

# Journal Of Resource Management, Economics And Business

e-ISSN 2963-0266

<https://portal.xjurnal.com/index.php/REMICS/index>

Volume: 3 Issue: 3 Year: 2024

<https://doi.org/10.58468/remics.v3i3.121>



## THE EFFECT OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE OF PT. YOROZU AUTOMOTIVE INDONESIA

Mahdiyyah Indah Hasica <sup>1</sup>, Aji Tuhagana <sup>2\*</sup>, Zenita Apriania<sup>3</sup>

Universitas Buana Perjuangan Karawang<sup>1,2,3</sup>

[mn20.mahdiyyahasica@mhs.ubpkarawang.ac.id](mailto:mn20.mahdiyyahasica@mhs.ubpkarawang.ac.id)<sup>1\*</sup>, [aji.tuhagana@ubpkarawang.ac.id](mailto:aji.tuhagana@ubpkarawang.ac.id)<sup>2</sup>,

[zenita@ubpkarawang.ac.id](mailto:zenita@ubpkarawang.ac.id)<sup>3</sup>

### Abstract

**Purpose:** This research aims to evaluate the potential for increasing employee performance at PT. Yorozu Automotive Indonesia through training and career development efforts.

**Research Methodology:** A quantitative descriptive approach was used in this study, involving statistical analysis such as multiple linear regression, coefficient of determination, hypothesis testing (t), and simultaneous testing (F). Data was collected by distributing questionnaires to 64 participants.

**Results:** The results of the partial analysis show that the tcount value for training (61.188) and career development (21.319) exceeds the ttable value (1.998), indicating a significant influence of both variables on employee performance. Furthermore, the simultaneous test shows that the Fcount value (8370.830) far exceeds the Ftable value (3.998), confirming that both training and career development simultaneously have a significant influence on employee performance in the operator department. The training and career development variables show the ability to have an influence on employee performance of 1,000, or an R Square of 100%.

**Limitations:** The study only focused on the influence of training and career development on employee performance at PT. Yorozu Automotive Indonesia

**Contribution:** The findings provide insights for management on the importance of providing effective training and career development programs to improve employee performance in the automotive manufacturing industry.

**Keywords:** Career Development, Training, Employee Performance



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

## 1. INTRODUCTION

The workforce is a crucial element that influences the success of an organization, they carry out all company strategies and therefore, it is important for them to be equipped with the appropriate skills and expertise. All levels of management in the company must realize the importance of this human resource. The human factor is still important for the success of the organization, regardless of today's technological advances. Training is an essential component in human resource management, designed to improve the ability of employees to carry out their

duties so as to contribute to the achievement of company objectives. This process involves educating new and existing employees, honing the skills needed for their work effectiveness (Gary Dessler, 2014).

Initial on-the-job training aims to improve employees' technical skills to suit the needs of the company. The majority of new employees already have the necessary basic skills, often from previous experience in other organizations or from formal education. However, it is not uncommon for them to still need to develop additional skills to fully fulfill their job responsibilities. Continuous change requires adaptation and continuous learning, even for employees who already have experience.

Training, according to Sri Larasati (2018:110), is a form of structured and organized short-term education, developed to facilitate non-leadership staff in honing technical skills and gaining essential knowledge in order to achieve predetermined goals with higher effectiveness. At PT. Yorozu Automotive Indonesia, employees often face difficulties in adjusting to their work environment due to the lack of appropriate training and preparation on how to face the challenges of the world of work, including significant changes in the work environment. As a result, their motivation decreases and they are not ready to face the demands of the work environment. This has an impact on the decision of some employees to leave their jobs rather than endure the pressure and responsibilities they face. Recruitment data provided by the author, which can be accessed monthly, reflects that the number of employees entering and leaving the company is quite significant.

Table 1. Recruitment Data

Month	Recruitmen	Resign
January	25	15
February	18	13
March	23	6
April	22	10

Source: Data Processing PT. Yorozu Automotive Indonesia

Based on table 1. it can be seen that in January, there were 25 employees recruited while 15 employees resigned. In February, there were 18 employees recruited while 13 employees resigned. In March, there were 23 employees recruited while 6 employees resigned. In April, there were 22 employees recruited while 10 employees resigned, this figure is quite high for employees resigning every month.

According to Samsudin (2006:133), career development is a continuous process undertaken by individuals to advance themselves in their work. This process includes increasing knowledge, skills, and experience, which is directed towards achieving higher professional achievements and progress throughout their careers. In its career development program, PT. Yorozu Automotive Indonesia uses various processes. One of them is the creation of key performance indicators (KPIs). KPIs are used as a measure to determine how well employees develop in their careers and are therefore worthy of being promoted to higher positions. PT. Yorozu Aotomotive Indonesia also sets requirements that must be met by its employees before they can be promoted. The following is a list of PT Yorozu Aotomotive Indonesia employees who are undergoing promotions, transfers and rotations.

Table 2. Number of Promotion, Rotation and Mutation Employees at PT. Yorozu Automotive Indonesia

Information	Years		
	2019	2020	2021
Promotion	140	255	135
Rotation	154	145	125
Mutation	16	8	7

Source: Processed Data from PT. Yorozu Automotive Indonesia

Based on table 2 above, it shows that the number of employees promoted in 2021 tends to decrease compared to the previous year. In addition, employee rotation and transfer activities have also decreased compared to previous years. This is because the decrease in the number of promotions, rotations and transfers of employees in 2021 was caused by the impact of the Covid-19 pandemic, which resulted in restrictions on business activities and savings in operational costs by the company. Wibowo (2016) stated that the term "performance" comes from the diction "performance", but some also interpret it as achievement or work results. At PT. Yorozu Automotive Indonesia, employee performance is still considered suboptimal because several employees failed to achieve targets and experienced a decline in performance every month, which was acknowledged by management. This may be due to changes outside the company, such as field challenges and lack of necessary training. If management does not address this problem effectively, the company's goals will not be achieved every month. Although superior performance is an important step in achieving organizational goals, excellent performance is also a key factor in achieving these targets. Therefore, efforts are needed to improve employee performance.

Table 3. Production Targets for 2021-2022

Years	Production targets(pcs)	Realisation (pcs)	Achievment
2021	480.000	428,977	89,5%
2022	480.000	390,177	81,3%

Source: Processed Data from PT. Yorozu Automotive Indonesia

Based on table 3. shows that the production target for the 2021-2022 period can be seen from the production target from 2021 cannot be achieved. Poor employee performance can hinder the company's capacity in meeting the predetermined targets, as can be seen from the company's target achievements which always decrease every year.

As a large corporate entity with a strong reputation and widely known at the national level, the company is expected to be able to produce a conducive work environment and can increase employee performance. Therefore, the researcher wants to research the topic "The Effect of Training and Career Development on Employee Performance at PT Yorozu Automotive Indonesia".

The purpose of the study is to find out and analyze how Training affects Employee Performance at PT. Yorozu Automotive Indonesia, To find out and analyze how Career Development affects Employee Performance at PT. Yorozu Automotive Indonesia, To find out and analyze how Training and Career Development affect Employee Performance at PT. Yorozu Automotive Indonesia.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Literature Review

#### *Management*

According to Hery (2018), management is the process of managing work optimally, which includes planning, organizing, leadership, and control. In addition to ensuring smooth activities, management also focuses

on achieving organizational goals. George R. Terry, as quoted in Aditama (2020), explains that management is a strategic and organized process to coordinate resources and activities within an entity, ensuring that the goals set are achieved optimally. This includes functions such as planning, supervision, coordination, and evaluation to facilitate the achievement of operational effectiveness and efficiency (Hasibuan, 2020).

#### *Human Resource Management*

Human Resource Management (HRM) is a discipline that aims to optimize the potential and performance of employees in an organization. This process includes everything from recruitment, training, to career development, as well as maintaining welfare and job satisfaction. HRM is responsible for creating a conducive work environment, supporting fair policies, and implementing strategies that encourage growth for both individuals and the organization as a whole (Hasibuan, 2020).

#### *Training*

Training is a strategic process designed to improve employee performance and expertise in an organization. Through training, employees acquire new knowledge, skills, and abilities that are essential to meet current and future job needs. This process helps employees better understand their duties and responsibilities, and improves their efficiency and productivity at work. Training is also essential to ensure that employees remain competitive in an ever-changing job market. In addition, training provides employees with the opportunity to develop and implement innovations in their work, thereby increasing motivation and job satisfaction (Sutrisno, 2019).

#### *Career Development*

According to Dubrin in Mangkunegara (2013), career development refers to activities in the field of personnel that help employees plan their future by providing support in self-development. By realizing that employees are not only interested in current achievements, but also aspirations for growth, progress, and opportunities to improve themselves, the author concludes that career development is a must.

#### *Employee Performance*

Often, employee performance is interpreted as the achievement of tasks that indicate their ability to fulfill the organization's work program, which is in line with the achievement of the company's goals, vision, and mission. Kashir (2016:182), defines employee performance as referring to the achievement of work and behavior when completing tasks and responsibilities in a certain period. HR must be strengthened, assessed, and adjusted according to the management function, in order to make a significant contribution to the performance of both the organization and individuals in a competitive work environment. The success of a

company's human resource (HR) performance depends on the efforts made to improve employee performance in order to achieve the entity's mission. Sandy (2015:11) defines performance as the amount of work successfully completed by employees in line with their duties or workload.

## 2.2. Hypothesis Development

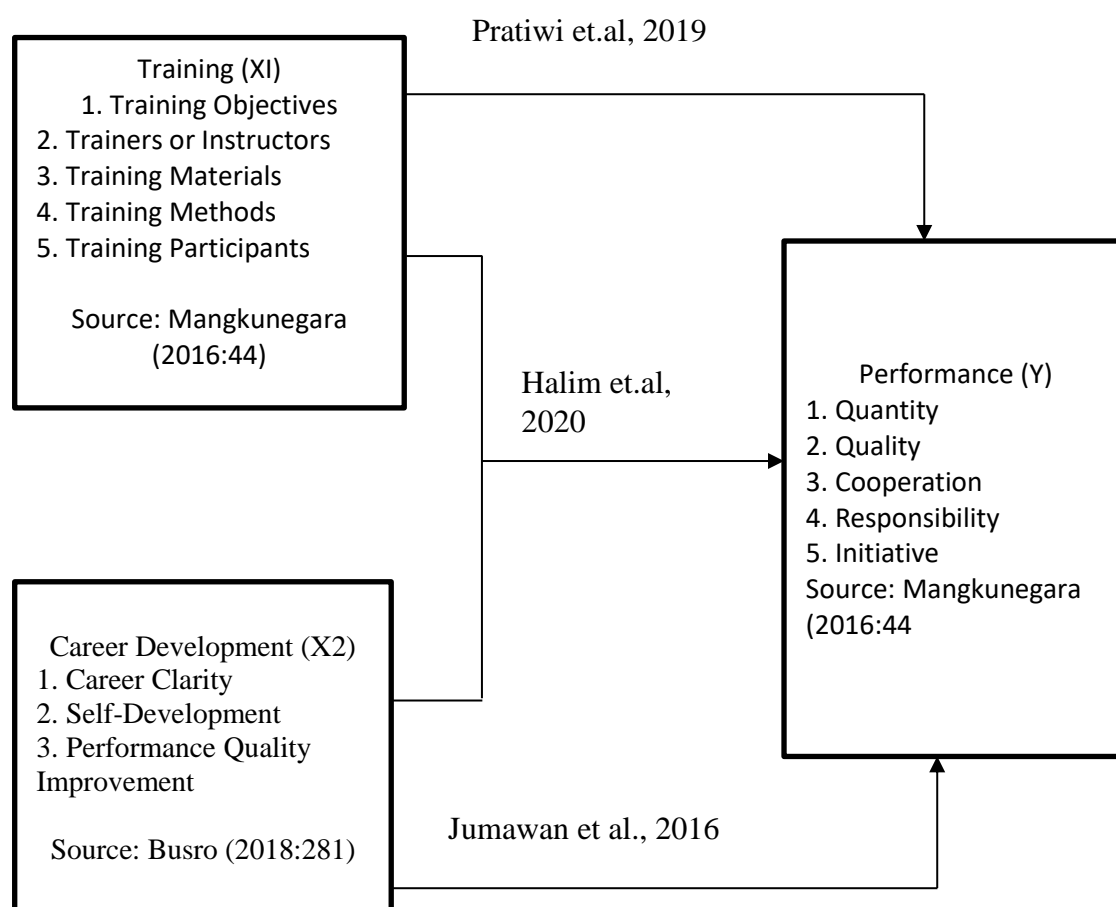


Figure 1. Framework of Thought

Source: Author's Processing, 2024

X: Independent variable, in this case Training and Career Development Y: Dependent variable, Employee Performance

The purpose of the series of thoughts above is to understand how Training (X1) and Career Development (X2) have an influence on employee performance at PT. Yorozu Automotive Indonesia.

According to Sugiono (2014:96) a hypothesis is a temporary assumption of the problem to be studied and the answer expressed is only based on theory. The hypothesis in this study is as follows:

H1: Training has a positive and significant effect on employee performance.

H2: Career Development has a positive and significant effect on employee performance.

H3: Training and Career Development have a positive and significant effect on employee performance.

### 3. RESEARCH METHODOLOGY

#### *Research Design*

Research design is a research design that is used as a guideline in conducting the research process. This study uses the Descriptive Verification Method, which is used to research a particular population or sample. The Data Analysis Method used in this study is the quantitative method. According to Sugiyono (2017:11), descriptive research is research conducted to determine the value of a variable, either one or more variables (independent) without making comparisons or relationships with other variables. The definition of a quantitative approach according to Sugiyono (2017:8) is a research method based on positive thinking, usually used when conducting research on a particular population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis that has been set.

#### *Population*

According to (Sugiyono, 2017:11) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. The population in this study were employees of PT. Yorozu Automotive Indonesia totaling 176 employees, the details are as follows:

Table 4. Employee population PT. Yorozu Automotive Indonesia.

Departement	Number of employees
1. Manufacturing-Direct	50 People
2. Manufacturing Indirect	35 People
3. QA	20 People
4. Finance	10 People
5. Engineering	25 People
6. Production Control	15 People
7. Marketing	11 People
8. HRGA	10 People
<b>Number of employees</b>	<b>176 People</b>

#### *Sample*

In determining the research sample, the researcher took samples from employees of PT. Yorozu Automotive Indonesia. If using a 10% error rate using the slovin formula, as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

$$n = \frac{N}{1 + (e)^2}$$

$$n = \frac{176}{176}$$

$$n = \frac{176}{1 + 176(0,1)^2}$$

$$n = \frac{176}{1 + 1,76}$$

$$n = \frac{176}{2,76}$$

$$n = 63,7 = 64$$

### **Data Sources**

The data sources obtained in this study are grouped into two types, namely primary data and secondary data.

#### **1. Primary Data**

According to Sugiyono (2018:456) Primary data is a data source that directly provides data to data collectors. The data was collected by the researcher directly from the first source or the place where the research object was carried out. The researcher used the results of interviews obtained from informants regarding the research topic as primary data. The interview was conducted on October 19, 2023, by visiting PT. Yorozu Automotive Indonesia.

#### **2. Secondary Data**

According to Sugiyono (2018:456) secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. In this study, the sources of secondary data are in accordance with the Manpower Law, books, journals, articles related to the research topic regarding the Influence of Training and Career Development on Employee Performance at PT. Yorozu Automotive Indonesia.

### **Data Collection Techniques**

Data collection methods used by the author, namely:

#### **1. Observation**

One technique that can be used to find out or investigate non-verbal behavior is by using observation techniques. According to Sugiyono (2018:229) observation is a data collection technique that has specific characteristics when compared to other techniques. Observation is also not limited to people, but also other natural objects. Through observation activities, researchers can learn about the behavior and meaning of that behavior. Observation in this study is by conducting direct observations in the field to find out the actual conditions at PT. Yorozu Automotive Indonesia.

## 2. Interviews

Used as a data collection technique if researchers want to conduct a preliminary study to find problems that must be studied and also if researchers want to know things from respondents in more depth and the number of respondents is small (Sugiyono, 2017: 137). This study uses an unstructured interview technique where researchers do not use interview guidelines that have been systematically and completely arranged for data collection. The interview guidelines used are only an outline of the problems to be asked (Sugiyono, 2017: 140).

## 3. Questionnaire

A questionnaire is a data collection technique that does not require the presence of the researcher, but is simply represented by a list of questions that have been carefully compiled with closed-ended questions (Sanusi, 2011: 109). According to (Suliyanto, 2018) questionnaires can be in the form of open or closed questions/statements, can be given to respondents directly or sent by post or internet.

## Data Analysis Method

To analyze the data, the author used the multiple linear regression method, which is a statistical method used to determine the relationship between independent and dependent variables assisted by using the SPSS version 20 program. The analysis methods used in this study are:

1. Descriptive analysis is an analysis that describes the influence of the work environment, work safety and compensation on employee performance.
2. Validity testing is a testing method used to determine whether there are questionnaire questions that must be discarded or replaced because they are considered irrelevant. The test is carried out statistically, which is done using the assistance of the IBM Statistical for Product and Service Solution (SPSS) version 24 program. The technique for measuring the validity of the questionnaire is as follows by calculating the correlation between data on each statement with a total score. Instrument items are considered valid if they are greater than 0.3 or can also be compared with the r table. If  $r_{count} > r_{table}$  then it is valid.
3. Reliability testing is a testing method used to determine whether the instrument, in this case the questionnaire, can be used more than once, at least by the same respondent will produce consistent data. In other words, the reliability of the instrument characterizes the level of consistency. A good reliability coefficient value is above 0.6. Validity and reliability measurements are absolutely necessary, because if the instrument used is no longer valid and reliable, then the research results will certainly not be valid and reliable.
4. Multiple linear regression analysis is used to determine whether a variable can be used to predict or have an influence on other variables. To analyze research variables, a multiple regression research method is required.
5. The coefficient of determination ( $r^2$ ) essentially measures how far the model's ability to explain the variation of the dependent variable. In this multiple linear model, the magnitude of the contribution of the independent variables together to the dependent variable will be seen by looking at the magnitude of the total determination coefficient ( $r^2$ ). If ( $r^2$ ) obtained is close to 1 (one) then it can be said that the stronger the model explains the relationship between the independent variables and the dependent

variable. Conversely, if ( $r^2$ ) is getting closer to 0 (zero), the weaker the influence of the independent variables on the dependent variable.

#### 6. Hypothesis Testing

- t-test (Partial Regression) t-test basically shows how far the influence of one independent variable individually in explaining the dependent variable.
- F-test (Simultaneous Regression) is used basically to show whether all independent or free variables included in the model have a joint influence on the dependent or bound variable (Ghozali, 2013).

### **Coefficient of Determination**

The coefficient of determination ( $R^2$ ) essentially measures how far the ability to explain the variation of the dependent variable. In the SPSS output that shows the value of the coefficient of determination is the magnitude of the Adjusted  $R^2$  value. The coefficient of determination value is between zero and one. A small  $R^2$  value indicates that the ability of the independent variables to explain the variation of the dependent variable is very limited. However, when the value approaches one, it means that the independent variables can provide almost all the information needed to predict the variation of the dependent variable. So it can be concluded that when the Adjusted  $R^2$  value is getting closer to one, the better (Ghozali, 2018: 97).

## **4. RESULTS AND DISCUSSIONS**

### **4.1. Results**

Table 4. Respondent Characteristics

Gender	Number of Respondents	Percentage (%)
Male	50	78,1%
Female	14	21,9%
<b>Total</b>	<b>64</b>	<b>100%</b>

From table 4. It is known that most of PT. Yorozu employees are male with a total of 50 people with a percentage value of 78.1% and the rest are female 14 people with a percentage value of 21.9%.

Table 5. Description of Respondents by Age

No	Age	Respondents (people)	Percentage (%)
1	18-20	1	1,6%
2	21-25	32	48,9%
3	26-30	23	36,8%
4	31-40	8	12,7%
<b>Amount</b>		<b>64</b>	<b>100%</b>

Based on table 5 above, it shows that the largest number of respondents is aged 18-20 years with a total of 1 person or 1.6% of the total sample of 64, then the age of 21-25 years reached 32 people or 48.9%, the age of 26-30 years reached 23 people or 36.8%, and the age of 31-40 years reached 8 people or 12.7%.

Table 6. Respondent Characteristics Based on Length of Service

No	Length of work	Respondents (people)	Percentage (%)
1	0-3	33	51,6%
2	4-7	28	43,7%
3	8-9	3	4,7%
<b>Amount</b>		<b>64</b>	<b>100%</b>

Table 6 above shows that the largest number of respondents were 0-3 years old with a total of 33 people or 51.6% of the total sample, 4-7 years old with 28 people or 43.7%, and 8-9 years old with 3 people or 4.7%.

Table 7. Description of Respondents based on Last Education Level

No	Education	Respondents (people)	Percentage (%)
1	Vocational High School	45	70,4%
2	D3	9	14,1%
3	S1	10	15,5%
<b>Amount</b>		<b>64</b>	<b>100%</b>

Source: Data processing results, 2024

Based on table 7. the majority of respondents are graduates with the last education level of high school/vocational school, which is 45 people, or 70.4%. The second largest number comes from S1 graduates, which is 10 people, or 15.5%, and the third number comes from D3 graduates, which is 9 people, or 14%. This reflects that the company has many opportunities for high school/vocational school, S1/D3 graduates, both recent graduates and recent graduates.

### Validity Test Results

Table 8. Training Validity Test Results (X1)

No	R Account	R table	Note
1	0,922	0,2461	Valid
2	0,976	0,2461	Valid
3	0,976	0,2461	Valid
4	0,970	0,2461	Valid
5	0,918	0,2461	Valid
6	0,989	0,2461	Valid
7	0,998	0,2461	Valid
8	0,921	0,2461	Valid
9	0,931	0,2461	Valid
10	0,990	0,2461	Valid
11	0,958	0,2461	Valid
12	0,980	0,2461	Valid
13	0,980	0,2461	Valid

Table 9. Results of Career Development Validity Test (X2)

No	R Account	R table	Note
1	0,753	0,2461	Valid
2	0,756	0,2461	Valid
3	0,690	0,2461	Valid
4	0,769	0,2461	Valid
5	0,630	0,2461	Valid
6	0,333	0,2461	Valid
7	0,634	0,2461	Valid
8	0,992	0,2461	Valid
9	0,817	0,2461	Valid
10	0,752	0,2461	Valid
11	0,740	0,2461	Valid
12	0,472	0,2461	Valid
13	0,456	0,2461	Valid

Table 10 Employee Performance Validity Test Results

No	R Account	R table	Note
1	0,827	0,2461	Valid
2	0,997	0,2461	Valid
3	0,790	0,2461	Valid
4	0,913	0,2461	Valid
5	0,973	0,2461	Valid
6	0,962	0,2461	Valid
7	0,923	0,2461	Valid
8	0,964	0,2461	Valid
9	0,976	0,2461	Valid
10	0,955	0,2461	Valid
11	0,937	0,2461	Valid
12	0,961	0,2461	Valid
13	0,900	0,2461	Valid

Table 8–10 reflects that each question related to the variables Training (X1), Career Development (X2), and Employee Performance (Y) meets the validity criteria. Therefore, it can be concluded that all statements related to these variables are reliable and appropriate for use. In addition, research on training, career development, and employee performance has significant value.

### Reliability Test

Table 11. Reliability Test Results

No	Variable	Cronbach's	R Table	Note
1.	Training (X1)	0,992	0,60	Reliable
2.	Career Development (X2)	0,963	0,60	Reliable
3.	Performance (Y)	0,989	0,60	Reliable

Source: Data processing results, 2024

Table 11 reflects that the training variable (X1), career development variable (X2), and employee performance variable (Y) are each in the good reliability category, according to the reliability value criteria for assessing the Cronbach alpha coefficient.

### Classical Assumption Test

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PELATIHAN	,355	5	,038	,810	5	,097
PENGEMBANGAN KARIR	,233	5	,200 <sup>*</sup>	,945	5	,700
KINERJA	,362	5	,031	,794	5	,072

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 12. Normality Test Results

Source: Data processing results, 2024

Based on the results of the table above, the sig value of X1 (0.097), X2 (0.700) Y (0.072) > 0.05 is obtained, so it is concluded that it is normally distributed.

### Heteroscedasticity Test

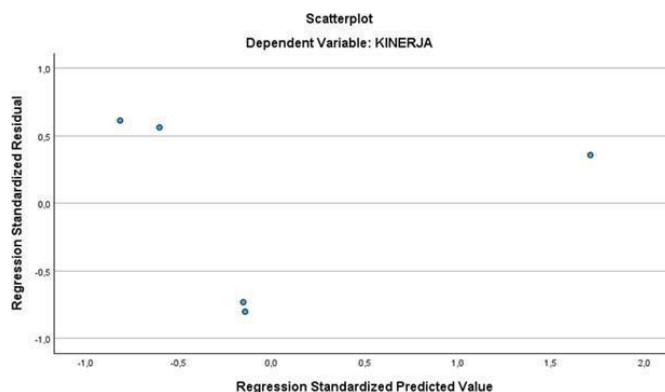


Figure 2. Heteroscedasticity Test Results

Source: Data processing results, 2024

Referring to the results of table 12, it is understood that the sig score X1 (0.097), X2 (0.700) Y (0.072) > 0.05 means that the data is normally distributed.

### Multicollinearity Test

Table 13. Multicollinearity Test Results

										Standardized Coefficients				Collinearity Statistics	
				Model	Unstandardized Coefficients				T	Sig.			Tolerance	VIF	
					B	Std. Error			Beta						
1	(Constant)	-2.531			-16.385	.001									
		41.470													
	Training	.755	.012	.773	61.188	.007				.374				2.673	
	Career Development	.471	.022	.269	21.319	.005				.374				2.673	

Source: Data processing results, 2024

The results of the table analysis reflect that the tolerance scores for X1 (0.374) and X2 (0.374) exceed 0.100, while the VIF values for X1 (2.673) and X2 (2.673) are below 10.00. So, it can be concluded that there are no signs of multicollinearity.

### Multiple Linear Regression

Table 14. Multiple Linear Regression

Model	Coefficients <sup>a</sup>		Standardized Coefficients	T	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	-41.470	2.531		-16.385	.004
Training	.755	.012	.733	61.188	<.001
Career Development	.471	.022	.269	21.319	.002

a. Dependent Variable: Employee Performance

Source: Data processing results, 2024

From the table, the following multiple linear regression model is obtained:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \text{error}$$

$$Y = -41.470 + 0.755X_1 + 0.71X_2 + \text{error}$$

The regression equation above can be explained as follows:

- The constant value is negative at -41.470. This shows that all independent variables, namely training (X1) and career development (X2) if considered constant or fixed (0), then employee performance is -41.470. A negative constant means that there is a decrease in employee performance of -41.470, this condition arises because employee performance is not optimal for work results that are not in accordance with company targets.

- b. The regression coefficient value of the training variable (X1) is positive at 0.755. This means that if the training variable is increased by one unit while other variables remain constant (constant), employee performance will increase.
- c. The regression coefficient value of the career development variable (X2) is positive at 0.71. This means that if the career development variable is increased by one unit while other variables remain constant, employee performance will increase.

### Hypothesis Test t-Test (Partial)

Table 15. t-Test

Model	Coefficients <sup>a</sup>			T	Sig.
	Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta		
1					
	(Constant)	-41.470	2.531	-16.385	.004
	Training	.755	.012	.733	<.001
	Career Development	.471	.022	.269	.002

a. Dependent Variable: Employee Performance

The results of the table reflect that the training variable has a major influence on employee performance at PT. Yorozu Automotive Indonesia. The t-value of 61.188 exceeds the t-table value, 1.998, with a significance level of 0.001 which is lower than 0.05.

### Simultaneous F Test

Table 16. F Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56218.448	2	28109.242	8370.830	<.000 <sup>b</sup>
	Residual	6.716	2	3.358		
	Total	56225.200	4			

a. Dependent Variable: Performance

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

Source: Data processing results, 2024

Based on the results of the table analysis above, the calculated f value (8370.830) > f table ((3.998) and sig (0.001) < 0.05, it is concluded that there is a positive and significant influence of variables X1 and X2 simultaneously on Y so that H3 is accepted and H0 is rejected.

### Coefficient of Determination Test

Table 17. Coefficient of Determination

Model	R	R Square	Adjusted RSquare	Std. Error of theEstimate
1	1.000 <sup>a</sup>	1.000	1.000	.540

a. Predictors: Training, Career Development

Source: Data processing results, 2024

Based on the results of the analysis above, the percentage of diversity of Employee Performance variables that can be explained by the Training (X1) and Career Development (X2) variables is 1.000%.

## 4.2 Discussions

### *The Effect of Training on Employee Performance*

From the test results, namely the t-test (partial), it shows that the significant value of training (X1) on employee performance (Y) is  $0.001 < 0.05$  and the t-value is  $61.188 > t$  table 1.998, so it can be said that  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive and significant influence on training. So it can be said that training has a positive and significant effect on employee performance. The results of Yusnita's (2014) research which examined "The Effect of Training on Employee Performance at PT PDAM Tirta Pakuan, Bogor City". Explains that there is a positive and significant influence on employee performance. The study aims to determine the implementation of the training applied and to determine the level of employee service. This type of research is a verification type with an explanatory survey research method of data collection using a questionnaire.

### *The Influence of Career Development on Employee Performance*

From the test results, namely the t-test (partial), it shows that the significant value of career development (X2) on employee performance (Y) is  $0.001 < 0.05$  and the calculated t value is  $61.188 > t$  table 1.998, so it can be said that  $H_0$  is rejected and

$H_2$  is accepted. This means that there is a positive and significant influence on career development. So it can be said that Career Development has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Nasution et.al (2018) and Fikarlo et.al (2019) which states that career development has a positive and significant effect on employee performance. The Influence of Career Development and Training on Employee Performance at PT. Sinarartha Bali Money Changer in Bandung Regency.

### *The Effect of Training and Career Development on Employee Performance*

Based on the results of the F test (simultaneous) shows the calculated F value of 8370.830, this value is greater than the F table of 3.998 with a probability of 0.001 because the probability

value is smaller than 0.05, it is proven that training and career development together have an effect on employee performance. "In addition to training, career development can also improve employee performance. Career development is a promotion given by the company to employees. The existence of a career development program can help increase the work enthusiasm of employees so that employees can produce maximum performance (Halim et al., 2019). "The Effect of Training and Career Development on Employee Performance at PT. Tri Megah Makmur" This is supported by (Fizia et al., 2018) the results of the study with the title of the research results stating that research and career development together have a significant effect on employee performance.

## 5. CONCLUSION

From the test results related to training and career development on employee performance of PT. Yorozu Automotive Indonesia, it can be concluded that: Training has a significant effect on employee performance of PT. Yorozu Automotive Indonesia, this is proven by the t-value of 61.188 and t-table of 1.988 with a significance level of less than 0.05 ( $0.001 < 0.05$ ). Career development has a significant effect on employee performance of PT. Yorozu Automotive Indonesia, this is proven by the t-value of 21.319 and t-table of 1.988 with a significance level of less than 0.05 ( $0.001 < 0.05$ ). The results of the simultaneous F test show that the F-value > F-table ( $8370.830 > 3.998$ ), meaning positive. Meanwhile, the p-value obtained in the sig column is  $0.001 < 0.05$ , meaning significant. So it can be concluded that Training and Career Development simultaneously have a positive and significant effect on employee performance at PT. Yorozu Automotive Indonesia.

The results of the training variable study stated that training has a good effect on employee performance. Therefore, the company needs to continue to improve employee training because it will affect their performance in carrying out their duties. The results of the career development variable study stated that career development has a positive impact on employee performance in the company. The company is expected to continue to improve employee career development in their work. So that if employee career development is stable or even increases, it will affect employee performance. The performance variable is influenced simultaneously by both training and career development variables. This means that both variables affect employee performance, where in order to have good training, employees must have skills in their field of work or even outside their field. It is hoped that the company can help employees improve effective and efficient performance and provide encouragement so that employees are able to work according to targets and can build teamwork with their colleagues in completing work, such as helping each other in their work.

## LIMITATION AND STUDY FORWARD

### *Limitations:*

The study only focused on the influence of training and career development on employee performance at PT. Yorozu Automotive Indonesia. It did not consider other factors that may affect employee performance. The study was conducted in a specific automotive manufacturing company, so the findings may not be generalized to other industries or organizations. The data collection was limited to a specific time period and may not reflect long-term trends in employee performance.

### *Future Study:*

Future research could expand the scope of the study to include other factors that may influence employee performance, such as organizational culture, leadership, or job satisfaction. Comparative studies could be conducted to investigate the impact of training and career development programs across different industries or organizations. Longitudinal studies could be carried out to better understand the long-term effects of training and career development on employee performance and organizational outcomes. Further research could explore the specific training and career development programs implemented by PT. Yorozu Automotive Indonesia and their effectiveness in improving employee performance. Qualitative methods, such as interviews or focus groups, could be incorporated to provide deeper insights into the experiences and perceptions of employees regarding the company's training and career development initiatives.

### REFERENCES

- Aini, N., & Fitriani, F. (2019). *Career Development and its Impact on Employee Performance: A Study at XYZ Company*. *International Journal of Business and Management*, 14(3), 12-20.
- Dessler, G. (2014). *Human Resource Management*. Pearson Education.
- Dubrin, A. J. (2013). *Essentials of Management*. Cengage Learning.
- Ghozali, I. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 22*. Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). *Analisis Multivariate dan Ekonometrika*. Badan Penerbit Universitas Diponegoro.
- Hasibuan, S. P. (2020). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hery, S. (2018). *Manajemen: Teori dan Praktik*. Salemba Empat.
- Kashir, P. (2016). *Pengukuran Kinerja Karyawan*. Alfabeta.
- Larasati, S. (2018). *Pengembangan Sumber Daya Manusia*. Rajawali Pers.
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mardiana, M. (2021). *The Role of Training in Enhancing Employee Performance*. *Management Science Review*, 20(1), 45-62.
- Rachmawati, R., & Budi, S. (2020). *The Influence of Training on Employee Performance in Automotive Industry*. *Journal of Human Resource Management*, 8(2), 65-75.
- Samsudin, A. (2006). *Pengembangan Karir dan Kinerja Karyawan*. Alfabeta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Kencana.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan Kombinasi (Mixed Methods)*. Alfabeta.
- Wibowo, A. (2016). *Manajemen Kinerja*. Rajawali Pers.