

The Influence Of Job Training, Financial Compensation and Career Development on Employee

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Abstract: In a broad sense, performance can be interpreted not only as a result of work, but also in the form of work processes. This study aims to analyze the effect of job training, financial compensation, and career development on employee performance at PT Sriwijaya Air Jakarta District. This research method includes descriptive research with verification methods. The data in this study were collected using questionnaires distributed to employees of PT Sriwijaya Air Jakarta District in 2023 with a sample of 86 respondents. The data obtained was then analyzed using SPSS 26 statistical software and multiple regression analysis, multiple correlation analysis, coefficient of determination, t test and f test were carried out. The results obtained from this study are job training, financial compensation, and career development simultaneously also have a significant influence on employee performance. Based on the calculated f value of $116.803 > f \text{ table } 2.71$ with a sig value. $0.000 < 0.05$. While the contribution value of job training, financial compensation and career development is 80.3% and the rest is influenced by other factors

Keywords: Job Training, Financial Compensation, Career Development, Performance

INTRODUCTION

Globalization era now, where changes are so fast, a company or organization must make changes to all aspects within the company. In order to realize these goals, competent and qualified human resources are needed that can increase positive effects and improve employee performance. Human resources are the main supporting pillar as well as driving wheels of the organization in an effort to realize the vision and mission and goals of the organization. Human resources can be measured through the average education, training and level of experience (Agustin et al., 2020).

Performance can be interpreted in general not only as a result of work, but can be in the form of a work process. Employee performance will be maximized if employees have satisfaction with their work. Worker performance can be affected by several factors aspects, as for some aspects that affect employee performance such as job training, financial compensation and career development, if some of these elements are obtained by employees, it will motivate employees and increase employee performance. At PT Sriwijaya Air, there has been a decline in performance caused by work achievements that have not been maximized and there are several things that have not been done or not done by the airline.

Training is conducted to improve human resource performance, which is a continuous cycle between training and employee performance. assessment carried out Maidarti et al, (2022) said that giving training had a good impact on worker performance. Kasmir (2016:126) assumes that distributing training is in the form of a stage to create and perfect workers by increasing their skills, experience, insights and attitudes.

Another factor that affects performance is Financial Compensation, Compensation is the most important factor in a company. According to Hasibuan (2022: 118) Compensation in the form of all income including money, tangible and intangible objects obtained by workers becomes wages which are distributed to their expertise for the company. The provision of financial compensation at PT Sriwijaya Air still does not meet the needs and satisfaction of employees with the standard of living needs. This is reflected in the many complaints of employees that the financial compensation received form aligned on minimum wage determined by the institution. Many workers or employees at PT Sriwijaya Air need financial compensation to be improved as well as the feasibility of giving and the work that has been done to build employee

motivation to work well to carry out its functions and responsibilities within a company to improve performance.

Another aspect that affects employee performance is career development, career development can also affect employees personal lives which have an impact on the company. Companies must monitor and improve the career development process for each employee, both in the workplace and during training. assessment carried out Permata Sari & Candra (2020) shows that career development significant impact on worker performance. Meanwhile, assessment carried Hapsoro et al, (2022) shows if there is no direct impact shared through performance advancement on career.

PT Sriwijaya Air is an airline company in Indonesia, Sriwijaya Air was built by the Lie family with Johannes Bundjamin and Andi Halim. With Sriwijaya Air's AOC issued on October 28, 2003, Sriwijaya Air is now the third largest airline company in Indonesia, and from 2007 until now it has been registered as one of the domestic airlines that holds Category 1 safety standards in Indonesia. In developing its business, PT Sriwijaya Air has experienced ups and downs and managed to overcome challenges that can achieve success and win back its customers, in this case the company must prioritize special attention to the company's internal strengths and the ability to identify external opportunities originating from the market. And if employee performance can be realized properly, can drive gains company goals effectively and efficiently because it will create an atmosphere of accelerated implementation of activities within PT Sriwijaya Air.

Picture 1



Based on the data at picture 1, Sriwijaya Air obtained a percentage of 20.5%, which means that PT Sriwijaya Air must improve the performance of its employees, one of which is through job training and career development in order to face competition in the free market, especially the aviation market in Indonesia, especially now that the quality of employees is expected to compete with other companies. In order to develop employees' abilities, companies must provide training and development in the form of direction in order to form good performance. The training and development carried out includes the implementation of work both in the field of service and in other operational techniques.

Through the acquisition of an initial assessment of a research gap, namely the difference in acquisition of the assessment that has been carried out, so it must be held deepen the influence of job training, financial compensation, and career development on employee performance at PT Sriwijaya Air Jakarta district (CGK).

METHOD

This study uses verification and descriptive methods methods. Sugiyono (2017: 11) Descriptive assessment in the form of is used to answer problem formulations related to questions about there are independent variables, between variables. This research was conducted in December 2022 - May 2023 at PT Sriwijaya Air which is located at Jl. Marsekal Suryadarma No. 1, Soekarno-Hatta Airport, M I Neglasari, Tangerang City, Banten 15129.

This study uses primary data obtained from interviews, observations, distribution of questionnaires to respondents and secondary data obtained through literature. In this study, the population is all employees of

PT Sriwijaya Air in 2023. Based on the calculation of determined the total sample using the Slovin formula, with a total of 86 respondents.

RESULTS AND DISCUSSION

1. Data Instrument Test

Validity Test

This test was held to observe feasibility of statement items. To find out and assess whether each item is valid or not can be observed against Pearson Correlation value of through conditions.

- a. If $r \text{ count} \geq r \text{ table}$ then the statement items are declared valid.
- b. If $r \text{ count} \leq r \text{ table}$ then the statement items are declared invalid.

Table 1. Validity Test Results of Job Training Variables (X1)

Item No.	r Count	r Table	Description
Item 1	0.446	0.212	Valid
Item 2	0.421	0.212	Valid
Item 3	0.471	0.212	Valid
Item 4	0.648	0.212	Valid
Item 5	0.539	0.212	Valid
Item 6	0.582	0.212	Valid
Item 7	0.602	0.212	Valid
Item 8	0.561	0.212	Valid
Item 9	0.505	0.212	Valid
Item 10	0.591	0.212	Valid

through table 1, the value of r counts through 10 question items for the job training variable indicator (X1) shows that there are 10 items with a correlation value higher than rtabel so if all statement items are called valid.

Table 2. Financial Compensation Variable Validity Test Results (X2)

Item No.	r Count	r Table	Description
Item 1	0.546	0.212	Valid
Item 2	0.428	0.212	Valid
Item 3	0.456	0.212	Valid
Item 4	0.549	0.212	Valid
Item 5	0.573	0.212	Valid
Item 6	0.537	0.212	Valid
Item 7	0.460	0.212	Valid
Item 8	0.549	0.212	Valid
Item 9	0.580	0.212	Valid
Item 10	0.409	0.212	Valid

through table 2, the magnitude of the r count value of the 10 question items for the financial compensation variable indicator (X2) shows that there are 10 items with a correlation value higher than rtabel so through.

Table 3. Results of the Validity Test of Career Development Variables (X3)

Item No.	r Count	r Table	Description
Item 1	0.444	0.212	Valid
Item 2	0.511	0.212	Valid
Item 3	0.575	0.212	Valid
Item 4	0.668	0.212	Valid
Item 5	0.526	0.212	Valid
Item 6	0.575	0.212	Valid
Item 7	0.581	0.212	Valid
Item 8	0.631	0.212	Valid
Item 9	0.555	0.212	Valid
Item 10	0.427	0.212	Valid

through table 3, the value of rcount of 10 question items for variable indicators of career development (X3) shows that there are 10 items with a correlation value higher than rtable so through.

Table 4. Employee Performance Variable Validity Test Results (Y)

Item No.	r Count	r Table	Description
Item 1	0.521	0.212	Valid
Item 2	0.414	0.212	Valid
Item 3	0.429	0.212	Valid
Item 4	0.394	0.212	Valid
Item 5	0.449	0.212	Valid
Item 6	0.569	0.212	Valid
Item 7	0.630	0.212	Valid
Item 8	0.536	0.212	Valid
Item 9	0.555	0.212	Valid
Item 10	0.548	0.212	Valid

through table 4, the magnitude of the rcount value of 10 question items for the employee performance variable indicator (Y) shows that there are 10 items with a correlation value higher than rtable so that all question items are declared valid.

Reliability Test

This test is used to test the range of measurement accuracy that can describe the phenomenon being measured. A research instrument can be is called reliable if the alpha coefficient value is > 0.60.

Table 5. Reliability Test

	Cronbach's Alpha	N of Items
Job Training (X1)	.726	10
Financial Compensation (X2)	.677	10
Career Development (X3)	.742	10
Employee Performance (Y)	.678	10

Based on the table 5, it can be seen that the Cronbach alpha value is > 0.60. Thus it can be concluded that Cronbach's Alpha is acceptable and the instrument is called reliable.

2. Multiple Regression Analysis

Analysis is used when you want to predict the impact of independent and dependent variables and provide facts whether or not there is a functional relationship between these variables.

Table 6. Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.181	2.133		3.366	.001
	Job Training	.105	.051	.121	2.042	.044
	Financial Compensation	.328	.069	.368	4.732	.000
	Career Development	.421	.068	.504	6.200	.000

a. Dependent Variable: Employee Performance

through table 6 the results are found in the form:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 7.181 + 0.105X_1 + 0.328X_2 + 0.421X_3$$

can be observed through this description:

1. The constant is 7.181, meaning that the consistent value of the Employee Performance variable (Y) is 7.181.
2. The X1 regression coefficient of 0.105 states that every one unit increase in the value of Job Training (X1), the Employee Performance (Y) will increase by 0.105 if other variables are called constants.
3. The X2 regression coefficient of 0.328 states that every one unit increase in the value of Financial Compensation (X2), the Employee Performance (Y) will increase by 0.328 if the other variables are considered constant.
4. The X3 regression coefficient of 0.421 states that for every one unit increase in the value of Career Development (X3), Employee Performance (Y) will increase by 0.421 if the other variables are considered constant.

3. Multiple Correlation Analysis

Multiple This analysis aims to observe the strength and degree of interrelationships Job Training (X1), Financial Compensation (X2) and Career Development (X3) variables on Employee Performance (Y) together.

Table 7. Simple Correlation Test Results of Variable X2 on Variable Y

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.900 ^a	.810	.803	1.27828	.810	116.803	3	82	.000

a. Predictors: (Constant), Career Development, Job Training, Financial Compensation

through table 7 correlation independent variable value what the dependent form 0.803 and in accordance with the table of the relationship level of the coefficient interval between 0.800-1.000, it is concluded that the toughness of the link between variables Job Training (X1), Financial Compensation (X2) and Career Development (X3) on Employee Performance (Y) together is very strong.

4. Coefficient of Determination Analysis

This coefficient is used to determine the magnitude of the variable variance that can be explained independently, and then cannot be translated in the form of variable coverage outside of the study.

Table 8. Test Coefficient of Determination

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.900 ^a	.810	.803	1.27828	.810	116.803	3	82	.000	

a. Predictors: (Constant), Career Development, Job Training, Financial Compensation

By looking at the Adjusted R Square, observable if coefficient of determination is 0.803 or 80,3%. This shows that Job Training (X1), Financial Compensation (X2) and Career Development (X3) on Employee Performance (Y) are 80,3% and the difference of 19,7% is affected by variables outside this study.

5. Hypothesis Test

F Statistical Test

This test is carried out to test the impact of independent variables with others on the dependent variable. This test is done by paying attention to the significance of the f value in the calculation results with an alpha level of 5%. if $\text{sig} < 5\%$ so there is an impact with fellow variables.

the decision of this test is taken in the form of:

- a) If $f \text{ count} > f \text{ table}$ then the hypothesis is accepted
- b) If $f \text{ count} < f \text{ table}$ then the hypothesis is rejected.

Table 9. F Statistical Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	572.569	3	190.856	116.803	.000 ^b
	Residuals	133.989	82	1.634		
	Total	706.558	85			

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

through table 9 it can be observed that F count is 116.803 at sig 5%, $F \text{ Table} = F(k;n-k) = F(3; (86-3)) = F(3; 83) = 2.71$. conclusions can be drawn if f counts

$116.803 > f \text{ table } 2.71$ and $\text{sig. } 0.000 < 0.05$ means H_a is accepted and H_0 is rejected..

6. Partial Test (T Statistical Test)

The t test was carried out to observe the magnitude of the participation of the independent and independent variables on the dependent.

Table 10. Partial Test (T Statistical Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	7.181	2.133		.001
	Job Training	.105	.051	.121	.044
	Financial Compensation	.328	.069	.368	.000
	Career Development	.421	.068	.504	.000

a. Dependent Variable: Employee Performance

From table 10, observed if t count of Job Training (X1), Financial Compensation (X2) and Career Development (X3) each has a t count of (2.042> from t table 1.988), (4.732> from t table 1.988) and (6.200> from t table 1.988), and all three have a sig amount of (0.044), (0.000) and (0.000) <0.05, meaning if Ha is accepted and H0 is rejected, it means that there is a good impact on H0. from t table 1.988), and all three have sig amounts (0.044), (0.000) and (0.000) <0.05, meaning if Ha is accepted and H0 is rejected, it means that there is a good and significant impact between Training (X1) Financial Compensation (X2) and Career Development (X3) on Employee Performance (Y).

CONCLUSION

This study carried out on the target of analyzing and obtaining empirical facts about the impact Job Training, Financial Compensation and Career Development together or simultaneously on Employee Performance at PT Sriwijaya Air Jakarta district (CGK). This study involved 86 respondents who had been distributed a research measurement includes a questionnaire. Earnings through questionnaire distribution then analyzed using multiple regression analysis and multiple correlation analysis. Based on the analysis that has been done before, this research shows the following conclusions:

1. Job training partially have a positive and significant impact on employee performance. With a t value of 2.042> t table 1.988 with a sig value. 0,044 < 0,05, The positive sign on the coefficient illustrates the positive relationship between the job training variable and employee performance. If the job training is carried out in accordance with the goals, vision and mission of the company, there is a great opportunity for employees to improve their performance. Job training allows employees to work more effectively and efficiently, especially when facing technological changes, new work methods, and employee skills and knowledge within the company. It can be said that the purpose of training is to improve employee performance and develop knowledge, attitudes and work skills to produce quality performance to ensure mutually beneficial conditions are achieved for companies and employees.
2. Financial compensation partially have a positive and significant impact on employee performance. With a t value of 4.732> t table 1.988 with a sig value. 0,000 < 0,05, The positive sign on the coefficient illustrates a positive relationship between the financial compensation variable and employee performance. If the financial compensation provided supports the lives of employees and is very useful, there is a great chance that employees will be more enthusiastic about working and able to improve their performance. Compensating employees properly has a positive impact on the company itself. Naturally, when employees are rewarded for their performance within the company, they are more motivated to serve the company they work for. However, if employees feel that the compensation they receive from the company is not commensurate with their work, they tend to be less than optimal in carrying out the company's duties and responsibilities.
3. Career development with partial good and significant impact on worker performance. With a t value of 6,200> t table 1,988 with a sig value. 0,000 < 0,05, The positive sign on the coefficient illustrates a positive relationship between career development variables and employee performance. If the company can guarantee career development to employees, then this can make employees more active at work which will have an impact on improving their performance. Career development is the commitment of employees and companies to improve their abilities and potential in carrying out their work through training, additional knowledge and promotion. Career development is a formal approach taken by companies to ensure that their employees have the right qualifications, skills and experience according to company needs. Therefore, companies must manage and develop their careers appropriately to maintain employee performance, encourage them to always give their best, and avoid work frustration associated with poor company performance.
4. Job training, financial compensation, and career development simultaneously have a positive and significant impact on employee performance. by the calculated value of 116.803> f table 2.71 with a sig value. 0,000 < 0,05 and the Adjusted R squared value obtained is 0.803, meaning that the job training, financial compensation, and career development variables are able to influence the employee performance variable by 0.803 or 80,3%. So it can be said that 80,3% of employee performance is improved by the provision of job training, financial compensation offered by the company and the guarantee of career development in accordance with the amount of performance given to the company.

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