

THE EFFECT OF TRAINING, MOTIVATION, CAREER DEVELOPMENT, AND JOB SATISFACTION ON THE PERFORMANCE OF PRODUCTION DEPARTMENT EMPLOYEES

Sri Langgeng Ratnasari^{1*}, Lisvoni Saragih², T. Munzir³, Gandhi Sutjahjo⁴, Widyo Winarso⁵

^{1,2,3}Universitas Riau Kepulauan, ⁴Universitas Batam, ⁵Universitas Negeri Surabaya

Email: sarisucahyo@yahoo.com¹, lisvoni.saragih@gmail.com², munzir@yahoo.com³,
gandhisucahyo@gmail.com⁴, widyowinarso@gmail.com⁵

*Corresponding Author

ABSTRACT

The purpose of this study was to determine and analyze the effect of training on employee performance, the effect of motivation on employee performance, the effect of career development on employee performance, the effect of job satisfaction on employee performance, and the effect of training, motivation, career development, and job satisfaction on employee performance. The population of this research is employees of PT. OZF as many as 105 people. The research sample was 105 respondents, using census sampling technique. Collecting data using a questionnaire. Data analysis using multiple linear regression and hypothesis testing using SPSS version 25. The results of the study are as follows: Training has a significant effect on employee performance, motivation has a significant effect on employee performance, career development has a significant effect on employee performance and job satisfaction has a significant effect on employee performance, and training, motivation, career development, and job satisfaction simultaneously affect employee performance.

Keywords: Employee Performance, Training, Motivation, Career Development, Job Satisfaction

INTRODUCTION

Competition and global economic conditions that have changed significantly require companies to stay afloat, by changing strategies, as well as maintaining the quality of the company's production. Good production quality and quality make the company survive in addition to the many similar companies that compete.

The company's production results are supported by good planning in production, consistency in quality, and employee performance in the production process. Employee performance plays the biggest role in the production process of goods within the company, so that production results are in accordance with the target in quantity and quality. An employee's performance is influenced by several factors such as training, motivation, career development, and job satisfaction. Good performance will result in good production with quality according to company standards. If the company's production has good quality, and the amount is in line with the target, then one of the biggest factors for the continued operation of the company has been fulfilled. This is the most important internal factor in the company.

PT. OZF is a company that relies on product sales, has experienced a decline in production results in recent years. Production results from year to year have not shown an increasing trend, so many customer requests cannot be met according to the target. The achievement that has been determined in each category by the company is a benchmark for each individual's work. The decline in production results indicates the category of employees who are underperforming. If this is allowed, it will have an impact on the productivity and survival of the company. After conducting interviews with 15 employees at PT. OZF, it was found that the average employee interviewed attended training. It's just that the training obtained is not enough to understand the work to be carried out. The training obtained also did not meet the standards because it was only done once at the beginning of joining the company.

Tsauri (2013) suggests that "training is an activity to improve one's work ability in relation to economic activity". In order to improve the skills, abilities, and attitudes needed by the organization in achieving its goals, training helps employees understand practical knowledge and its application.

Employee motivation at PT. OZF at work is not high. The skills possessed by these employees are not accompanied by hard work at work, and employees at PT. This OZ Fastener does not want to achieve optimal

work results. Almost all employees interviewed by the researchers expressed a sense of laziness at work because they felt that working hard would not be appreciated by their superiors.

Career development at PT. OZF is very rare, even almost never done, career development such as in job training, coaching, which should be done by the company to change the status, position, or position of employees is not carried out by the company. In fact, if a company provides in-job training, coaching, and so on, this serves to provide better development opportunities for employees.

Employees who have skills will choose to remain in a company if the company opens opportunities for career development. According to Marwansyah (2014) career development is self-development activities taken by a person to realize his personal career plan. According to Marwansyah (2014) career development is self-development activities taken by a person to realize his personal career plan. It was also found that employee satisfaction at work cannot be said to be sufficient. Robbins and Judge (2011) state that job satisfaction is one of the other factors that affect employee performance. Satisfaction is an employee's positive attitude towards his work. Employees will perform well, if they have high job satisfaction.

The results of relevant research related to the effect of training and motivation on employee performance are by Tanuwijaya (2015). The research entitled "The Influence of Training and Work Motivation on Employee Performance in the Production Department of PT. Coronet Crown" shows that job training has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and job training and work motivation variables have a positive and significant effect on employee performance.

Based on the background of the problem, the research problems can be identified, as follows: 1) Employees only attend brief training before starting work. In addition, there are no detailed characteristics of what skills employees must master before being accepted for work. 2) Employee motivation is only limited to getting wages, so there is no effort to do the best at work. 3) Career development at PT. OZ Fastener such as in job training, coaching, which should be done by the company to change the status, position, or position of employees is very rarely given. 4) Employee job satisfaction is still far from sufficient. Employees have thoughts, feelings and tendencies that are not very satisfied with the work and have a not very good perception of the work being done. 5) Employee performance of PT. OZ Fastener Indonesia in carrying out production during the period 2018-2021 has not shown a significantly increasing trend.

Based on the background of the problem and the relevant research gap, the research problem is formulated as follows: 1) Does training affect the performance of employees of the production department of PT. OZF? 2) Does work motivation affect the performance of employees of the production department of PT. OZF? 3) Does career development affect the performance of employees of the production department of PT. OZF? 4) Does job satisfaction affect the performance of employees of the production department of PT. OZF? 5) Does training, motivation, career development and job satisfaction affect the performance of employees of the production department of PT. OZF?

Based on the problem formulation, this study aims as follows: 1) To analyze the effect of training on the performance of employees of the production department of PT. OZF. 2) To analyze the effect of work motivation on the performance of employees of the production department of PT. OZF. 3) To analyze the effect of career development on the performance of employees of the production department of PT. OZF. 4) To analyze the effect of job satisfaction on the performance of employees of the production department of PT. OZF. 5) To analyze the effect of job satisfaction, work motivation, training and career development on the performance of employees of the production department of PT. OZF.

LITERATURE REVIEW

Training

Training is in the form of providing knowledge and skills for employees to be able to carry out tasks or jobs to be even better. Salmah (2012) revealed that training is every effort to improve job performance on a particular job with the aim that the work done becomes more effective. Training activities are also useful for increasing the capacity of employees to perform jobs more skillfully.

Motivation

Motivation is essentially a mental state that encourages an action (action/activity) and provides a force (energy) that leads to the fulfillment of a need, satisfaction, or relief from an imbalance. Thus, it can be said that work

motivation is something that causes motivation or enthusiasm to work. According to Tanjung (2012) motivation is the reason behind an action taken by a person, a very strong reason to get what he wants by doing his current job.

Career Development

According to Sudiro (2011) career development is the process of increasing individual work abilities achieved in order to achieve the desired career. According to Tsauri (2013) the development of human resource development is all activities carried out by organizations in facilitating employees such as skills and knowledge needed in handling current or future jobs.

Job Satisfaction

Job satisfaction is the result of an assessment that causes a person to achieve the value of his work or fulfill his basic needs and helps in determining whether a person likes or dislikes his job. According to Indrasari (2017) job satisfaction is an effective or emotional response to various aspects or aspects of one's work. A person can be relatively satisfied with one aspect of the job and not.

Employee Performance

Every employee who works in a company, produces work in the form of goods or services. In a manufacturing company, the work of employees is the production of goods. The results of the production of goods also take part in determining the work of employees. The results of this employee's work are hereinafter referred to as employee performance. Sutrisno (2010) states that in achieving the goals that have been set by the organization, the aspects of quality, quantity, working time and cooperation are called performance. Regardless of the quantity of an employee, it must still be accompanied by good quality work. These two things are inseparable aspects.

RESEARCH METHODS

Population

The population in this study were employees of the production department of PT. OZF totaling 105 people.

Sample

The research sample using the census method as many as 105 employees of the production department of PT. OZF.

Data Analysis Method

Analysis of the data used in this study using quantitative analysis. Data analysis techniques in quantitative research use inferential statistics. Inferential statistics is a type of statistic that focuses on processing sample data so that it can make decisions or conclusions on the population.

Validity Test

Validity test is used to determine whether the questionnaire that will be used by the researcher is valid or not. Validity test was conducted by distributing questionnaires in the form of google form to 30 employees who were not employees of the production department of PT. OZF. A questionnaire can be said to be valid if r count > than r table, where the list of questions is able to explain what you want to measure.

The results of the validity test data are described as follows.

Reliability Test

The reliability test was conducted with the aim of showing the research instruments used were reliable and trustworthy for research data collection. The results of the reliability test in this study all variables are reliable.

Normality test

Tabel 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.84042514

		Unstandardized Residual
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.094
Test Statistic		.704
Asymp. Sig. (2-tailed)		.704

- a. Test distribution is Normal.
b. Calculated from data.

Based on Table 1, showing the results of the Kolmogorov-Smirnov normality test processed using SPSS 25, it is known that the significance value is $0.704 > 0.05$, so it can be concluded that the residual value is normally distributed.

Multicollinearity Test

Multicollinearity test is useful to see the level of correlation between independent variables in a multiple linear regression model. Table 2 below shows the results of the Multicollinearity Normality test.

Table 2. Multicollinearity Normality Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	-.124	.508		-.244	.808		
Pelatihan	-.015	.039	-.013	-.401	.689	.125	7.976
Motivasi	2.879	.485	.958	5.940	.000	.173	5.768
Pengembangan Karir	.052	.545	.016	.096	.925	.173	5.768
Kepuasan Kerja	.987	.018	.987	53.928	.000	.397	2.517

a. Dependent Variable: Kinerja Karyawan

Source: Processed Primary dataset SPSS 25,2022

Based on the output results of the normality test using SPSS 25 software Table 3, it can be seen that all independent variables have a tolerance value greater than 10% (0.10), and the VIF value is less than 10, so it can be concluded that there is no multicollinearity in the regression model.

Heteroscedasticity Test

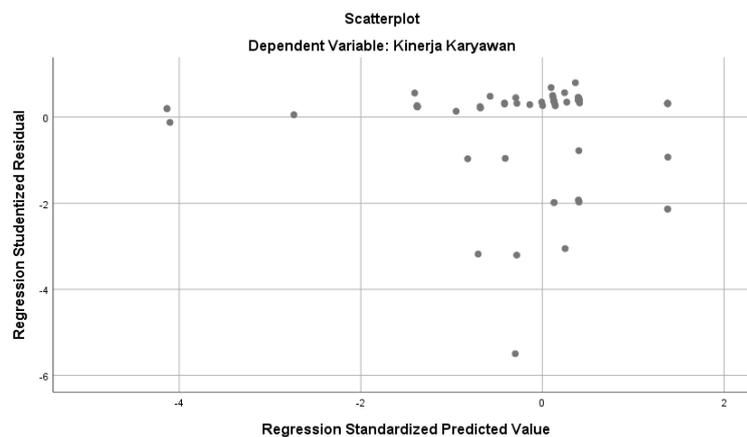


Figure 1 Heteroscedasticity Test Results

Source: Processed Primary dataset SPSS 25, 2022

From the output of Figure 1, it can be seen that the dots do not form a clear pattern. The points are spread above and below on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the regression model.

Multiple Linear Regression Test Results

Table 3. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.219	.021		10.164	.000
Training	.097	.034	.459	2.832	.007
Motivation	.004	.001	-.319	-2.519	.015
Career development	.958	.045	-.041	57.808	.002
Job satisfaction	.987	.018	.987	53.928	.000

a. Dependent Variable: Employee performance

Source: Processed Primary dataset SPSS 25, 2022

Based on the results of Multiple Linear Regression output shown in Table 22 which has been processed using SPSS 25 software. The regression equation for the variables of Training, Motivation, Career Development, and Job Satisfaction on Employee Performance is as follows: $Y = 0.219 + 0.097X_1 + 0.004X_2 + 0.958X_3 + 0.987X_4 + e$

Model interpretation: 1) The constant value (a) is a positive value of 0.220. A positive result means that it shows a unidirectional effect between the independent variable and the dependent variable. This shows that if all independent variables which include Training (X1), Motivation (X2), Career Development (X3), and Job Satisfaction (X4) are 0 percent or have not changed, then the Employee Performance value is 0.220. 2) The regression coefficient value for the Training variable (X1) is 0.097. This value shows that if the training increases by 1%, the employee performance will increase by 0.097 with the assumption that other independent variables are held constant. A positive result means that it shows a unidirectional effect between the independent variable and the dependent variable. 3) The value of the regression coefficient for the Motivation variable (X2) is 0.004. This value shows that if motivation increases by 1%, then employee performance will increase by 0.004 with the assumption that other independent variables are considered constant. A positive result means that it shows a unidirectional effect between the independent variable and the dependent variable. 4) The value of the regression coefficient for the Career Development variable (X3) is 0.958. This value shows that if Career Development increases by 1%, then Employee Performance will increase by 0.958 with the assumption that other independent variables are considered constant. A positive result means that it shows a unidirectional effect between the independent variable and the dependent variable. 5) The value of the regression coefficient for the Job Satisfaction variable (X4) is 0.987. This value shows that if job satisfaction increases by 1%, employee performance will increase by 0.987 with the assumption that other independent variables are considered constant. A positive result means that it shows a unidirectional effect between the independent variable and the dependent variable.

RESULT AND DISCUSSION

Hypothesis Test Results t Test (Partial)

This test aims to test how the partial effect of the independent variable on the dependent variable is by comparing ttable and tcount. Each t calculation result is then compared with the t table obtained using an error level of 0.05.

Here are the results of the t-test (partial).

The Effect of Training on Employee Performance

Based on Table 3, the significance value of the Training variable is 0.007 (<0.05). Thus, it can be concluded that Ha is accepted and H0 is rejected.

The Effect of Motivation on Employee Performance

Based on Table 3, the significance value of the Motivation variable is 0.015 (<0.05). Thus, it can be concluded that Ha is accepted and H0 is rejected.

The Effect of Career Development on Employee Performance

Based on Table 3, the significance value of the Career Development variable is 0.002 (<0.05). Thus, it can be concluded that Ha is accepted and H0 is rejected.

The Effect of Job Satisfaction on Employee Performance

Based on Table 3, the significance value of the Job Satisfaction variable is 0.000 (<0.05). Thus, it can be concluded that Ha is accepted and H0 is rejected.

F Test (Simultaneous)

The F test is used to determine the effect of the independent variables simultaneously on the dependent variable.

Table 4. F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5443.591	4	1360.898	1852.653	.000 ^b
	Residual	73.457	100	.735		
	Total	5517.048	104			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job Satisfaction, Career Development, Training, Motivation

Source: Processed Primary dataset SPSS 25,2022

Based on Table 4, it was concluded that H0 was rejected and H1 was accepted. This can be seen from the calculated F value of 1852,653, while the resulting significance value is 0.000 which is smaller than 0.05. Thus it can be concluded that the multiple regression model is feasible to use, and the independent variables which include training, motivation, career development, and job satisfaction have a simultaneous influence on the dependent variable of employee performance.

Test R2 (Determination)

The following are the results of the coefficient of determination of the variables of training, motivation, career development, and job satisfaction on employee performance.

Table 5. Test Results of the Coefficient of Determination (R2)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.993 ^a	.987	.986	.857	

a. Predictors: (Constant), Job Satisfaction, Career Development, Training, Motivation

Source: Processed Primary dataset SPSS 25, 2022

Based on Table 5, it can be seen that the value of the coefficient of determination (Adjusted R Square) is 0.986 or 98.60%. So it can be concluded that the dependent variable Employee Performance can be explained by training (X1), motivation (X2), career development (X3), and job satisfaction (X4) have an impact of approximately 98.60%, while the remaining 1.40% explained by other factors, apart from the variables of training, motivation, career development, and job satisfaction.

CONCLUSION

Conclusion

Based on the results of the study, it can be concluded as follows: 1) Training has a positive and significant effect on employee performance. This means that adequate and appropriate training can directly improve employee performance. 2) Motivation has a significant effect on employee performance. This means that great and positive motivation can improve employee performance. 3) Career development has a significant effect on employee performance. This means that the provision of open career development can improve employee performance. 4) Job satisfaction has a significant effect on employee performance. This means that sufficient job satisfaction can improve employee performance. 5) Training, motivation, career development, and job satisfaction have a significant effect on employee performance. This means that good training, motivation, career development, and job satisfaction can improve employee performance.

Suggestion

Based on the results of the analysis and conclusions, the following suggestions are given: 1) Training should be given to employees on a regular basis, in order to improve the ability of employees in their respective fields. That way, the process in employee performance will be of higher quality and will increasingly reach the target. 2) There needs to be positive motivation by employees, both from superiors and fellow colleagues, either directly or indirectly. This will make employees more enthusiastic at work and will further improve employee performance. 3) Open career development will provide opportunities for all employees to develop careers, and have a healthy competitive spirit, this will indirectly improve employee performance. 4) Employees who have high job satisfaction will make employees have a desire to improve the quality of work, so that employee performance will increase. 5) It is necessary to conduct research in a wider scope on the same unit of analysis as the industry of PT. OZF. This is necessary to obtain and strengthen the results of research on the effect of training, motivation, career development, and satisfaction on employee performance.

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