and provides a foundation for further interpretation of the data as presented in Table 1.

**Table 1.** Recapitulation of Respondents' Responses for Variable X1 (Job Training)

Statement	SA		A		N		D		SD		N	Total Score	Mean
	(5)	%	(4)	%	(3)	%	(2)	%	(1)	%			
	F		F		F		F		F				
X1.1	14	23.3	30	50.0	16	26.7	0	0.0	0	0.0	60	238	3.97
X1.2	10	16.7	39	65.0	11	18.3	0	0.0	0	0.0	60	239	3.98
X1.3	11	18.3	43	71.7	6	10.0	0	0.0	0	0.0	60	245	4.08
X1.4	3	5.0	34	56.7	22	36.7	1	1.7	0	0.0	60	219	3.65
X1.5	38	63.3	14	23.3	7	11.7	1	1.7	0	0.0	60	269	4.48
X1.6	4	6.7	45	75.0	11	18.3	0	0.0	0	0.0	60	233	3.88
X1.7	5	8.3	32	53.3	23	38.3	0	0.0	0	0.0	60	222	3.70
X1.8	14	23.3	21	35.0	25	41.7	0	0.0	0	0.0	60	229	3.82

Notes: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Based on the above data, the following conclusions can be drawn: 1) Based on the highest average values (4.48 and 4.08), the highest average value indicates the assessment score with a large number of respondents choosing strongly agree and strongly agree. For X1.5, with an average of 4.48, 38 respondents (63.3%) strongly agreed and 14 respondents (23.3%) agreed. For X1.3, 11 respondents (18.3%) strongly agreed and 43 respondents (71.3%) agreed. Therefore, it can be concluded that the majority of Regional Public Company employees share the same understanding of statement X1.5 regarding the instructor's easy-to-understand training methods and statement X1.3 regarding the enthusiasm experienced during the training; 2) Based on the lowest average values (3.7 and 3.65), For statements

X1.7 and X1.4, the majority of respondents chose to moderately agree and agree. For statement X1.7, 23 (38.3%) respondents chose to somewhat agree and 32 (53.3%) respondents chose to agree. For statement X1.4, 22 (36.7%) chose to somewhat agree and 34 (56.7%) respondents chose to agree. Therefore, it can be concluded that the majority of respondents somewhat agree and tend to agree with statement X1.7, which states that training can improve skills, and statement X1.4, which states that employees can understand the material presented.

### Career Development (X2)

Based on the level of disagreement, only two statements received responses in the “disagree” category. Specifically, one respondent (1.7%) expressed disagreement with statement X1.4, and one respondent (1.7%) also indicated disagreement with statement X1.5. This finding suggests that overall disagreement toward the job training variable (X1) is minimal, indicating that most respondents tend to have positive perceptions of the job training practices implemented within the organization.

**Table 2.** Recapitulation of Respondents' Responses for Variable X2 (Career Development)

Statement	SA		A		N		D		SD		N	Total Score	Mean
	(5)	%	(4)	%	(3)	%	(2)	%	(1)	%			
X2.1	14	23.3	39	65.0	4	6.7	3	5.0	0	0.0	60	244	4.07
X2.2	12	20.0	36	60.0	12	20.0	0	0.0	0	0.0	60	240	4.00
X2.3	33	55.0	23	38.3	4	6.7	0	0.0	0	0.0	60	269	4.48
X2.4	11	18.3	46	76.7	3	5.0	0	0.0	0	0.0	60	248	4.13
X2.5	12	20.0	39	65.0	9	15.0	0	0.0	0	0.0	60	243	4.05
X2.6	17	28.3	24	40.0	17	28.3	2	3.3	0	0.0	60	236	3.93

Notes: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Based on the processed data above, the following conclusions can be drawn: 1) Based on the highest average values (4.48 and 4.13), the statements with which the majority of respondents strongly agreed and agreed were obtained. With an average of 4.48, statement X2.3 showed that 33 (55%) strongly agreed and 23 (38.3%) agreed. Therefore, it can be concluded that the majority of employees of the Tirta Takawa Regional Drinking Water Company in Buton Regency feel the need for mentors to help them develop their careers. With an average of 4.13, statement X2.4 showed that 46 (76.7%) respondents agreed and 11 (18.3%) respondents strongly agreed. Therefore, it can be concluded that the majority of employees of the Tirta Takawa Regional Drinking Water Company in Buton Regency feel that information about promotion opportunities is essential; 2) Based on the smallest average values (4 and 3.93), Statements X2.2 and X2.6 had a higher number of respondents who agreed somewhat compared to the other statements. For X2.2, 12 (20%) respondents agreed somewhat. For X2.6, 17 (28.3%) respondents agreed somewhat. This indicates that several employees at the Tirta Takawa Regional Drinking Water Company in Buton Regency agreed somewhat with statement X2.2, which states that promotions are awarded based on work achievements, and statement X2.6, which states that employees are satisfied with their current career path; 3) Disagreement Based on Table 2 above, it can be seen that 3 (5%) and 2 (3.3%) employees disagreed with statement X2.1 and X2.6. This is not a significant number, but it requires attention from management regarding promotions and the level of satisfaction that the Tirta Takawa Regional Drinking Water Company provides to employees.

### Employee Performance (Y)

Before presenting the detailed results in Table 3, it is necessary to provide an overview of the descriptive analysis of the employee performance variable (Y). Based on the questionnaire data collected from 60 respondents, the responses reflect employees' perceptions of their performance across several indicators measured using a Likert scale. This preliminary explanation helps illustrate the general tendency of respondents' answers, highlighting the distribution of agreement levels and serving as a basis for interpreting the overall assessment of employee performance as summarized in the following table.

**Table 3.** Recapitulation of Respondents' Responses for Employee Performance (Y)

Statement	SA		A		N		D		SD		N	Total Score	Mean
	(5) F	%	(4) F	%	(3) F	%	(2) F	%	(1) F	%			
Y1	8	13.3	44	73.3	7	11.7	1	1.7	0	0.0	60	239	3.98
Y2	20	33.3	26	43.3	10	16.7	4	6.7	0	0.0	60	242	4.03
Y3	15	25.0	38	63.3	6	10.0	1	1.7	0	0.0	60	247	4.12
Y4	8	13.3	47	78.3	4	6.7	1	1.7	0	0.0	60	242	4.03
Y5	7	11.7	43	71.7	9	15.0	1	1.7	0	0.0	60	236	3.93
Y6	10	16.7	38	63.3	12	20.0	0	0.0	0	0.0	60	238	3.97

Notes: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Based on the summary of respondents' responses to the employee performance variable, the following is explained: 1) Based on the highest average values (4.12 and 4.03), Statement Y3, with an average value of 4.12, indicates that 38 (63.3%) respondents agreed with it and 15 (25%) strongly agreed. Therefore, it can be concluded that the majority of respondents feel they are able to complete their work on time. Statements Y2 and Y4 each had an average value of 4.03, indicating that 26 (43.3%) respondents agreed with Y2, 20 (33.3%) strongly agreed with it. Furthermore, 47 (78.3%) respondents agreed with Y4, and 8 (13.3%) respondents strongly agreed. Therefore, it can be concluded that the majority of employees of the Tirta Takawa Regional Drinking Water Company in Buton Regency feel they are able to achieve their work targets and maximize their work time; 2) Based on the smallest average scores (3.93 and 3.97), Y5 had an average of 3.93, with 9 (15%) respondents agreeing somewhat, but the majority strongly agreeing or agreeing. Therefore, it can be concluded that with statement Y5, a small number of respondents have not maximized the resources available at the Tirta Takawa Regional Drinking Water Company in Buton Regency. Statement Y6 had an average of 3.97, with 12 (20%) respondents agreeing somewhat, more than with the other statements. Therefore, it can be concluded that some employees at the Tirta Takawa Regional Drinking Water Company in Buton Regency still feel uncertain about working independently; 3) Based on Disagreements With statement Y2, 4 (6.7%) respondents disagreed. This indicates that some employees at the Tirta Takawa Regional Drinking Water Company in Buton Regency still feel incapable of working independently. Therefore, guidance and job training are still needed for some employees to be able to work independently.

### Validity and Reliability

Based on the results of data processing using SPSS, it can be concluded that all questionnaire items meet the requirements of validity and reliability. The validity test indicates that each statement item has a calculated correlation value that exceeds the critical

value, demonstrating that all items are capable of accurately measuring the intended research variables. Furthermore, the reliability test shows that the instruments have acceptable levels of internal consistency, confirming that the questionnaire provides stable and consistent measurements. Therefore, the research instrument is considered appropriate and dependable for use in further data analysis and hypothesis testing.

**Table 4.** Validity and Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Reliability Status
Job Training (X1)	0.814	0.60	Reliable
Career Development (X2)	0.624	0.60	Reliable
Employee Performance (Y)	0.890	0.60	Reliable

The validity test shows that all statement items have calculated  $r$  values greater than the critical value of  $r$  table, indicating that each item is valid and suitable for further analysis. In addition, the reliability test results demonstrate that the Cronbach's alpha values for all research variables exceed the minimum acceptable threshold of 0.60. Specifically, the Job Training variable (X1) has a Cronbach's alpha of 0.814, the Career Development variable (X2) has a value of 0.624, and the Employee Performance variable (Y) shows a value of 0.890. These results indicate that the measurement instruments are consistent and reliable, and therefore appropriate for use in subsequent stages of the research.

### Hypothesis Analysis

Based on the formula above, the following interpretations can be made: 1. The multiple linear regression equation above yields a constant value of 8.078, meaning that if the value of job training and career development is equal to 0, employee performance will be 8.078. 2. The regression coefficient for Job Training is 0.367, meaning that if job training increases by one unit, employee performance will increase by 0.367. 3. The regression coefficient for Career Development is 0.235, meaning that if career development increases by one unit, employee performance will increase by 0.235.

**Table 4.** Partial Test Results (t-test)

Model	Coefficients			t	Sig.	Tolerance	VIF
	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)				
(Constant)	8.078	1.377	—	5.865	0.000	—	—
Job Training	0.367	0.041	0.665	8.916	0.000	0.877	1.140
Career Development	0.235	0.051	0.344	4.606	0.000	0.877	1.140

Dependent Variable: Employee Performance

From the SPSS results in Table 4.12 above, the following conclusions can be drawn: 1. The calculated t-value for Job Training is 8.916 > t-table value of 2.00172 with a Sig. value of 0.000 < 0.05. Therefore, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, indicating that job training has a partial and significant effect on employee performance. 2. The calculated t-value for Career Development is 4.606 > t-table value of 2.00172 with a Sig. value of 0.000 < 0.05. Therefore, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, indicating that career development has a partial and significant effect on employee performance.

Before presenting the results of the simultaneous test in Table 5, it is necessary to explain that the F-test is used to examine the joint effect of the independent variables on the

dependent variable. In this study, the simultaneous test aims to determine whether Job Training (X1) and Career Development (X2) collectively have a significant influence on Employee Performance (Y). The results of this analysis provide an overall assessment of the regression model's significance and indicate whether the independent variables, when considered together, are able to explain variations in employee performance, as summarized in the following table.

**Table 5.** Simultaneous Test Results (F-test)

<i>ANOVA</i>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	107.290	2	53.645	73.788	0.000
Residual	41.440	57	0.727	—	—
Total	148.730	59	—	—	—

Based on the data in Table 5, the results of the F-test (simultaneous test) show that the calculated F value of 73.788 is greater than the F-table value of 3.16, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. This indicates that Job Training (X1) and Career Development (X2) simultaneously have a significant influence on Employee Performance (Y).

### 3.2 Discussion

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

Training is a process of providing brief lessons. The more frequent and better the job training provided to employees, the more their performance will improve. Therefore, job training will always have an impact on employee performance (Setianingrum, 2022:3). Meanwhile, employee performance, according to Kasmir (2016:182), is the result of work and work behavior achieved by employees in completing assigned tasks and responsibilities related to timeliness and compliance with work standards. From the results of data processing on 60 sample respondents of employees of the Tirta Takawa Regional Public Water Company in Buton Regency using SPSS, the t-test result for the job training variable was 8.916 with a significance value of 0.000. This result indicates that the t-value of 8.916 is greater than the t-table of 2.00172 and a significance value of  $0.000 < 0.05$ . Therefore, it can be concluded that there is a partial and significant influence between the Job Training variable and the Employee Performance variable of the Tirta Takawa Regional Public Water Company in Buton Regency. The results of this study are supported by previous research conducted by I Putu Suwidia, Wayan Ardani, and Made Widani (2023) entitled "The Effect of Job Training, Financial Compensation, and Career Development on Employee Performance." This study showed that job training has a positive and significant impact on employee performance, with a calculated t-value of  $2.351 > t\text{-table } 2.036$  and a significance level of  $0.025 < 0.05$ .

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

Career development is an activity expected to assist employees in planning their future careers, enabling them to maximize their career development (Sytah and Nasir, 2019:449). Employee performance reflects the achievements of work, activities, and policies developed by employees to achieve their goals, vision, and mission, both personally and for the company they work for (Suryantiko and Genita, 2018:352). Data processing of 60 respondents using SPSS yielded partial results from a test of the effect of career development on employee performance, with a calculated t-value of  $4.406 > t\text{-table } 2.00172$  and a

significance value of  $0.000 < 0.05$ . This indicates that the Career Development variable has a partial and significant effect on Employee Performance at the Tirta Takawa Regional Drinking Water Company, Buton Regency. These results support previous research conducted by Mohammad Hamzah and Enza Resdiana (2023) in their study entitled "The Effect of Training and Career Development on Employee Performance at PT. Sinar Dunia with research results showing that career development has a significant influence on employee performance is indicated by the calculated t value of  $5.219 > t$  table 1.671 and a significance value of  $0.00 < 0.05$ .

### **The Influence of Job Training (X1) and Career Development (X2) on Employee Performance (Y)**

Based on the results of the F-test conducted using SPSS on 60 respondents at the Tirta Takawa Regional Drinking Water Company in Buton Regency, the F-test results for job training and career development on employee performance were  $73.788 > F$  table 3.16 with a significance value of 3.16. Thus, it can be concluded that the variables of Job Training and Career Development simultaneously and significantly influence employee performance at the Tirta Takawa Regional Drinking Water Company in Buton Regency. The results of this study are supported by previous research conducted by Syifa Umra Syitah and Nasir (2019) entitled "The Effect of Training and Career Development on Employee Performance at PT. Pegadaian (Persero) TBK Syariah Keutapang Branch." The results showed that job training and career development have a simultaneous and significant influence with an F-value of  $48.079 > F$  table 3.15 and a significance value of  $0.000 < 0.05$ .

### **4. Conclusion**

Based on the data analysis conducted on the Effect of Job Training and Career Development on Employee Performance in Buton Regency Regional Public Companies, the following conclusions were obtained: 1. Job Training has a partial and significant effect on Employee Performance, with a calculated t-value of  $8.916 > t$ -table 2.00172, with a Sig. value of  $0.000 < 0.05$ . The effect of job training, based on the results of the t-test (partial test), was 57.82%, indicating a fairly strong relationship between job training and employee performance. 2. Career Development has a partial and significant effect on Employee Performance, with a calculated t-value of  $4.606 > t$ -table 2.00172, with a Sig. value of  $0.000 < 0.05$ . The effect of career development, based on the results of the t-test (partial test), was 26.78%, indicating an influence between career development and employee performance, although not as strong as the influence of job training. 3. The Job Training and Career Development variables simultaneously have a significant and significant influence on the Employee Performance variable with a calculated F value of  $73.788 > F$  table 3.16 with a Sig. value of  $0.00 < 0.05$ . From the adjusted R square value, a value of 0.721 is obtained, which means that the Job Training and Career Development variable has an influence of 72.1% on the Employee Performance variable.

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