The Influence of Job Training and Career Development on Employee Performance at PT. Bank Sumut Imam Bonjol Branch

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Article Information	ABSTRACT
	The aim of this research is to determine and analyze the influence of job training and career development on employee performance at PT Bank Sumut Imam Bonjol Branch, both partially and simultaneously. The approach taken in this research is an associative approach. This research uses primary data where data is collected using a questionnaire and uses secondary data originating from books and previous research journals. The population in this study were employees of the general division of PT Bank Sumut Imam Bonjol Branch, namely 35 people and the total sample was 35 respondents. The data collection technique uses a questionnaire. The data analysis technique in this research uses SPSS 25. The results of data analysis show that job training has no significant effect on employee performance and career development has no significant effect on employee performance. And in terms of variables, discipline, job training and career development have a significant effect on employee performance. **Keywords**: Job Training, Career Development and Employee Performance

1. Introduction

Global economic growth has been increasing from year to year. Indirectly, this urges businesses to continually develop. Efforts that can be made include focusing company attention on the human resources involved. Company goals cannot easily and effectively be achieved if its human resources are not competent. To achieve company objectives, the members involved must strive to improve their performance. It is important for companies to assess employee performance, as it reflects how well employees can carry out their assigned tasks (Pulungan, 2018).

Bank Sumut is the North Sumatra Regional Development Bank, established on November 4, 1961 under the name BPSU. According to the Basic Regulations of the North Sumatra Regional Development Bank Level I, in 1962 its business form was changed to a Regional-Owned Enterprise (BUMD) with an initial capital of Rp.100 million at that time, owned by the Level I and Level II Regional Governments of North Sumatra. The growth rate of Bank Sumut has shown significant development in terms of performance and achievements over the years. Total assets of Bank Sumut reached 10.75 trillion in 2009 and increased to 12.76 trillion in 2010. With the support and spirit to become a professional and resilient bank capable of facing competition, the "to be the best" program

was implemented, aligned with the BPD Regional Champion 2014 roadmap. This initiative had consequences, including the need to strengthen capital without solely relying on regional government share participation, but also opening up other capital access such as bond issuance. Therefore, Bank Sumut increased its initial capital from Rp. 1 trillion in 2008 to Rp. 2 trillion in 2011, with total assets growing to 18.95 trillion. These achievements by Bank Sumut were the result of the excellent work done by its employees.

Performance is the result of work and work behavior achieved in completing tasks and responsibilities assigned over a specific period. According to Rivai & Basri (as cited in Basuki and Darsono, 2022), performance is the outcome or level of success of an individual over a certain period in carrying out tasks compared to various possibilities, such as work outcome standards, targets, or pre-agreed criteria. Various factors can influence employee performance, including competence, work motivation, and career development. According to KBBI (Indonesian Dictionary), an employee is someone who works in an institution (office, company, etc.) and receives a salary (wage). In the context of human resource development, an employee's performance in a company is crucial for achieving both the employee's own performance and the company's success. Employee performance is the result of a planned process of specific work at the time and place of the employee and the organization concerned (Hasibuan and Silvya, 2019). Good employee performance in a company allows the company to achieve its desired goals (Arin et al., 2022). Below is the performance data of PT. Bank Sumut Imam Bonjol Medan Branch:

Tabel 1. Performance Evaluation of Employees at PT. Bank SUMUT Imam Bonjol Medan Branch 2019-2022

PA	2019		2020		2021		2022	
	Jlh	%	Jlh	%	Jlh	%	Jlh	%
0	6	9.84%	6	9.84%	4	6.56%	2	3%
1	0	0.00%	0	0.00%	0	0.00%	0	0%
2	0	0.00%	0	0.00%	1	1.64%	2	3%
3	25	83.61%	25	83.61%	15	54.10%	14	54.%
4	4	6.56%	4	6.56%	12	32.79%	13	33%
5	0	0.00%	0	0.00%	3	4.92%	4	7%
Total	35	100.00%	35	100.00%	35	100.00%	35	100%

Source: PT. Bank SUMUT Imam Bonjol Medan Branch, processed data

Based on Table 1, it can be observed that the achievement of employee performance scores based on PA (Performance Appraisal) shows the highest percentage of employees receiving Performance Appraisal 3 during the period from 2019 to 2021. Meanwhile, Performance Appraisal 4, indicating good employee performance, has continued to increase from 2019 to 2022. Additionally, there has been a decrease in the number of employees receiving Performance Appraisal 0 from 2020 to 2022. However, the low number of employees receiving Performance Appraisal 5, with a percentage of 4.92% in 2021 and 7% in 2022, indicates that the performance of employees at PT. Bank SUMUT Imam Bonjol Medan Branch has not yet reached its maximum potential. Performance Appraisal, also known as performance evaluation, is a systematic evaluation of employee performance and capabilities.

Training is crucial in enhancing employee performance. Furthermore, training can reduce skill and knowledge gaps among employees. This is supported by research presented by Mutholib (2019:224), stating that job training is systematic efforts to gather information on performance issues within an organization and to correct performance deficiencies. These gaps represent differences between actual employee behavior, including knowledge, skills, and attitudes, and the behaviors expected by the company to complete various tasks or responsibilities assigned to employees. Therefore, to address these competency gaps, companies need to implement training programs.

Career development combines future training needs and human resource planning (HR). From an employee's perspective, career development provides an overview of future career paths within the organization and signifies the organization's long-term interest in its employees. For an organization, career development provides assurance that there will be employees available to fill vacant positions in the future, as stated by Gomes in (Handoko and Rambe, 2018: 35). According to Nawawi in (Arin et al., 2018:17), career development is a sequence of positions or roles occupied by an individual throughout their lifetime. It aims to place an individual worker in an organization/company's environment, as part of a sequence of positions/roles they occupy throughout their lifetime. Meanwhile, according to Priansa (2018), career development is a human resources activity that helps employees plan their future careers in the company so that both the company and the employees can develop to their maximum potential.

2. Materials and Method

This research employs quantitative research methodology. Quantitative research is a method based on specific populations and samples, utilizing data collection instruments and quantitative data analysis methods. Its aim is to test predetermined hypotheses (Sugiyono, 2018). The research data consists of primary data obtained directly from respondents through Likert-scale questionnaires and processed directly by the researcher.

The research period spans from May 2023 to April 2024, conducted at PT Bank Sumut Imam Bonjol Branch located at Jalan Imam Bonjol No.18, Madras Hulu, Kec. Medan Polonia, Kota Medan, North Sumatra 20212.

Population refers to the generalization area consisting of objects and subjects with specific quantities and characteristics defined by the researcher for study and subsequent conclusion drawing (Sugiono, 2018). The population in this study comprises employees in the General Division of PT Bank Sumut Imam Bonjol. The sampling technique employed is random sampling, specifically saturated sample technique, where all 35 employees in the General Division of PT Bank Sumut Imam Bonjol are selected as the sample for this research.

The analysis method used in this research is multiple linear regression analysis. This method is employed to determine the influence of independent variables on the dependent variable. The multiple linear regression equation is as follows:

$$Y = \acute{\alpha} + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_2 + e$$

Explanation:

Y: Employee Performance

ά: Regression Constant and Decision

$\beta_{1,2}$: Regression Coefficients of Variables

X_1: Job Training Variable

X_2: Career Development Variable

e: Error Rate

3. Result

Validity Test

The validity test uses 30 respondents with the provisions of r count > r table, so the statement is declared valid.

Table 2. Job Training Validity Test

Research Variables	R Count	R table	Description
I participated in training that is in line with my field of work	0,775	0,361	Valid
My skills have improved after attending the training	0,820	0,361	Valid
The training material provided has improved my skills	0,871	0,361	Valid
The method used by the instructor makes it easy for me to understand the training material well.	0,880	0,361	Valid
I am worthy and eager to participate in the training provided by the company and understand the palletihan material	0,774	0,361	Valid
The training instructor has a professional ability and attitude in delivering the material	0,617	0,361	Valid

Source: Primary Data Processed at SPSS 25, 2024

Table 3. Career Development Validity Test

Research Variables	R Count	R table	Description
Provisions regarding career development are clearly regulated in company policy and apply to all.	0,734	0,361	Valid
I get promoted to have a higher position or job in the future from my superiors when I have achievements at work.	0,753	0,361	Valid
Educational background is a consideration in career development	0,782	0,361	Valid
Participating in job training helps me develop my skills and get promoted.	0,741	0,361	Valid
Work experience is taken into account in promotion	0,712	0,361	Valid
Loyalty to the company plays an important role in career development	0,779	0,361	Valid

Adaptability to the environment and good relationships with coworkers are important in career development.	0,677	0,361

Source: Primary Data Processed at SPSS 25, 2024

Table 4. Employee Performance Validity Test

Research Variables	R Count	R table	Description
I am able to complete my tasks with my task mastery understanding skills	0,835	0,361	Valid
I can do various types and amounts of work in a given amount of time	0,715	0,361	Valid
I always complete my tasks on time	0,721	0,361	Valid
I always take the initiative in doing work	0,835	0,361	Valid
I complete my tasks in accordance with the time given by the company	0,857	0,361	Valid
I complete my tasks with accuracy in accordance with the Company's SOP.	0,715	0,361	Valid
I have a leadership spirit in teamwork	0,721	0,361	Valid
I prioritize honesty in work	0,835	0,361	Valid
I am able to work creatively either by giving new ideas or making developments	0,857	0,361	Valid

Source: Primary Data Processed at SPSS 25, 2024

Based on the table above, it can be concluded that all variable statements are declared valid because the value of r count > r table.

Reliability Test

The reliability test is carried out by looking at the Cronbach alpha value > 0.6, which means that a variable can be declared reliable. The following are the results of the reliability test:

Table 5. Reliability Test Results of research instruments

Research Variables	Cronbach's Alpha	Reliability Limits	Description
X1	0,881	0,60	Reliable
X2	0,861	0,60	Reliable
Y	0,922	0,60	Reliable

Source: Primary Data Processed at SPSS 25, 2024

Based on the table, it is known that all variables obtained overall Cronbach's Alpha results greater than 0.60.

Classic Assumption Test

The classical assumption test aims to determine the condition of the data used in the research. One way is to test the normality of the data.

a. Normality test

This test is carried out to determine whether the residuals are normally distributed or not. The test used is the Kolmogorov-smirnov test. A summary of the residual normality test results is shown in the following table

Table 6. Kolmogorov-Smirnov Z Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	5,09179151
Most Etreme	Absolute	,117
Differences	Positive	,117
	Negative	-,100
Test Statistic		,117
Asymp. Sig. (2-tailed)		,200[c,d]

Source: Primary Data Processed in SPSS 25, 2024

Based on the table above, it can be seen that the Asymp. Sig. (2-tailed) of 0.200 is greater than 0.05, so in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed. Thus, the assumption or statement of normality in the regression model has been fulfilled.

b. Multicollinearity Test

The purpose of the multicollinearity test is to test whether the regression model has a correlation between independent variables. To detect multicollinearity, it can be seen from the Tolerance value and Variance Inflation Factor (VIF). If the Tolerance value <0.10 or the same as the VIF value> 10 indicates multicollinearity.

Table 7. Multicollinearity Test Results

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	3,492	3,353		1,041	,306		
Job Training	,457	,254	,308	1,800	,082	,335	2,982
Career Development	,233	,237	,178	.979	,335	,298	3,360

a. Dependent Variable: Employee Performance

Source: Primary Data Processed in SPSS 25, 2024

Based on the table above, it can be seen that the VIF value for the variable, Job Training variable (X1) is 2.982 and Career Development (X2) is 3.360. This means that the VIF value of each variable is not more than 10. Tolerance value, variable X1 is 0.335, and variable X2 is 0.298, meaning that both variables have a tolerance value greater than 0.1. Thus it can be concluded that there are no symptoms of multicollinearity between the independent variables

c. Heteroscedasticity Test

The purpose of this test is to determine whether the regression model has the same variance from the residuals of one observer to another. If there is no similarity, it means that there are symptoms of heteroscedasticity. The test used is the Glejser test. There are no symptoms of heteroscedasticity if the sig value. > 0,05. The summary of the heteroscedasticity test results is as follows:

Table 8. Heteroscedasticity Test

| | Coefficients^a | | | | |
| | Unstandardized Coefficients | | Standardized Coefficients | | |
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	2,993	2,227		1,344	,189
Job Training	-,047	,169	-,085	-,276	,785
Career Development	-,022	,158	-,045	-,138	,891

a. Dependent Variable: ABS RES

Source: Primary Data Processed in SPSS 25, 2024

Based on the results of the Glejser test on the independent variables, it can be seen in the table above that the significance value for variable X1 is 0.680, variable X2 is 0.785, and variable X3 is 0, 891, meaning that the value is greater than 0.05 so it can be concluded that the two variables do not occur symptoms of heteroscedasticity.

Multiple Linear Regression

The following are the results of the regression analysis of the influence of the independent variable on the dependent variable.

$$Y = 3.492 + 0.720 X1 + 0.457 X2 + 0.233 X3 + e$$

Description:
- X2 coefficient value = 0.457. Job Training has a positive relationship with Employee Performance. So if the Job Training variable increases by 1 unit, the dependent variable Employee Performance will increase by 0.457 and vice versa.

- X3 coefficient value = 0.233. Career Development has a positive relationship with Employee Performance. So if the career development variable increases by 1 unit, the dependent variable Employee Performance will increase by 0.233 and vice versa.

Hypothesis Test

1) Partial Test (t Test)

The t test is used to determine the partial effect of the independent variable on the dependent variable. For the t test carried out at the $\alpha = 0.05$ level with degrees of freedom (df) = n-k or 35 - 4 = 31, obtained t table of 2.039. Based on the test results it can be concluded as follows:
- The t value of the Job Training variable is 1.800 and the significance is 0.000. The hypothesis (H1) is rejected because t count < t table (1.800 < 2.039). So it can be concluded that Job Training has an insignificant effect on Employee Performance of PT Bank Sumut Imam Bonjol Branch.
- Career Development t value and significance. Hypothesis (H2) is rejected because t count < t table (0, 979 < 2.039). So it can be concluded that Career Development has no significant effect on Employee Performance of PT Bank Sumut Imam Bonjol Branch.

2) Simultaneous Test (F Test)

The purpose of the F test is to determine the effect of all independent variables together on the dependent variable. The F test results can be seen from the Anova table F value from the output. The following are the results of the F test.

In this study using a sample of 35 respondents, with df 1 = 3 (4 - 1) and df 2 = 31 (35 - 4) with a significance level of 5%. So that the f table is obtained at 2.91. The results of the F test obtained the calculated F value of 23.576 with Sig, 000. Based on this, it can be seen that F count > F table (23.576 > 2.91). From the analysis it can be concluded that together (simultaneously) Job Training (X1) and Career Development (X2) have a significant effect on Employee Performance (Y).

3) Determination Coefficient Test

This coefficient of determination is used to determine how much influence the independent variable has on the dependent variable. The coefficient of determination is determined by the Adjusted R Square value. It is known that the Adjusted R Square value is 0.666. This means that 66.6% of employee performance variables are influenced by the independent variables of Job Training, and Career Development, while 33.4% of employee performance variables are influenced by other variables not examined in this study.

4. **Discussion**

Based on the results of the study, it is known that job training has an insignificant effect on employee performance. This means that if job training is not held by the company, employee performance will decrease. The results of this study are in line with the theory of Rachmawati (2018) which states that training is an environmental container for employees, where they acquire or learn

attitudes and the process of teaching certain knowledge and skills, so that employees are increasingly skilled and able to carry out responsibilities better. The results of this study are also supported by Jeni's research (2021) which states that job training has no effect on employee performance. When associated with the phenomenon that occurred at PT Bank Sumut Imam Bonjol branch, namely the lack of human resource development and the gap in knowledge and skills between employees, there is conformity as described by the researcher. The need to evaluate job training materials better so that employees who take part in training have better productivity. And the company increases the number of employees who take part in training so that there is no gap in knowledge and skills between employees. Job training aims to improve performance by increasing expertise that can help in completing responsibilities. Job training held by PT Bank Sumut Imam Bonjol branch is carried out twice a year with few participants. The small number of employees who take part in training can cause a gap between the great needs of employees to improve their skills. Based on the results of the frequency distribution of job training variables, it shows that the lowest average in the statement is the indicator of material

Career development has no significant effect on the performance of employees of PT Bank Sumut Imam Bonjol branch. This means that career development does not really affect employee performance. Based on the frequency distribution table, the career development variable shows the lowest average, namely the work performance indicator. Employees who have achievements do not guarantee promotion or career development. This is because career development carried out by promotion requires highly educated people, while the education level of the employees of the General Division of PT Bank Sumut Imam Bonjol branch still tends to be low because there are still many high school / vocational school graduates. In addition, career development is also given to employees who take part in regular training, but employees who take part in training are still few.

The results of this study are supported by Felisa (2020) which states that career development has no significant effect on employee performance. According to Burso (2018) Career Development is an effort carried out by every employee or organization to spur himself to do his best in serving and improving his abilities / skills in carrying out the main tasks and functions of profit and non-profit organizations and all work.

The results of this study indicate that together (simultaneously) job training variables, and career development have a significant effect on the performance of General division employees of PT Bank Sumut Imam Bonjol branch. This illustrates that employee performance is influenced by the discipline of employees while working, job training in accordance with employee needs and career development that can encourage work productivity levels. supported by research conducted by Matondang & Sianturi (2020) which states that simultaneously discipline, job training, and career planning have a significant effect on employee performance. Employee performance is the result of work in quality and quantity achieved by an employee (Mangkunegara, 2019).

5. Conclusions

Based on the results of the analysis and discussion that has been carried out, the following conclusions are obtained:

1. Job training does not have a significant effect on the performance of General division employees PT Bank Sumut Imam Bonjol branch
2. Career development has no significant effect on the performance of General division employees of PT Bank Sumut Imam Bonjol branch
3. Simultaneously discipline, job training, and career development have a significant effect on the performance of General Division Employees of PT Bank Sumut Imam Bonjol branch.

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