

The Influence of Job Training, Career Development, And Work Discipline on Employee Performance

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ABSTRACT: This study was conducted with the aim of determining the direct influence of job training, career development, and work discipline on employee performance. The sample used in this study consisted of 101 employees. The data analysis method used in this study was multiple linear regression analysis, with instrument testing techniques supported by IBM SPSS 25 software. The results obtained from this study indicate that: 1) job training, career development, and work discipline simultaneously have a positive and significant effect on employee performance. 2) Job training partially has a positive and significant effect on employee performance. 3) Career development partially has a positive and significant effect on employee performance. 4) Work discipline partially has a positive and significant effect on employee performance.

KEYWORDS: Employee Performance, Job Training, Career Development, Work Discipline.

I. INTRODUCTION

Human Resources (HR) are a critical factor in an organization. HR plays an essential role in driving business operations and achieving organizational goals, as it is the element that mobilizes the company's activities and is directly involved in various processes within the organization. Every company must prioritize the human resources to ensure that employees demonstrate strong performance and can continuously contribute optimally achievement of the company's goals. Employee performance can be influenced by several factors, including: abilities and skills, knowledge, training, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline, and career development (Kasmir, 2016).

In this study, employees at PT Cendikia Global Solusi experienced a decline in performance evaluation scores in each quarter (Q) during the period of January to September 2024. The company's minimum standard for employee performance scores is at 80. However, for staff-level positions, the average performance scores in Q2 and Q3 were 75 and 73, these scores remain below the company's minimum standard. Similarly, for supervisor-level positions, the average performance scores in Q2 and Q3 were 78.2 and 76, which are also below the company's minimum standard.

The factors presumed to contribute to the decline in employee performance evaluation scores at PT Cendikia Global Solusi include job training, career development, and work discipline. This is in line with a previous study conducted by Afriwahyuni et al. (2023), which stated that job training, work discipline, and career development have a positive and significant effect on employee performance.

II. LITELATURE REVIEW

A. Employee Performance

Employee performance is the results or work behavior achieved by an employee in completing assigned tasks and responsibilities within a specified period (Kasmir, 2016). The indicators of employee performance include quantity, quality, timeliness, cost efficiency, supervision, and interpersonal relationships among employees (Kasmir, 2016). Employee performance can be influenced by several factors, including: ability and skills, knowledge, training, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline, and career development (Kasmir, 2016).

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B. Job Training

Job training is a systematic activity or process carried out to improve an employee's abilities and skills in performing assigned tasks (Rivai, 2017). Job training can be influenced by several factors, such as training participants, instructors or trainers, training materials, training location, training environment, and training schedule (Kasmir, 2016). The indicators of job training include training materials, training methods, trainers (instructors), training participants, and training facilities (Rivai, 2017).

C. Career Development

Career development is a personal change undertaken by an individual to achieve a predetermined career plan (Siagian, 2018). The factors that influence career development consist of job performance, networking, loyalty to the company, mentors and sponsors, as well as opportunities for growth (Rivai, 2017). The indicators of career development include fair treatment, supervisor's concern, career information, interest in promotion, and level of satisfaction (Siagian, 2018).

D. Work Discipline

Work discipline refers to an individual's ability to work regularly, diligently, consistently, and in accordance with applicable rules without violating established regulations (Sinambela, 2016). The employee work discipline can be influenced by several factors, such as leadership, reward systems, the employees' own abilities, compensation provided, fairness, inherent supervision, sanctions and punishments, assertiveness, and human relations among employees (Afandi, 2016). The indicators of work discipline include attendance frequency, level of alertness, compliance with work standards, adherence to work regulations, and work ethics (Sinambela, 2016).

E. Hypothesis Development

1. The Influence of Job Training, Career Development, and Work Discipline on Employee Performance Simultaneously

Employee performance is a crucial factor in achieving organizational goals. Employee performance can be influenced by various factors, including job training, career development, and work discipline. This statement is supported by previous research, which found that job training, career development, and work discipline simultaneously have a positive and significant effect on employee performance (Nababan et al., 2023).

H1: Job training, career development, and work discipline simultaneously have a positive and significant effect on employee performance.

2. The Influence of Job Training on Employee Performance Partially

The rapid advancement of technology requires companies to continuously enhance the skills and knowledge of their employees. Job training is one of the efforts made by companies to improve employees' work capabilities as a means to enhance their performance. This is supported by previous research, which found that job training partially has a positive and significant effect on employee performance (Rahmawati et al., 2023).

H2: Job training has a positive and significant effect on employee performance.

3. The Influence of Career Development on Employee Performance Partially

Career development plays a crucial role in improving employee performance within a company. When career development opportunities are provided, employees are more likely to feel that their career needs are being met by the company, which in turn fosters motivation and encourages high performance. This is supported by previous research, which found that career development partially has a positive and significant effect on employee performance (Meilani & Muttaqin, 2024).

H3: Career development has a positive and significant effect on employee performance.

4. The Influence of Work Discipline on Employee Performance Partially

Work discipline is also essential in improving employee performance within a company. When employees consistently demonstrate discipline, they are more likely to perform their tasks effectively and in accordance with company regulations, which contributes to higher levels of performance. This statement is supported by previous research, which found that work discipline partially has a positive and significant effect on employee performance (Maizar et al., 2023).

H4: Work discipline has a positive and significant effect on employee performance.

III. METHOD

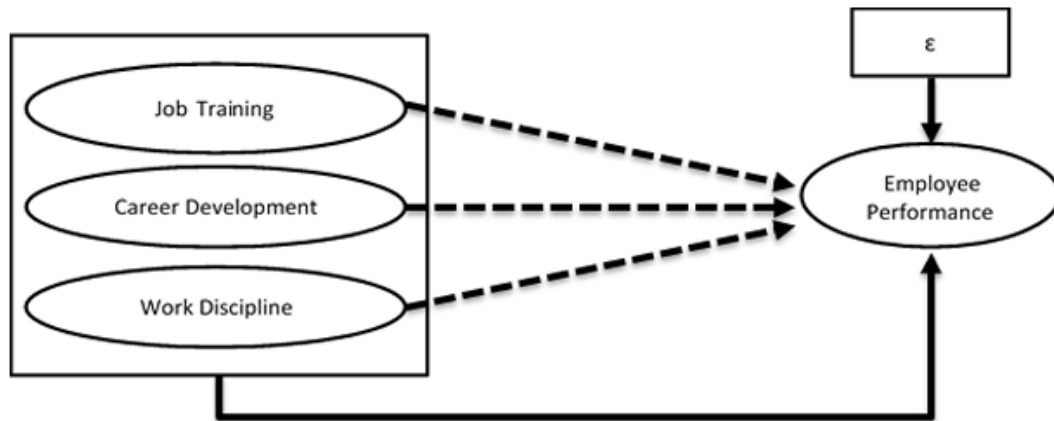


Figure 1. Thinking Framework

—————> = Simultaneously
> = Partial

The objects of this study are job training, career development, work discipline, and employee performance at PT Cendikia Global Solusi. The total population consists of 106 employees, with a sample of 101 employees, representing all operational staff. The sampling technique used in this study is the saturated sampling method.

The variables used in this study consist of the dependent variable, namely employee performance (Y), and the independent variables, namely job training (X1), career development (X2), and work discipline (X3). This study is a quantitative study, with data collection techniques including library research and field research. The data analysis method used in this study is verification testing using the multiple linear regression analysis supported by IBM SPSS 25 software, and the hypothesis testing is conducted using the F-test and t-test.

IV. RESULT

A. Multiple Linear Regression Analysis

The results of the multiple linear regression analysis in this study were obtained using the IBM SPSS25 software:

Table 1. Multiple Linear Regression Analysis Result

Coefficients			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	21.380	1.827	
1 Job Training	.104	.024	.317
Career Development	.056	.021	.193
Work Discipline	.261	.031	.600

Source: Primary Data Processed, 2025

Based on Table 1. The result of the multiple linear regression analysis provides the following regression model:

$$Y = 21,380 + 0,104X_1 + 0,056X_2 + 0,261X_3 + \epsilon$$

The constant value obtained 21.380, which means that when job training (X1), career development (X2), and work discipline (X3) are constan, the employee performance (Y) at PT Cendikia Global Solusi remains positive. The regression model indicates that the regression coefficient for job training (X1) is positive at 0.104, which means that job training has a positive influence on employee performance. The regression coefficient for career development (X2) is positive at 0.056, indicating that career development positively affects employee performance. The regression coefficient for work discipline (X3) is positive at 0.261, signifying that work discipline has a positive impact on employee performance.

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B. Coefficient Of Correlation

Table 2. Coefficient of Correlation and Coefficient of Determination (R^2) Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.518	.503	.994

Source: Primary Data Processed, 2025

Based on Table 2. The result of the Correlation Coefficient, it can be seen that the correlation coefficient (R) obtained from the calculation is 0.720. In this study, the R value falls within the range of 0.600 – 0.799, which is categorized as a strong correlation (Sugiyono, 2019). This indicates that the variables of job training, career development, and work discipline have a strong relationship or correlation with employee performance. In other words, the better the job training, career development, and work discipline, the better the employee performance will be. This statement is supported by previous research, which found that job training, work discipline, and career development variables have a strong relationship with employee performance (Afriwahyuni et al., 2023).

C. Coefficient Of Determination (R^2)

Based on Table 2, the R Square (R^2) value is 0.518 or 51.8%. This indicates that the percentage contribution of the influence of job training, career development, and work discipline variables on the employee performance of PT Cendikia Global Solusi is 51.8%, while the remaining 48.2% is explained by other variables not included in this study, such as ability and skills, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, and commitment (Kasmir, 2016).

D. Hypothesis Testing Result

1. Simultaneously Test (F-Test) Table 3. F-Test Result

F-count	F-table	Sig.
34,374	3,090	0,000

Source: Primary Data Processed, 2025

Based on Table 3. the results indicate that the F-count is higher than the F-table ($34,374 > 3,090$), which means the job training, career development, and work discipline variables simultaneously have a positive and significant effect on employee performance.

2. Partial Test (t-Test) Table 4. t-Test Result

Model	t-count	t-table	Sig.
Job Training	4,365	0,1660	0,000
Career Development	2,660	0,1660	0,009
Work Discipline	8,461	0,1660	0,000

Source: Primary Data Processed, 2025 Based on Table 4. it can be concluded that:

- t-count for the job training variable is 4,365 while the t-table value at $\alpha=0,05$ is 1,660. This indicates that the calculated t-count is higher than the t-table ($4,365 > 1,660$) with a significance level of $0,000 < 0,050$. Therefore, H_{01} is rejected, and H_{a1} is accepted, which means that partially, job training has a positive and significant effect on employee performance at PT Cendikia Global Solusi.
- t_2 -count for the career development variable is 2,660 while the t-table at $\alpha=0,05$ is 1.660. This indicates that the calculated t_2 -count is higher than the t-table ($2,660 > 1,660$) with a significance value of $0,009 < 0,050$. Therefore, H_{02} is rejected and H_{a2} is accepted, meaning that career development partially has a positive and significant influence on employee performance at PT Cendikia Global Solusi.
- t_3 -count for the work discipline variable is 8,461 while the t-table at $\alpha=0,05$ is 1,660. This indicates that the t_3 -count is higher than the t-table ($8,461 > 1,660$) with a significance value of $0,000 < 0,050$. Therefore, H_{03} is rejected and H_{a3} is accepted, meaning that work discipline partially has a positive and significant influence on employee performance at PT Cendikia Global Solusi.

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V. DISCUSSION

A. The Influence of Job Training, Career Development, and Work Discipline on Employee Performance Simultaneously

Based on the result indicates that the job training, career development, and work discipline variables simultaneously have a positive and significant effect on employee performance at PT Cendikia Global Solusi. This result is supported by previous research, which stated that work discipline, job training, and career development simultaneously have a positive and significant influence on employee performance (Dermawan & Pohan, 2024); Afriwahyuni et al., 2023); and Nababan et al., 2023).

B. The Influence of Job Training on Employee Performance Partially

Based on the result job training partially has a positive and significant effect on employee performance at PT Cendikia Global Solusi. This result is supported by previous studies that found job training partially has a positive and significant effect on employee performance (Bastian et al., 2024). Other studies conducted by Rahmawati et al. (2023) and Safitri & Wahdiniawati (2023) also confirm that job training partially has a positive and significant effect on employee performance.

C. The Influence of Career Development on Employee Performance Partially

Based on the result indicates that that career development partially has a positive and significant influence on employee performance at PT Cendikia Global Solusi. This finding is consistent with previous research which concluded that career development partially has a positive and significant influence on employee performance (Meilani & Muttaqin, 2024). Other supporting studies conducted by Iis et al. (2022) and Hadaitana & Iqbal (2022) also confirm that career development partially has a positive and significant effect on employee performance.

D. The Influence of Work Discipline on Employee Performance Partially

Based on the result indicates that work discipline partially has a positive and significant influence on employee performance at PT Cendikia Global Solusi. This result is in line with previous research which stated that work discipline partially has a positive and significant influence on employee performance (Farhan & Indriyaningrum, 2023). Other supporting studies conducted by Maizar et al. (2023) and Susanti et al. (2022) also confirmed that the work discipline variable positively and significantly affects employee performance.

VI. CONCLUSIONS

Based on the results of this study, it can be concluded that:

1. The results of the simultaneous hypothesis testing (F-test) show that the variables of job training, career development, and work discipline simultaneously have a positive and significant influence on employee performance at PT Cendikia Global Solusi.
2. The results of the partial hypothesis testing (t-test) show that each variable job training, career development, and work discipline partially has a positive and significant influence on employee performance at PT Cendikia Global Solusi. Provide some conclusions and implementation of the research results.

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